

**RECONCILING LEADERS NETWORK**  
**(A charitable incorporated organisation)**

**TRUSTEES' REPORT, INDEPENDENT EXAMINER'S REPORT AND FINANCIAL  
STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

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## RECONCILING LEADERS NETWORK

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## RECONCILING LEADERS NETWORK

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### REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2021

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<b>Trustees</b>	Mr Ken Costa, Chairman Mrs Clare Chapman Canon Sarah Snyder Mrs Fatima Wesson Mr Glyn Barrett (appointed 1 July 2020)
<b>Charity registered number</b>	1176374
<b>Principal office</b>	Lambeth Palace Lambeth Palace Road London SE1 7JU
<b>Independent Examiner</b>	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW
<b>Bankers</b>	Barclays 99 Hatton Gardens London EC1N 8DN
<b>Solicitors</b>	Hunters 9 New Square Lincoln's Inn London WC2A 3QN
<b>Accountants</b>	Charity Accounting Services B108 Trident Business Centre 89 Bickersteth Road London SW17 9SH

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## RECONCILING LEADERS NETWORK

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### TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2021

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The Trustees of the Reconciling Leaders Network (RLN) are pleased to present their Report, which includes the Directors' Report, together with the financial statements of RLN for the year ended 31 March 2021.

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Governing document

The charity is constituted as a Charitable Incorporated Organisation. Its governing document is its memorandum and articles of association.

##### Organisational structure

**Governance:** The Trustees are appointed for fixed terms and, by mutual consent, may be reappointed. Trustees are recruited with regard to their respective areas of knowledge, skills and experience. There is a comprehensive pre-appointment briefing and an induction process for new Trustees. On-going training is made available to Trustees as required. During this financial year Glyn Barrett was appointed as a new Trustee, serving on the board alongside Kenneth Costa, Clare Chapman, Fatima Wesson and Sarah Snyder.

The Reverend Canon Flora Winfield is the Archbishop's Advisor for Reconciliation and the de facto CEO of RLN.

**Management and administration:** RLN is administered by Rebecca Stewart (Goldstar Partners). Goldstar Partners provide charity office administration services and company secretarial duties under a contract with RLN. Charity Accounting Services provide book-keeping and accounting services to RLN.

The principal risk facing RLN is the ongoing uncertainty created by Covid-19, both operationally and financially. The pandemic has significantly changed the activity of the RLN team: face-to-face training for facilitators has been postponed and new digital delivery has been developed. There is also uncertainty regarding the level of future grants from the Lambeth Trust and other funders given the economic downturn.

#### ACHIEVEMENT AND PERFORMANCE

The vision of the Archbishop of Canterbury's Reconciliation Ministry is for the church to be a reconciling presence in the midst of conflict. RLN's purpose is to train, equip and inspire a generation to live as peacemakers and reconcilers for a just and flourishing society, for the public benefit, both internationally and nationally.

During this period, the RLN team have focused on developing the 'Difference' course, evaluating its effectiveness, training hosts to deliver the resource, and launching a digital platform. The two goals are 1) to extend the reach and grown the movement; and 2) to equip and resource the movement.

Due to the impact of the pandemic and the rapid change of how church groups gathered, the Difference course was reconfigured and adapted to facilitate groups meeting online. By May 2020 a version of the Difference course for online groups was available alongside the in- person version.

Training on how to run the course also moved from an in-person day event, to a shorter training via video-conference. The shift to online training increased international engagement. During the year 468 course hosts were trained online. Plans are in place to transition the training from face-to-face video-conferences to filmed training sessions accessible through an online learning system, enabling people to access the training anytime from anywhere.

An international learning review on the Difference course across nine countries was undertaken, with in-depth focus groups and learning reports. The recommendations from the review have been implemented to strengthen the course and its delivery.

The team have worked with senior church leadership to integrate reconciling practices and principles into the life and rhythm of church and community, offering the Difference course as a resource for leaders to equip their congregations and churches.

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## RECONCILING LEADERS NETWORK

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### TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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Difference 'Champions' have helped strengthen Difference over the last year, and will be a key part of future development. The Champions integrate Difference into the rhythm of their church life, run diocese-wide roll outs of the course and pioneer Difference in sectors such as prisons.

#### FUTURE PLANS

The next financial year will focus on the following areas of development and growth:

- Increase awareness and engagement through digital communications. In April and May 2021 an online campaign will launch featuring a film series from Archbishop Justin Welby. The campaign and film series aims to grow email subscriptions and engagement with Difference, increasing the number of people running the Difference Course. Further awareness generation is planned through additional broadcasts such as Christian radio, podcast and Christian TV networks.
- Create a sustainable method of training to facilitate scale. In summer 2021 training on how to run the Difference course will transition to an online, asynchronous learning platform, with training films that people can view anytime, anywhere. Develop partnerships with other online learning platforms to also host Difference.
- Church and Chaplaincy engagement – working with Bishops and Deans in England to support and resource their reconciliation work in churches and communities, in particular a close partnership with the diocese of Coventry. Work with Forces Chaplains in the Royal Air Force and British Army, offering the Difference course as a resource. Work with chaplaincies in prisons, offering low-tech options for running the course in prisons, for example the need to provide DVDs with course content.
- Increase international engagement. The course will be translated into Spanish and Portuguese by autumn 2021. Resource Difference Champions who engage with and promote Difference in their context.
- Support the Archbishop of Canterbury with wider reconciliation priorities and preparation for Lambeth Conference 2022.

#### FINANCIAL REVIEW

The total income for the period was £173,877 comprising grants and donations. The Trustees seek to continue to release the funds raised each year to fund the work of the charity. The total funds of Reconciling Leaders Network at 31 March 2021 were £82,032.

#### Reserves policy

Taking one year with another, the Trustees seek to spend all net income as it arises. Trustees seek to maintain a sufficient base of unrestricted funds appropriate to the operation of the charity. The Trustees consider that the value of the unrestricted funds at 31 March 2021 of £69,032 meets these objectives.

#### Going Concern

After making appropriate enquiries, including assessments of the key risks and future budgets, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Trustees continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies at Note 1.

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## RECONCILING LEADERS NETWORK

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### TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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#### STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires the trustees to prepare a statement of assets and liabilities for each financial year which give a true and fair view of the state of affairs of the charitable incorporated organisation and of the incoming resources and application of resources, including the receipts and payments, of the charitable incorporated organisation for that period. In preparing those 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;
- make judgments and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable incorporated organisation will continue in operation.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy, at any time, the financial position of the charitable incorporated organisation. These enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charitable incorporated organisation and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The make-up of the Trustee body is reviewed regularly to ensure that it is suitably skilled and diverse.

Approved by order of the members of the board of Trustees on 22 June 2021 and signed on their behalf by:



Mr Ken Costa  
Chairman

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## RECONCILING LEADERS NETWORK

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### INDEPENDENT EXAMINER'S REPORT FOR THE YEAR ENDED 31 MARCH 2021

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#### Independent examiner's report to the Trustees of Reconciling Leaders Network ('the charity')

I report to the charity Trustees on my examination of the accounts of the charity for the year ended 31 March 2021, which are set out on pages 4 to 13.

This report is made solely to the charity's Trustees, as a body, in accordance with section 154 of the Charities Act 2011. My independent examiner's work has been undertaken so that I might state to the charity's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity, the charity's members as a body and the charity's Trustees as a body for my independent examiner's work, for this report, or for the opinions I have formed.

#### Responsibilities and basis of report

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

I report in respect of my examination of the charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

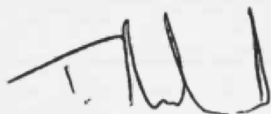
#### Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the charity as required by section 130 of the 2011 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

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

Signed:



Dated: 6 August 2021

Tim Redwood FCA

**Crowe U.K. LLP**  
55 Ludgate Hill  
London  
EC4M 7JW

## RECONCILING LEADERS NETWORK

### STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2021

	Note	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
<b>Income from:</b>					
Donations	4	-	173,877	173,877	414,384
<b>Total income</b>		<b>-</b>	<b>173,877</b>	<b>173,877</b>	<b>414,384</b>
<b>Expenditure on:</b>					
Charitable activities	5	7,000	226,771	233,771	339,237
<b>Total expenditure</b>		<b>7,000</b>	<b>226,771</b>	<b>233,771</b>	<b>339,237</b>
<b>Net (expenditure)/income</b>					
Transfers between funds	13	(7,000) 20,000	(52,894) (20,000)	(59,894) -	75,147 -
<b>Net movement in funds</b>		<b>13,000</b>	<b>(72,894)</b>	<b>(59,894)</b>	<b>75,147</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		-	141,926	141,926	66,779
Net movement in funds		13,000	(72,894)	(59,894)	75,147
<b>Total funds carried forward</b>		<b>13,000</b>	<b>69,032</b>	<b>82,032</b>	<b>141,926</b>

The notes on pages 8 to 15 form part of these financial statements.



# RECONCILING LEADERS NETWORK

## BALANCE SHEET AS AT 31 MARCH 2021

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	10	777	1,647
		<u>777</u>	<u>1,647</u>
<b>Current assets</b>			
Debtors	11	759	482
Cash at bank and in hand		97,068	164,718
		<u>97,827</u>	<u>165,200</u>
Creditors: amounts falling due within one year	12	(16,572)	(24,921)
<b>Net current assets</b>		<u>81,255</u>	<u>140,279</u>
<b>Total net assets</b>		<u><u>82,032</u></u>	<u><u>141,926</u></u>
<b>Charity funds</b>			
Restricted funds	13	13,000	-
Unrestricted funds	13	69,032	141,926
<b>Total funds</b>		<u><u>82,032</u></u>	<u><u>141,926</u></u>

The financial statements were approved and authorised for issue by the Trustees on 22 June 2021 and signed on their behalf by:

*C. Chapman*

Mrs Clare Chapman

*Ken Costa*

Mr Ken Costa  
(Chair of Trustees)

The notes on pages 8 to 15 form part of these financial statements.

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## RECONCILING LEADERS NETWORK

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

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#### 1. General information

Reconciling Leaders Network is a charitable incorporated organisation limited by guarantee (registered number CE012734) and a registered charity in England and Wales (number 1176374). Its registered office is Lambeth Palace, Lambeth Palace Road, London, SE1 7JU.

#### 2. Accounting policies

##### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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 (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

Reconciling Leaders Network 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.

##### 2.2 Going concern

Having reviewed the financial position, the Trustees have a reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future and that there are no material uncertainties about its ability to continue. Accordingly they continue to adopt a going concern basis in preparing the financial statements.

##### 2.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

##### 2.4 Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be attributed to particular headings they have been allocated to activities on a basis consistent with the use of resource.

##### 2.5 Tangible fixed assets and depreciation

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Office equipment	-	33%
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##### 2.6 Debtors

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

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## RECONCILING LEADERS NETWORK

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

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#### 2. Accounting policies (continued)

##### 2.7 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.

##### 2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

##### 2.9 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise trade and other creditors.

##### 2.10 Pensions

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

##### 2.11 Fund accounting

General funds are unrestricted funds which 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.

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 costs 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.

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## RECONCILING LEADERS NETWORK

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

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#### 3. Critical accounting estimates and areas of judgement

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

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

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the Balance Sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

#### 4. Income from donations

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Grants	173,877	173,877	414,384

#### 5. Analysis of expenditure on charitable activities

##### Summary by fund type

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Charitable activities	7,000	226,771	233,771	339,237
Total 2020	-	339,237	339,237	

## RECONCILING LEADERS NETWORK

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

#### 6. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £	Total funds 2020 £
Charitable activities	189,523	44,248	233,771	339,237
<i>Total 2020</i>	<i>295,023</i>	<i>44,214</i>	<i>339,237</i>	

#### Analysis of direct costs

	Total funds 2021 £	Total funds 2020 £
Staff costs	167,200	186,432
Other direct costs	22,323	108,591
	<b>189,523</b>	<b>295,023</b>

#### Analysis of support costs

	Total funds 2021 £	Total funds 2020 £
Depreciation	869	568
Office costs	1,258	1,487
Accounting and bookkeeping	8,358	6,888
Trust Executive	28,800	28,800
Miscellaneous costs	43	975
Governance costs: Independent Examiner's fee	4,920	4,800
Governance costs: Legal fees	-	696
	<b>44,248</b>	<b>44,214</b>

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## RECONCILING LEADERS NETWORK

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

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#### 7. Independent examiner's remuneration

	2021 £	2020 £
Fees payable to the charity's independent examiner for the independent examination of the charity's annual accounts	<u>4,920</u>	<u>4,800</u>

#### 8. Staff costs

	2021 £	2020 £
Wages and salaries	140,546	166,861
Social security costs	11,497	16,473
Contribution to defined contribution pension schemes	15,157	3,098
	<u>167,200</u>	<u>186,432</u>

The average number of persons employed by the charity during the year was as follows:

	2021 No.	2020 No.
Average headcount	<u>3</u>	<u>4</u>

No employee received remuneration amounting to more than £60,000 in either year.

The total employee benefits of key management personnel were £148,474 (2020: £149,890).

#### 9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration, benefits in kind or reimbursement of expenses (2020 - £NIL).

During the year ended 31 March 2021, no Trustee expenses have been incurred (2020 - £NIL).

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## RECONCILING LEADERS NETWORK

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

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#### 10. Tangible fixed assets

	Office equipment £
<b>Cost</b>	
At 1 April 2020	2,607
At 31 March 2021	<u>2,607</u>
<b>Depreciation</b>	
At 1 April 2020	960
Charge for the year	870
At 31 March 2021	<u>1,830</u>
<b>Net book value</b>	
At 31 March 2021	<u><u>777</u></u>
At 31 March 2020	<u><u>1,647</u></u>

#### 11. Debtors

	2021 £	2020 £
Other debtors	759	482
	<u>759</u>	<u>482</u>

#### 12. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	1,724	4,250
Other taxation and social security	3,928	4,171
Other creditors	-	279
Accruals and deferred income	10,920	16,221
	<u>16,572</u>	<u>24,921</u>

## RECONCILING LEADERS NETWORK

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

#### 13. Statement of funds

##### Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
<b>Unrestricted funds</b>					
General Funds	141,926	173,877	(226,771)	(20,000)	69,032
<b>Restricted funds</b>					
Prison Fund	-	-	(7,000)	20,000	13,000
<b>Total of funds</b>	<b>141,926</b>	<b>173,877</b>	<b>(233,771)</b>	<b>-</b>	<b>82,032</b>

##### Statement of funds - prior year

	Balance at 1 April 2019 £	Income £	Expenditure £	Balance at 31 March 2020 £
<b>Unrestricted funds</b>				
General Funds	66,779	414,384	(339,237)	141,926

#### **Prison Fund**

This fund finances part of the salary of a staff member to support prison support activities.

The transfer in the year ended 31 March 2021 amounting to £20,000 from Unrestricted General Funds to the Prison Fund represents income that had been received in a prior year restricted to the Prison Fund.



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## RECONCILING LEADERS NETWORK

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

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#### 14. Analysis of net assets between funds

##### Analysis of net assets between funds - current year

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	-	777	777
Current assets	13,000	84,827	97,827
Creditors due within one year	-	(16,572)	(16,572)
<b>Total</b>	<b>13,000</b>	<b>69,032</b>	<b>82,032</b>

##### Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	1,647	1,647
Current assets	165,200	165,200
Creditors due within one year	(24,921)	(24,921)
<b>Total</b>	<b>141,926</b>	<b>141,926</b>

#### 15. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £14,516 (2020: £3,098). Contributions totalling £43 (2020: £279 overpaid) were payable to the fund at the Balance sheet date and are included in other creditors.

#### 16. Related party transactions

During the year the charity received a grant of £173,876 (2020: £371,881) from The Lambeth Trust. The Lambeth Trust is a related party as there were two Trustees in common during the year ended 31 March 2021, Mr Ken Costa and Mrs Clare Chapman (resigned as a Trustee of the Lambeth Trust on 1 July 2020).