SOUL SURVIVOR WATFORD

England & Wales · Charity number 1184088

Details

Status	Registered
Legal form	CIO
Registered	2019-06-25
Register	View on the Charity Commission register

Contact

Address	Soul Survivor Watford 5-7 Greycaine Road Watford WD24 7GP
Phone	01923204200
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Website	www.soulsurvivorwatford.co.uk

Activities

Objects: THE OBJECTS OF THE CIO ARE, FOR THE PUBLIC BENEFIT:-4.1. THE ADVANCEMENT OF THE CHRISTIAN FAITH IN THE UNITED KINGDOM OR OVERSEAS;4.2. THE RELIEF OF PERSONS WHO ARE IN NEED BY REASON OF FINANCIAL HARDSHIP, UNEMPLOYMENT, ILL-HEALTH, DISABILITY OR SUCH OTHER ECONOMIC OR SOCIAL DISADVANTAGE; AND 4.3 THE FURTHERANCE OF THE CHARITABLE WORK OF THE CIO BY THE ADVANCEMENT OF SUCH OTHER CHARITABLE PURPOSES AS THE CHARITY TRUSTEES MAY FROM TIME TO TIME DECIDE.

Activities: Soul Survivor Watford Church are a group of Christians aiming to communicate the good news of Jesus to the people in Watford and beyond. This is through intimate worship, relevant evangelism, committed community, effective equipping and active compassion.Soul Survivor Watford is part of the Church of England and a Bishops Mission Order in St Albans Diocese.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty, Religious Activities
- **Who:** Children/young People, Elderly/old People, Other Defined Groups, The General Public/mankind

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Geography

- Hertfordshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,304,147	£1,427,479	£4,231,342	18
2024-03-31	£1,221,894	£1,350,523	£4,354,674	19
2023-03-31	£1,593,035	£1,451,535	£4,483,303	20
2022-03-31	£1,416,768	£1,213,734	£4,341,803	19
2021-03-31	£1,468,222	£1,092,949	£4,138,769	20

Trustees

Name	Role	Appointed
David Mitchell	Chair	2022-11-01
Adefela Aromolaran		2025-02-01
Elizabeth Potter		2020-04-15
Emily Carrillo		2024-02-27
Gary Tucker		2025-02-01
Lindsay Nash		2023-05-21
Marc Lim		2025-02-01
Philippa Vincent		2025-02-01
Stephen Walker		2025-02-01

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SOUL SURVIVOR WATFORD

England & Wales - Charity number 1184088

Accounts

CHARITY COMMISSION REPORT

Soul Survivor Watford

Registered Charity Number: 1184088 and Company No: CE017985

Trustees Report and Accounts for the Year Ended 31 March 2025

SOUL SURVIVOR WATFORD

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1. Trustees Report

The Trustees present their report and accounts for the year ended 31st March 2025.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charities constitution, the Charities Act 2011 and the Statement of Recommended Practice, "Account and Reporting by Charities", issued in March 2005.

The Trustees who served during the year were:

- David Mitchell – Chair
- Adefela Aromolaran – Elected Trustee – Appointed 20 January 2025
- Alison Maffey (Resigned as Trustee 25 April 2025)
- Elizabeth Potter
- Emily Carrillo – Treasurer
- Emmanuel Akpata
- Gary Tucker – Appointed 20 January 2025
- Kevin Downton
- Lindsay Nash – Independent Trustee
- Marc Lim – Appointed 20 January 2025
- Philippa Vincent – Appointed 20 January 2025
- Stephen Walker – Appointed 20 January 2025

Trustee resignations during the financial year

- Desmond Scott (Independent Trustee) (Resigned 20 January 2025)
- Rev'd Jonathan Stevens (Staff Trustee) (Resigned 25 September 2024)
- Liza Hoeksma (Staff Trustee) (Resigned 25 September 2024)

Introduction from Lead Pastor

This has been a year of significant transition for Soul Survivor Watford with the publication of the Fiona Scolding KC Independent Review in September 2024. We accepted the findings and have focused on implementing the recommendations of her report. We recognise the profound harm caused to survivors and remain committed to ensuring we have the right structures in place to ensure this never happens again.

I have been grateful for the support of the church community since I was appointed Lead Pastor in December 2023. The church have leaned into the hard work of healing, to rebuilding, to accountability, and to hope. This has been a testament to the depth of faith in this community and the power of God's grace in every season.

We have done significant work rebuilding foundations this year. We've overhauled governance structures, introduced robust Trustee recruitment, and signed a renewed Bishop's Mission Order. We appointed a full-time Safeguarding Lead and implemented new comprehensive training across the church. The Diocese commended our safeguarding work as one of the most comprehensive they've seen. More importantly, we're building a culture where everyone can flourish safely.

This year we have been focused on Building the House—A House of Worship, A House of Prayer and a House of Hope. Amidst all the necessary structural work, we're seeing encouraging signs of health and life. God is at work among us, people are encountering God in worship, young people are flourishing in faith, the prayer life of the church is building and authentic community is being formed. We're trusting the Holy Spirit to continue transforming us and making us into the community God is calling us to be. Our monthly Worship and Prayer nights and new House of Worship gatherings are becoming significant expressions of this, as we prioritise worshipping Jesus and seeking God together. The church continues to serve our local community through Café No7. Our Hope Fund has funded the family meal boxes over the past year, which have provided over 12,000 meals for people in our community and practical support for families.

Over the year, we've navigated significant staff transitions and appointed an Associate Pastor, Head of Operations, and dedicated roles in community, discipleship, and pastoral care. These roles are building something sustainable that maintains the relational DNA of who we are while creating capacity for the future.

The foundations we've laid position us for what's ahead. We're committed to learning from the past while building confidently for the future. These lessons haven't diminished our faith, they've refined it, teaching us to hold leadership more lightly and anchor our hope more firmly in Jesus.

We move forward with humility, knowing we have much to learn, believing our best days are ahead as we continue to love God, love people, and love the world.

Rev'd Jon Stevens
Lead Pastor

Recruitment and appointment of new Trustees

During the past year, Soul Survivor Watford has carried out a substantial review and renewal of its Trustee recruitment and appointment processes to strengthen governance and widen representation.

New Trustees continue to be appointed by the existing board; however, the process has been formalised and extended to include applications, interviews, and structured induction. A Trustee Handbook has been developed and provided to all applicants and Trustees, setting out the vision,

values, responsibilities and expectations of the role. This forms part of a wider governance package that ensures clarity of responsibilities and alignment with Charity Commission guidance.

In addition, an Elected Trustee role was introduced in 2024 to further increase accountability and engagement with the church membership. This role has a two-year term, with candidates drawn from the church community and appointed through an election process overseen by the Trustees. The role description sets out clear expectations regarding governance, safeguarding, financial oversight and alignment with the church's mission.

Trustees are appointed for defined terms (normally four years, or two years for elected Trustees), with eligibility and applications assessed against role descriptions and person specifications. Interviews are conducted to ensure that candidates bring appropriate skills and perspectives to the board, and that the composition of the board provides a breadth of expertise across areas such as finance, safeguarding, HR, governance and pastoral ministry.

All Trustees receive a copy of the Trustee Handbook and are required to complete safeguarding training in line with Church of England and Charity Commission guidance. They are also encouraged to undertake wider training in governance and charity law. Trustees continue to receive regular updates from the Charity Commission and are expected to remain active in church life, serving in a ministry area and attending services regularly, unless they are independent Trustees.

These changes have significantly strengthened governance and oversight, embedding a more transparent, accountable and robust framework for Trustee recruitment, induction and ongoing development.

2. Structure, Governance and Management

The CIO was established by a constitution and was registered as a charity with the Charity Commission on the 25th June 2019, number 1184088.

Constitutional amendments

During the year, the Trustees reviewed and amended the CIO's constitution to reflect evolving governance practices and incorporate recommendations from the Fiona Scolding KC review. The amendments were formally agreed in principle by the Board and include clarification on the timing of AGMs (now confirmed as starting from January 2025, and will be in October moving forwards), minute-keeping practices, and the relationship between trusteeship and staff roles.

Additional refinements addressed clauses concerning the retirement and removal of Trustees, and the requirement for at least one external Trustee. While maintaining flexibility allowed under the model CIO constitution, the updated version reflects Soul Survivor Watford's current governance

policies, particularly regarding staff ineligibility for trusteeship, without making it a fixed constitutional restriction.

The updated constitution was finalised in May 2025 and will be submitted to the Charity Commission in accordance with regulatory requirements.

BMO Renewal

In 2025, Soul Survivor Watford's Bishop's Mission Order (BMO) was renewed by the Diocese of St Albans. The renewal incorporated important changes following recommendations from the Fiona Scolding KC Independent Review, with a particular focus on strengthening governance, safeguarding, transparency, and accountability.

The updated BMO now includes enhanced provisions across several key areas:

- Governance Oversight: Trustees have agreed to a programme of annual governance health checks and regular external reviews. The Archdeacon of St Albans (as Visitor) has the right to attend Trustee meetings (in a non-voting capacity) and receives agendas, staffing reports, and quarterly updates on staff exit interviews.
- Recruitment of Senior Leaders: New clauses require that no clergy be appointed without the Bishop's licence or authority. The Bishop/Visitor must observe the recruitment process of Lead or Associate Pastors and provide written consent before appointments are confirmed.
- Safeguarding Strengthening: Updated BMO provisions reinforce the requirement to follow diocesan safeguarding guidance, ensure leaders and Trustees complete training (including spiritual abuse), and mandate reporting of harm to the Bishop or Diocesan Safeguarding Officer.
- Complaints and Transparency: The complaints policy has been revised to reflect updated BMO expectations, including quarterly reporting to the Visitor, publication of the policy online, and clear signposting to the Visitor and Diocesan Safeguarding Team for escalation.
- Synod Representation and Consultation: The process for establishing the Mission Initiative Roll (MIR) and electing Deanery Synod representatives is underway, in line with the BMO's timeline for implementation by 2026. Annual meetings will include consultation opportunities in accordance with the new BMO framework.

These provisions ensure that the mission and governance of Soul Survivor Watford remain aligned with the wider structures of the Church of England and meet the expectations for transparency and accountability outlined in the Fiona Scolding KC report.

The Trustees and Executive acknowledge and welcome the strengthened oversight and continue to work closely with the Bishop of Hertford and the diocesan team to implement these changes fully and in good faith.

Organisational structure and decision-making process

Teams of Trustees oversee different areas of responsibility. These areas are Finance, Health and Safety, Human Resources and Safeguarding. These teams are authorised to make decisions within their specific areas of responsibility unless they consider it necessary to refer to the whole board. Expenditure of more than £1,000 has to be referred to the board for approval unless included in the previously approved budget. All staff positions are authorised by the whole board but recruitment of the person (with the exception of the Lead and Associate Pastor) is delegated to the Executive Team. The day-to-day management of Soul Survivor Watford is delegated to the Executive team.

The Lead Pastor reports to the Trustee board and Bishop of Hertford and fully engages with the Church of England MDR process (Ministerial Development Review). The Lead Pastor meets with the Bishop of Hertford and Archdeacon of St Albans quarterly.

Details of other related parties and wider networks in which the charity is involved

The charity works with other Christian organisations in the area especially Watford Food Bank, New Hope and Charis. The charity is a member of the Christians Across Watford and the Evangelical Alliance.

Outcome of Fiona Scolding KC Independent Investigation

In September 2024 the Trustees of Soul Survivor Watford, together with Soul Survivor Festivals and Soul61, published the outcome of the Independent Review led by Fiona Scolding KC. The review was commissioned in November 2023 following the safeguarding investigation by the Church of England's National Safeguarding Team into the conduct of Mike Pilavachi.

The Independent Review concluded that there had been a sustained pattern of abusive and coercive behaviour over a number of years. This included inappropriate physical conduct, controlling relationships and sudden withdrawal of contact, all of which caused significant harm to individuals. The Independent Review also found that the governance and culture of Soul Survivor failed to identify or address these behaviours, in part because of the undue influence and authority held by Mike Pilavachi within the organisation.

On 26 September 2024 the Trustees issued a public statement accepting the Independent Review's findings in full. The Trustees are fully committed to implementing the recommendations made in the Independent Review. Since publication we have begun a wide-ranging programme of work to

strengthen our governance, safeguarding and culture. This has included updating policies, introducing clearer accountability structures, enhancing safeguarding training, and improving Trustee recruitment and oversight. We remain determined to learn from the mistakes of the past and to ensure that Soul Survivor Watford is a place where all people are safe, supported and able to flourish.

This has been a painful but important turning point in the life of our church. As we move forward, we do so with humility, seeking to rebuild trust, and to ensure that the values of integrity, accountability and compassion are at the heart of all we do. Full details of the review and statement can be seen on the website.

http://www.soulsurvivorwatford.co.uk/outcome.

Safeguarding

Soul Survivor Watford continues to uphold a robust and comprehensive Safeguarding Policy, in line with Church of England and Diocese of St Albans guidance. The policy is reviewed regularly, is publicly accessible on our website, and is actively promoted throughout the building via signage and staff awareness.

Regular safeguarding reports have been presented to the Trustees throughout the year, covering new and active cases, ongoing safeguarding initiatives, and progress updates against national safeguarding standards.

Safer recruitment practices remain a key focus. All volunteers undergo the appropriate level of DBS checks and training. Phase 1 of our Safeguarding Project, which implemented the safer recruitment process for those working with children, youth, and vulnerable adults, has been completed. In the current year, Phase 2 extended these processes to all remaining volunteer roles across the church. A centralised Parish Dashboard system has been adopted to ensure accurate tracking of recruitment, DBS, and training compliance.

A significant development this year has been the rollout of role-specific training, with training sessions delivered to ministry leads and volunteers. Volunteers who have not completed required training are no longer serving until compliance is met. Ongoing support and refresher sessions are in place to ensure staff and volunteers maintain up-to-date safeguarding awareness

Soul Survivor Watford works closely with the Diocese of St Albans Safeguarding Team. The Diocesan Safeguarding Advisor has reviewed the implementation of safeguarding practices and commended the approach as one of the most comprehensive within the diocese.

In August 2024, a full-time Safeguarding Lead was appointed, significantly enhancing the CIO's safeguarding infrastructure. In addition, the Safeguarding Team now holds quarterly internal

meetings to review practices, examine trends, and reflect on learnings from significant cases. The Lead Pastor, Associate Pastor, Head of Operations and Safeguarding Lead also hold bi-weekly current cases reviews to monitor new and ongoing active safeguarding concerns.

All safeguarding cases are logged through our CPOMS system, with referrals and consultations made where appropriate to external agencies.

Safeguarding developments this year also include:

- Implementation of the Church of England's five new National Safeguarding Standards.
- Updates to the Safeguarding Dashboard to track parish-level compliance.
- Updates to policies in response to new legislation on sexual harassment (Oct 2024) and reasonable restraint (Sept 2025).
- Preparation for compliance with Martyn's Law (public protection from terrorism).
- Consideration of Prevent Duty training for key staff and volunteers.

All safeguarding-related policies, including our Whistleblowing and Complaints Policies, are available on our website.

GDPR

Soul Survivor Watford continues to adhere to the principles of the General Data Protection Regulation (GDPR), introduced in May 2018, and remains committed to the responsible and secure handling of personal data, particularly with regard to donor information. In July 2025, we introduced a formal Subject Access Request (SAR) Policy to ensure transparency and timely responses to all SARs. Our Privacy Policy was also reviewed and updated in July 2025 to ensure continued compliance with current legislation and best practice. The Privacy Policy outlines how we use and store donor and personal data and provides individuals with clear information on how to opt out of communication or make a formal complaint. We continue to monitor our data handling practices and donor relationships to maintain a high standard of trust and stewardship.

Risk Management

As part of the CIO's risk management process, the Trustees undertake annual risk assessments in liaison with the relevant key members of staff. The Trustees acknowledge their responsibility for the charity's system of internal control and for reviewing its effectiveness.

In October 2024, Soul Survivor Watford implemented BrightSafe, a cloud-based health and safety management system that has significantly enhanced our risk oversight. By providing structured workflows, digital reporting tools, eLearning and expert advice, BrightSafe enables us to identify and respond to potential hazards more efficiently. Its incident logging and risk assessment features have improved how we monitor and document safety concerns, ensuring appropriate corrective

actions are taken promptly and reducing the risk of repeat occurrences. The platform also supports compliance by keeping key documentation up to date and easily accessible.

The introduction of BrightSafe has helped embed a culture of proactive risk management, allowing the staff team and Trustees to make more informed decisions based on real-time data and professional guidance. This supports our commitment to creating a safe environment for all who interact with our charity.

Further strengthening our risk management framework, in December 2024 we appointed a full-time Facilities Manager, who now oversees health and safety and compliance. This dedicated role has provided greater consistency, accountability, and operational follow-through in key areas of internal control, including the implementation of safety protocols and premises oversight.

The Trustees, through the staff team, have set policies on risk and internal controls, which cover:

- The responsibility of management to implement the Trustees' policies
- The responsibility of management to implement the procedures/controls approved by the Trustees
- Consideration of the types of risk that the charity faces
- Identifying the level of risks which they regard as acceptable

The Trustees are satisfied that the systems currently in place, supported by BrightSafe and dedicated staff oversight, are sufficient to mitigate exposure to the major risks.

Reserves

The Trustees have established a policy whereby free reserves held by the charity should be maintained at a minimum of 2 months of the operating budget. At the accounting date free reserves were £25,664. The Trustees are aware that this minimum has not been achieved this year, but recognise that should further funding be required there are sufficient designated reserves from which transfers can be made.

Operations & Infrastructure

The Operations function at Soul Survivor Watford has experienced significant growth and professionalisation over the past 18 months as a result of organisational growth being seen, and operational capacity and readiness for future growth. In Summer 2024, the church reviewed the operations functions as a result of staffing changes and introduced a new Head of Operations role, to provide senior oversight and strategic direction across staffing, systems, compliance, and infrastructure. At the same time, a full-time Safeguarding Lead was appointed to embed safeguarding at every level of church life. This was followed by the appointment of a full-time Facilities Manager in December 2024, who now oversees health and safety, building care and upkeep of the church premises.

The wider Operations Team has also expanded to include key roles such as the Operations & Sundays Coordinator and Creative Comms & Events Lead, with improved coordination through bi-weekly team meetings and strong collaboration across ministries.

Significant progress has been made in:

- HR systems and staff culture, including onboarding/offboarding processes, and clearer team structures.
- Health & Safety, with the introduction of BrightSafe and ongoing use of BrightHR, improving risk management, reporting, and policy compliance.
- IT infrastructure, including a new leased fibre internet line, segmented Wi-Fi networks, and enhanced livestreaming support.
- Staff communication and task management, which have been streamlined using tools like Slack, Joyned, and centralised planning documents.

The Operations team has also supported improved insurance compliance, delivery of safeguarding audits, and the development of a more sustainable and responsive infrastructure for ministry support. As a result, Operations now plays a crucial role in enabling the smooth, secure, and strategic running of church life and mission.

3. Objectives and Activities

The main objectives of the CIO are for the public benefit:

- the advancement of the Christian faith in the United Kingdom or overseas;
- the relief of persons who are in need by reason of financial hardship, unemployment, ill-health, disability or such other economic or social disadvantage; and
- the furtherance of the charitable work of the CIO by the advancement of such other charitable purposes as the Charity Trustees may from time to time decide.

Advancement of the Christian Faith in the UK

The CIO is responsible for Soul Survivor Watford; this is a missionary congregation reaching out to people in Watford and the surrounding areas which was founded in 1992. Soul Survivor Watford is part of the Church of England and became a 'Bishops Mission Order' within the St Albans Diocese in 2014, extended in January 2024, and a further Renewed BMO signed on the 28th January 2025.

The aim of this congregation is not only to teach the Christian faith and offer opportunities to worship, but also to demonstrate the gospel through serving the local community (further details and activities below).

Alpha courses or similar courses are run on a regular basis, where people are encouraged to come and explore the Christian faith and to ask any questions they may have. Regular courses teaching various aspects of the Christian Faith are run throughout the year and are open to anyone.

Reliefs of persons who are in need

The CIO runs a variety of activities from Soul Survivor Watford to support and encourage those in need in the church family and the local community of Watford.

The No7 Café is open on a Monday, to provide a place for the local community to meet. The café provides a warm welcoming environment with affordable food as well as free tea and filter coffee.

Food Boxes: The CIO provides food boxes during half term holidays for people in the community who are facing financial pressures. These boxes contain three meals for 6 people with recipe cards. Each year these boxes provide over 12,000 meals for families in need in our local community.

The charity continues to run the 'Hope Fund' to provide financial assistance for people in financial need or crisis, particularly related to food need.

The CIO also works with a number of local charities in Watford supporting those facing adversity:

New Hope: A homeless charity supporting those who are homeless in Watford. 'Preventing Homelessness: Transforming Lives.' A number of the SSW congregation are directly involved and work with the charity. https://www.newhope.org.uk/

Alternatives: A charity which works to offer life changing emotional and practical support to those experiencing pregnancy related challenges. A number of people from the congregation of SSW work with them and the CIO financially supports the charity. https://alternativeswatford.co.uk/.

Charis Tiwala: A local charity in Watford which offers support and assistance to anyone in Hertfordshire who is affected by human trafficking or sexual exploitation within the sex industry. https://charistiwala.com/ .

During the financial year the CIO also financially supported The Cornergate Foundation, a charity which works with prisoners and ex-offenders to support resettlement after prison. https://cornergate.org/

As part of the churches giving, the congregation collect and donate non-perishable food items and nappies which are given to the Watford Food Bank which is located close to Soul Survivor Watford. Soul Survivor Watford has become a significant contributor to the food bank. https://watfordfoodbank.co.uk/

Aims and Objectives for the year

During the financial year the Trustees, Executive Leadership and Pastoral Leadership Team continued to focus the activities of the CIO on the local church in Watford whose mission is to communicate the good news of Jesus through building a house of worship, prayer and hope. All the activity of the church sits under the Vision to "Love God, Love People and Love the World".

Love God

Soul Survivor Watford has continued to place worship, teaching, and prayer at the heart of church life. Sunday Services remain a central gathering point for the church, with a strong focus this year on **deepening worship**, expanding the **preaching team**, and **raising up new leaders**. The **House of Worship** events have continued to grow and now form a significant part of our worship rhythm.

We have seen:

- Growth in team participation across services, including new leaders, musicians, and preachers.
- A significant increase in youth and young adults engaging with worship and leadership.
- Development of prayer ministry models that ensure safety and encourage broader participation.
- A continued strong attendance at Worship and Prayer Nights and House of Worship events.

Soul Kids and Youth have both seen spiritual and numerical growth, with a focus on discipleship, worship, and engaging young people in leadership. Youth Alpha and discipleship streams for sixth form students have also been successfully introduced. Mentoring, one-to-one discipleship, and creative spaces for young people have deepened engagement.

Prayer continues to be a key priority, with a growing prayer culture across ministries, and specific investment in leadership for prayer initiatives. The monthly Worship and Prayer night on the first Tuesday of every month continues to draw in an average of 200 people.

Love People

This year has seen a strong emphasis on rebuilding community, strengthening pastoral care, and reviewing our internal systems.

Key highlights include:

- Comprehensive review and overhaul of safeguarding, including appointment of a full-time Safeguarding Lead and regular Trustee reporting.

- Review and strengthening of pastoral care structures, with an Assistant Pastor taking responsibility for building and leading our pastoral care ministry and cross-ministry team meetings introduced.
- A continued push to grow Connect Groups as spaces of belonging and discipleship, with capacity now being increased due to group saturation.
- Dedicated focus on young adults and newcomers, including new social and spiritual events, and expanded Newcomer Meal formats.

We also undertook a review of HR structures, which resulted in clearer line management, clarification of staff roles, and a refreshed approach to staff support and development. Staff were included in this process, and all changes were implemented on a trial basis in order to identify the best structures for the organisation. This included the implementation of a new Executive Leadership Team including an Associate Pastor and Head of Operations to support the Lead Pastor and building the operations department to be a team of six that support the infrastructure of the church. There has been review of meetings to ensure that the staff can work productively and collaboratively and the development of our internal "Culture Greenhouse" initiative to build a healthy staff culture post-transition.

As part of this next chapter for the organisation, several new staff joined the team during Summer 2025, including:

- A Pastor Responsible for Community
- A Pastor Responsible for Discipleship
- A Café and Hope Coordinator
- An Operations and Sunday Coordinator
- A new Curate and an Ordinand (funded by Church of England)
- Two St Mellitus placement students (Funded by St Mellitus)

Love God's World

The church continues to extend its reach into the community through compassion, outreach, and mission.

Key initiatives this year:

- Café No7 remains a thriving community space, with planning underway to expand its opening hours and develop a sustainable growth model.
- Meal Boxes. 100 meal boxes are provided every school holiday which provide families with 3 meals for 6 people. This initiative provides over 12,000 meals per year for families in our community.

- Continued support for Watford Food Bank, with regular collections and awareness campaigns.
- Ongoing work of the Hope Fund, offering practical and financial support to individuals and families in need.
- A successful Alpha Course, which saw strong attendance and engagement. The next course is already in preparation, alongside Youth Alpha.

Throughout all these initiatives, the church remains committed to creating a welcoming environment, ensuring that all people can encounter God, find community, and step into discipleship.

Soul Survivor Watford Executive Team as at 31.03.25

Executive Team

- Rev'd Jonathan Stevens – Lead Pastor
- Rev'd Simon Nicholls – Associate Pastor appointed September 2024
- Kathryn Maynard – Operations Manager – resigned May 2024
- Sarah Neale – Head of Operations & Charity Secretary* Appointed September 2024
- Susanna Smith – HR Lead & EA to Lead Pastor*

Key Management (Non-executive)

- Daniel Stickland – Finance Manager
- Nisha Manoharan – Safeguarding Lead

(*part time)

The Pastoral and Staff Team are responsible for developing and overseeing the following areas:

- Sunday services and worship
- Evangelism and community outreach
- Work with children from 0-11 years
- Work with young people from 11-18 years
- Young Adults ministry
- Communications training
- Pastoral Care
- Connect Groups and Discipleship
- Family Life courses
- Leadership development
- Worship
- Prayer

- Hope (Social Action and Outreach)
- Café No 7
- Operations

There are a team of volunteers within the church who support the running of a number of activities the CIO runs.

4. Significant Activities

Sunday Services

Sunday Services at Soul Survivor Watford have continued to be a central expression of worship, discipleship, and community. Across the year, services have drawn an average of 1000 people, with significant growth seen in the 6:30pm congregation and strong engagement across age groups. Particular highlights were the Christmas Services with over 1,400 attendees and the Easter Services with over 1,300 attendees.

A clear focus this year has been on strengthening Sunday teams to further support the smooth running and development of Sunday gatherings.

Sunday teaching has been anchored in a series of intentional and spiritually formative sermon series, including:

- "Worship, Prayer, Community, Mission" (Autumn 2024): A back-to-basics series that helped re-establish core values across the church.
- "Joy to the World" (Advent 2024): A celebratory and reflective theme through the Christmas season.
- Vision Sundays (Early 2025): Laid out the theme "God is Building the House", pointing to a renewed focus on the church as a House of Worship, a House of Prayer, and a House of Hope.
- "Gathered at the Table: Blessed, Broken, Given" (Autumn 2025): A spiritually rich series exploring what it means to be the church gathered and sent — rooted in identity, shaped by God, and offered to the world.

Alongside preaching, there has been an intentional deepening of prayer throughout the year including changes to prayer ministry models during services (e.g. praying in pairs) helped increase participation while ensuring safety and spiritual integrity. Prayer Ministry and the Ministry of the Holy Spirit in all our Sunday gatherings continues to be a key priority focus.

There has also been a deliberate effort to raise up and release new leaders, particularly from the youth and young adult communities, some of whom have now begun preaching, leading worship, and sharing prophetic words during services.

Technical improvements (including livestream audio upgrades) and a renewed volunteer onboarding process have helped enhance both in-person and online Sunday experiences. Planning is already underway for Christmas 2025, including a potential fourth Carol Service to accommodate increased attendance.

Activities related to the advancement of the Christian faith in the UK

Church Planting and Parish Renewal

Soul Survivor Watford supports four local parishes in the diocese of St Albans.

- St John's Hatfield (https://www.stjohnshatfield.org/,
- St Peter's Watford (https://www.stpeterswatford.org.uk/) and;
- St Andrews, Watford, (https://www.standrewswatford.org.uk/) where the Rev'd James Barlow, served as Curate in Charge at St Andrews and Curate at Soul Survivor until April 2025 when he was appointed the full-time Priest in Charge at St Andrews. SSW contributes 50% to his stipend, and will continue to do so until March 2026.

From July 2025 The Rev'd Samuel De Garis is an ordinand at Soul Survivor but splits his time 50/50 to also support the ministry of St Andrews and Soul Survivor contributes towards his housing costs.

In the summer of 2024 the Bishop of Hertford asked whether Soul Survivor would consider supporting St Benedict's, Bennetts End in Hemel Hempstead as a parish renewal church planting initiative. The Rev'd David Jones has been appointed as Team Vicar in the Langelei Team Ministry with special responsibility for St Mary's Apsley End and St Benedicts, Bennetts End.

Alpha

Alpha was run in Spring 2025 with 47 guests signed up and 31 team members supporting, providing and engaging environment for those exploring the Christian faith. The course saw strong attendance and meaningful conversations, with several participants continuing into deeper discipleship. A Youth Alpha stream is also being planned for future courses.

Soul Kids - Sunday Children's Ministry

Soul Kids has continued to thrive, with strong attendance averaging over 90 children each Sunday across all age groups and a growing team of committed volunteers at our 9:15 and 11:30 Services. The ministry continues to focus on creating a safe, fun, and faith-filled environment where children can encounter God, grow in their relationship with Him, and build meaningful friendships. In October 2024, we welcomed a new Soul Kids Pastor promoted from within the staff team and in

January 2025 we welcomed an Assistant Soul Kids Pastor, whose remit is particularly focused on supporting Little Ones and parents of young children. New volunteer leaders and worship opportunities, including Worship Jams, have also been introduced to nurture early spiritual and worship engagement. The Soul Kids Team expanded opportunities to engage with the community through a Christingle Service and Easter Egg Hunt.

Soul Kids - Friday Night Thing

Friday Night Thing has continued to grow as a fun, high-energy outreach for children in school years 3–6, providing a safe and welcoming space for games, community, and faith exploration. Held monthly, the evenings consistently attract an average of 17 children each month, many of whom are from outside the regular church family. The team has focused on building strong relationships, creating a sense of belonging, and gently introducing gospel themes through creative activities and storytelling.

Soul Youth

The Youth Ministry at Soul Survivor Watford serves young people in School Years 7 to 13. Younger Youth (Years 7-9) meet at the 9:15 and 11:30 Services each week and an average of 26 young people attend. We have seen significant growth in Older Youth (Years 10-13) with an average weekly attendance of 48 in 2024 growing to an average weekly attendance of 64 so far in 2025 which is a percentage increase of 33.3%. These gatherings are centred on worship, teaching, ministry and discipleship, with Tuesday nights continuing to be a key midweek space for deeper relational connection and faith exploration. Sunday morning sessions focus on age-appropriate teaching, with a growing number of young people also actively serving across the wider church.

This year's teaching has covered series on identity, prayer, discipleship, and the life of Jesus. A key highlight was the summer DTI (Dreaming the Impossible) youth festival, where 100 young people attended, many encountering God powerfully and responding in worship and prayer.

The team also hosted multiple socials and parties, including a Christmas Party, film nights, and themed events — all designed to foster belonging, friendship, and fun.

Young Adults

The Young Adults ministry at Soul Survivor Watford has experienced deeper community connection throughout the year. With a focus on those aged 18–30, the ministry has hosted a range of events including pizza nights, worship gatherings, teaching evenings, and seasonal socials that have helped foster strong friendships and spiritual growth. Several Young Adult Connect Groups have been launched and multiplied to meet growing demand, providing spaces for discipleship, prayer, and community midweek. A highlight of the year was the Young Adults Weekend Away in September 2024 and 2025, which offered extended time for worship, teaching, and deeper relational connection.

Pastoral Care

The Pastoral Care Ministry at Soul Survivor Watford has undergone substantial development over the last 18 months, with a renewed focus on structure, consistency, and proactive support. A dedicated Assistant Pastor with specific focus on Pastoral Care was appointed, and a cross-ministry Pastoral Team now meets regularly to ensure integrated care across all areas of church life. A volunteer Care Team is also being developed with over 50 people signing up to get involved in this ministry area on our 'Serve Sunday'.

Key developments have included:

- The introduction of regular case review meetings and oversight from senior staff and safeguarding lead.
- Training provided for ministry leads to help them identify and respond to pastoral needs within their teams.
- Clearer collaboration between Pastoral Care, Safeguarding, and Connect Groups, ensuring people receive holistic and appropriate support.
- Increased pastoral care for volunteers and staff, especially during transitions or times of personal need.

There has also been growing alignment between Pastoral Care and other strategic ministries, including Soul Kids, Soul Youth, Soul Young Adults, and Alpha, ensuring that spiritual, emotional, and practical needs are met across the full spectrum of church involvement. The approach is grounded in both compassion and accountability, and there is a continued commitment to developing this ministry with wisdom, clarity, and grace.

Connect Groups

Connect Groups remain a core part of discipleship and community life at Soul Survivor Watford, providing spaces where people can "Connect with One Another and Connect with God." Over the past year, the number of groups has expanded to meet growing demand, with particular growth in Young Adult Connect Groups, as well as groups tailored to families, mixed ages, and specific interests.

At Easter 2025, a volunteer Connect Group Coordinator joined the staff team to provide focused support for leaders, new joiners, and group development. This was followed in Summer 2025 by the appointment of a Pastor Responsible for Discipleship, who now oversees the Connect Group ministry as part of a broader vision for spiritual formation across the church.

Connect Groups meet regularly in homes and online for Bible study, prayer, worship, and friendship, helping people grow in their faith and find belonging within the wider church family. Leaders are supported through training, regular check-ins, and pastoral oversight. The ministry

continues to focus on multiplying healthy groups, equipping new leaders, and ensuring that everyone who wants to join a group can be connected.

This ministry remains central to the church's vision of shared life, spiritual growth, and mutual support, especially in a season of growth and renewal.

Relationship Ministries

Soul Survivor Watford continues to offer support for couples through its **Pre-Marriage Course**, which has run multiple times during the year and has been well received. The course provides a structured and supportive environment for couples preparing for marriage, covering key topics such as communication, conflict, and shared values.

The Pastoral Team has also provided **ongoing one-to-one support for married couples** as needed, particularly in response to pastoral concerns raised within the church or through the safeguarding process. While this remains a relatively small-scale ministry at present, there is a growing vision to expand **relationship-focused support**, including **marriage enrichment resources** and targeted pastoral care for couples at different life stages.

Activities related to the advancement of the Christian faith

House of Hope

The House of Hope continues to serve as Soul Survivor Watford's expression of compassion and outreach, extending God's love into the local community through practical support, relationship, and hospitality. This work is now overseen by a dedicated Pastor Responsible for Community and a Café and Hope Coordinator, both appointed in Summer 2025, to provide leadership, coordination and growth across all community-facing ministries.

Café No 7

Café No7 remains a vibrant and welcoming community hub, offering affordable food, connection, and a safe space for all. In 2024–25, over 1,500 hot meals were served, with increasing weekly footfall from individuals facing isolation, financial strain, or in need of pastoral support. Plans are underway to extend opening hours and explore new models for sustainable growth. The café also provides a key connection point to other areas of care and mission.

Hope Fund

Through the Hope Fund, 63 individuals and families received practical help during times of crisis, including food boxes, heating and electricity vouchers, and emergency financial grants. Many of these referrals came directly from relationships built through Café No7 or internal pastoral networks

Watford Food Bank

The church has also maintained regular support for the Watford Food Bank, running donation drives and mobilising the congregation around seasonal giving and emergency appeals. These efforts reflect the church's growing culture of generosity and its commitment to serving the local community in tangible and compassionate ways.

Soul Missions

This year, the church supported 4 mission partners, including individuals serving internationally and organisations aligned with the church's values and vision. Over the coming year a focused effort to clarify the church's mission strategy in regard to Soul Missions is planned, with the intent to shift towards deeper, long-term partnerships over transactional giving.

Looking ahead, the church aims to deepen engagement across the congregation through partner updates, storytelling, and opportunities to pray, serve, give, go as part of embedding mission more fully into the rhythm of church life.

Grant Making

As part of the objectives of the CIO, in particular to advance the Christian Religion in the United Kingdom or overseas, and the relief of the poor and needy, the Trustees on occasion make financial grants to individuals or organizations. There are two key ways in which grants are made. Firstly, on occasions such as Christmas and Easter, the offerings are given away to causes beyond Soul Survivor Watford. The recipients of such gifts are proposed by the staff team, and the Trustees approve the decision. Secondly, some grants are made on an ongoing basis. These are primarily to missionaries, or organizations which have objectives in line with that of the CIO. These decisions are proposed by the staff team to the board of Trustees who then make the approval decision. This year supports has been offered to organisations including Open Doors, Alternatives, Charis, Cornergate Foundation, Marie Curie Centre in Watford and New Hope. The ongoing nature of these grants are reviewed on an annual basis through the budget process.

Public Benefit

The Trustees are aware of the Charity Commission's guidance on public benefit in "The advancement of religion for Public Benefit" and have regard to it in their administration of the charity. The Trustees believe that by promoting the Christian faith it provides a benefit to the public by providing facilities for public worship, pastoral care and spiritual development, both for the existing church members and anyone who wishes to benefit from what the charity offers, and also by promoting Christian values, and services by members of the church in and to their communities, to the benefit of individuals and society as a whole.

Looking forwards

As this report concludes, we are reminded of the words of Psalm 127:1 (NIVUK): *"Unless the Lord builds the house, the builders labour in vain."* We give thanks that the Lord Himself is building His house among us. Through His wisdom and guidance, a firm foundation has been established — one that will sustain all that He is calling us to be and to do. The Lord is building His Church: a house of worship, prayer, and hope. A place where lives are transformed, communities are strengthened, and love is expressed through action. As we continue to build, we do so with faith and expectation, confident that we will see a church that continues to love God, love one another, and love the world around us. With gratitude, we celebrate all that God has begun and look forward with anticipation to all that lies ahead. To Him be the glory.

On behalf of the board of Trustees

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Dated 23/1/26

SOUL SURVIVOR WATFORD

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

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

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;
- 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the CIO will continue in operation.

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

SOUL SURVIVOR WATFORD

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF SOUL SURVIVOR WATFORD

Opinion

We have audited the financial statements of Soul Survivor Watford (the 'CIO') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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 CIO's affairs as at 31 March 2025 and of its incoming resources and application of resources, 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 Charities Act 2011.

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's responsibilities for the audit of the financial statements* section of our report. We are independent of the CIO 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.

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

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 CIO'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 annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees 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 CIO'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 CIO or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

- we identified the laws and regulations applicable to the CIO through discussions with trustees and other management, and from our knowledge and experience of the sector;

- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the CIO, including the Charities Act 2011, taxation and employment legislation;

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting any reading the minutes of the board of the trustees; and

- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the CIO's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;

- tested journal entries to identify unusual transactions; and

- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;

- reading the minutes of meetings of the board of trustees; and

- enquiring of management as to actual and potential litigation and claims.

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 members and management and the inspection of regulatory and legal correspondence, if any.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report
This report is made solely to the CIO's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the CIO's 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 CIO and the CIO's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Nicholas Corden ACA
(Senior Statutory Auditor)
For and on behalf of Summers Morgan, Statutory Auditor
Chartered Accountants
First Floor, Sheraton House
Lower Road
Chorleywood
Hertfordshire
WD3 5LH
Date: .....29th January 2026.....

Summers Morgan is eligible for appointment as auditor of the CIO by virtue of its eligibility under section 1212 of the Companies Act 2006.

SOUL SURVIVOR WATFORD

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

Current financial year

	Notes	Unrestricted funds general 2025 £	Unrestricted funds designated 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
Income from:						
Donations and legacies	**2**	1,046,993	-	160,007	1,207,000	1,114,827
Charitable activities	**3**	48,248	-	5,292	53,540	81,852
Investments	**4**	43,607	-	-	43,607	25,215
Total income		1,138,848	-	165,299	1,304,147	1,221,894
Expenditure on:						
Charitable activities	**5**	1,269,522	111,073	45,088	1,425,683	1,350,523
Other	**12**	-	1,796	-	1,796	-
Total expenditure		1,269,522	112,869	45,088	1,427,479	1,350,523
Net (outgoing)/incoming resources before transfers		(130,674)	(112,869)	120,211	(123,332)	(128,629)
Gross transfers between funds		(82,330)	82,330	-	-	-
Net (expenditure)/income for the year/ Net movement in funds		(213,004)	(30,539)	120,211	(123,332)	(128,629)
Fund balances at 1 April 2024		238,668	4,092,996	23,010	4,354,674	4,483,303
Fund balances at 31 March 2025		25,664	4,062,457	143,221	4,231,342	4,354,674

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Charities Act 2011.

SOUL SURVIVOR WATFORD

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

Prior financial year

	Notes	Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Restricted funds 2024 £	Total 2024 £
Income from:					
Donations and legacies	**2**	1,040,995	-	73,832	1,114,827
Charitable activities	**3**	74,481	-	7,371	81,852
Investments	**4**	25,215	-	-	25,215
Total income		1,140,691	-	81,203	1,221,894
Expenditure on:					
Charitable activities	**5**	1,182,029	102,828	65,666	1,350,523
Total expenditure		1,182,029	102,828	65,666	1,350,523
Net (outgoing)/incoming resources before transfers		(41,338)	(102,828)	15,537	(128,629)
Gross transfers between funds		(149,609)	176,674	(27,065)	-
Net (expenditure)/income for the year/ Net movement in funds		(190,947)	73,846	(11,528)	(128,629)
Fund balances at 1 April 2023		429,615	4,019,150	34,538	4,483,303
Fund balances at 31 March 2024		238,668	4,092,996	23,010	4,354,674

SOUL SURVIVOR WATFORD

BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	13		2,846,205		2,858,239
Current assets					
Stocks	14	8,005		7,024	
Debtors	15	42,089		37,852	
Cash at bank and in hand		1,390,389		1,495,875	
		1,440,483		1,540,751	
Creditors: amounts falling due within one year	16	(55,346)		(44,316)	
Net current assets			1,385,137		1,496,435
Total assets less current liabilities			4,231,342		4,354,674
The funds of the CIO					
Restricted income funds	18		143,221		23,010
Unrestricted funds - General			25,664		238,668
Unrestricted funds - Designated	19		4,062,457		4,092,996
			4,231,342		4,354,674

The trustees acknowledge their responsibilities for complying with the requirements of the Charities Act 2011 with respect to accounting records and the preparation of financial statements.

The financial statements were approved by the Trustees on .....

.....

D Mitchell

Trustee

SOUL SURVIVOR WATFORD

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Cash flows from operating activities					
Cash absorbed by operations	**22**		(66,763)		(29,787)
Investing activities					
Purchase of tangible fixed assets		(82,330)		(149,607)	
Investment income received		43,607		25,215	
Net cash used in investing activities			(38,723)		(124,392)
Net cash generated from financing activities			-		-
Net decrease in cash and cash equivalents			(105,486)		(154,179)
Cash and cash equivalents at beginning of year			1,495,875		1,650,054
Cash and cash equivalents at end of year			1,390,389		1,495,875

1 Accounting policies

Charity information

Soul Survivor Watford is a Charitable Incorporated Organisation registered with the charity commission in England and Wales (number 1184088) and with Companies House (number CE017985). The principle address of the CIO is 5-7 Greycaine Road, Watford, WD24 7GP.

1.1 Accounting convention

The financial statements have been prepared in accordance with the CIO's governing document, and the Charities SORP "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)". The CIO is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the CIO. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the CIO has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

a) The CIO's general funds consist of funds which the CIO may use at its discretion.

b) The CIO's designated funds are those where the Trustees have set aside funds for a specific purpose. Details of the designated funds are set out in note 18.

c) The CIO's restricted funds are those where the donor has imposed restrictions on the use of the funds. Details of these funds are given in the Trustees Annual Report and are set out in note 17.

1.4 Incoming resources

Income from fees is taken into account on an accruals basis. Collections and gifts are taken into account on a cash basis. Donations under gift aid, together with the associated income tax recovery are recognised as income when the donation is received.

Credit is taken for bank interest on an accruals basis.

1 Accounting policies **(Continued)**

1.5 Resources expended

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

Expenditure, which includes irrecoverable VAT, is taken into account on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Governance costs comprise all costs relating to public accountability of the CIO and its compliance with regulation and good practice. These costs include costs relating to the statutory audit.

No salaries are allocated to governance costs as the vast majority of the work is carried out by the Trustees.

Grants are recognised at the earlier of trustee approval and when paid, unless there are specific performance obligations of the grant.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

All of the CIO's fixed assets are used for charitable purposes and are included at cost. Items are only capitalised where the unit purchase price exceeds £500.

Depreciation on fixed assets is calculated at rates estimated to write off the cost over their expected useful lives at the following rates:-

Freehold buildings	2% Straight line basis
House	2% Straight line basis
Furniture, fixtures & equipment - warehouses	10% Straight line basis
Fixtures, fittings & equipment	20% Straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Stocks

Stock is valued at the lower of cost and net realisable value.

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1 Accounting policies **(Continued)**

1.9 Financial instruments

The CIO 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 their settlement value.

1.10 Employee benefits

The CIO operates a money purchase pension scheme. The contributions due in the year are charged to the Statement of Financial Activities as they fall due.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.12 Tax Status

Soul Survivor Watford is a registered charity and therefore it is not assessable to income tax on any charitable funds within the scope of Section 505 of the Income and Corporation Taxes Act 1988.

2 Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	1,046,993	160,007	1,207,000	1,040,995	73,832	1,114,827
Donations and gifts						
General Offerings	96,987	-	96,987	80,090	-	80,090
One-off gifts	150,921	-	150,921	156,012	-	156,012
Regular giving	647,081	-	647,081	652,140	-	652,140
Gift Aid	152,004	6,954	158,958	152,753	10,932	163,685
Designated Mission Initiatives	-	103,937	103,937	-	-	-
Making Room For More	-	10,123	10,123	-	22,039	22,039
Special Offerings	-	26,463	26,463	-	35,531	35,531
S61	-	7,500	7,500	-	-	-
The Hope Fund	-	5,030	5,030	-	4,330	4,330
Other	-	-	-	-	1,000	1,000
	1,046,993	160,007	1,207,000	1,040,995	73,832	1,114,827

3 Income from charitable activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Sale of goods	-	5,292	5,292	-	7,371	7,371
Ancillary trading income	20,528	-	20,528	32,751	-	32,751
Charitable rental income	-	-	-	1,460	-	1,460
Events & other income	27,720	-	27,720	40,270	-	40,270
	48,248	5,292	53,540	74,481	7,371	81,852

4 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	43,607	25,215

5 Charitable activities

	Soul Survivor Watford 2025 £	Soul Survivor Watford 2024 £
Staff costs	734,770	745,338
Depreciation and impairment	92,568	89,324
Events & outreach	46,132	18,525
Alpha	1,980	2,991
Congregation expenses	50,357	36,563
Schools, youth and children	19,797	17,702
Refreshments	12,869	22,877
Book shop	5,580	7,607
Office expense & IT	23,141	18,859
Telephone	4,008	5,214
Travel & courses	5,494	167
Bank charges	9,411	11,078
Warehouse and building running costs	148,907	135,473
	1,155,014	1,111,718
Grant funding of activities (see note 9)	99,875	109,570
Share of governance costs (see note 6)	170,795	129,235
	1,425,684	1,350,523
Analysis by fund		
Unrestricted funds - general	1,269,522	1,182,029
Unrestricted funds - designated	111,073	102,828
Restricted funds	45,088	65,666
	1,425,684	1,350,523

6 Support costs allocated to activities

	2025 £	2024 £
Governance costs	170,795	129,235
Analysed between:		
Charitable activities	170,795	129,235

6 Support costs allocated to activities **(Continued)**

Governance costs comprise:	2025 £	2024 £
Audit fees	9,586	8,886
Accountancy	5,000	5,000
Advertising	52,814	53,580
Costs associated with safeguarding investigation	103,395	61,769
	170,795	129,235

Governance costs includes payments to the auditors of £9,586 (2024 - £8,886) for audit fees and £5,000 (2024 - £5,000) for other services.

7 Net movement in funds

The net movement in funds is stated after charging/(crediting):	2025 £	2024 £
Fees payable for the audit of the charity's financial statements	9,586	8,886
Depreciation of owned tangible fixed assets	92,568	89,324
Loss on disposal of tangible fixed assets	1,796	-

8 Trustees

During the year, two Trustees (Revd Jonathan Stevens and Liza Hoeksma - both resigned in September 2024) received remuneration for their services as employees of the CIO; the Trustees received total remuneration of £95,854 (2024 - £186,105) and total contributions to personal pension plans' of £9,585 (2024 - £20,405).

During the year a total of £130 (2024: £2,878) was reimbursed to one Trustee for expenses they incurred while fulfilling their duties for the CIO.

9 Grants payable

	Charitable activities 2025 £	Charitable activities 2024 £
Grants to institutions:		
Soul 61	-	3,000
St Albans Diocese	42,888	21,756
Charis	6,360	6,360
St Andrews Church Watford	17,364	13,504
Evangelical Alliance	2,000	1,000
Special offerings	19,915	18,239
Alternatives	3,060	3,060
Other	-	36,013
	91,587	102,932
Grants to individuals	8,288	6,638
	99,875	109,570

10 Employees

The average monthly number of employees during the year was:	2025 Number	2024 Number
	18	19

Employment costs	2025 £	2024 £
Wages and salaries	618,812	669,152
Social security costs	55,933	62,897
Other pension costs	60,025	70,301
	734,770	802,350
Staff costs capitalised as part of Making Room for More building project	-	(91,178)
	734,770	711,172

10 Employees **(Continued)**

Redundancy and termination payments totalling £19,173 were made in the reporting period.

Pension costs are allocated to activities in proportion to the related staffing costs incurred and to the appropriate fund.

The key management personnel of the charity are comprised of three people. The total remuneration of key management personnel during the year was £114,760 (2024: £207,917). The CIO recovered £5,196 (2024: £7,378) of the salary from other partner organisations that utilise the key management personnel in their operations.

There was one employee whose annual remuneration was more than £60,000 (2024 - 2)

11 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

12 Loss on disposal of tangible assets

	Unrestricted funds	Total
	2025	2024
		£
Net loss on disposal of tangible fixed assets	1,796	-
	1,796	-

13 Tangible fixed assets

	Freehold buildings	Fixtures, fittings & equipment	Total
	£	£	£
Cost			
At 1 April 2024	3,170,810	634,297	3,805,107
Additions	35,852	46,478	82,330
Disposals	-	(26,259)	(26,259)
At 31 March 2025	3,206,662	654,516	3,861,178
Depreciation and impairment			
At 1 April 2024	447,722	499,146	946,868
Depreciation charged in the year	53,753	38,815	92,568
Eliminated in respect of disposals	-	(24,463)	(24,463)
At 31 March 2025	501,475	513,498	1,014,973
Carrying amount			
At 31 March 2025	2,705,187	141,018	2,846,205
At 31 March 2024	2,723,088	135,151	2,858,239

14 Stocks

	2025	2024
	£	£
Finished goods and goods for resale	8,006	7,024

The amount of stock expensed during the year was £5,909 (2024: £1,021).

15 Debtors

	2025	2024
Amounts falling due within one year:	£	£
Other debtors	38,986	34,003
Prepayments and accrued income	3,103	3,849
	42,089	37,852

16 Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	8,884	6,641
Other creditors	20,955	13,002
Accruals and deferred income	25,507	24,673
	55,346	44,316

17 Retirement benefit schemes

Defined contribution schemes	2025 £	2024 £
Charge to profit or loss in respect of defined contribution schemes	60,025	63,972

The CIO operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the CIO in an independently administered fund.

18 Restricted funds

The income funds of the CIO include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	At 1 April 2024	Incoming resources	Resources expended	Transfers	At 31 March 2025
	£	£	£	£	£
Specific donations to individuals or institutions	16,256	30,523	(19,914)	-	26,865
Making Room for More (Building fund)	-	17,619	(5,197)	-	12,422
The Hope Fund	6,754	13,222	(19,977)	-	-
Designated Mission Initiatives	-	103,935	-	-	103,935
	23,010	165,299	(45,088)	-	143,221

Previous year:	At 1 April 2023	Incoming resources	Resources expended	Transfers	At 31 March 2024
	£	£	£	£	£
	-	-	-	-	-
Specific donations to individuals or institutions	8,771	37,138	(29,653)	-	16,256
Making Room for More (Building fund)	-	27,065	-	(27,065)	-
The Hope Fund	25,767	17,000	(36,013)	-	6,754
	34,538	81,203	(65,666)	(27,065)	23,010

18 Restricted funds **(Continued)**

Specific donations to individuals or institutions: During the year the CIO receives donations which are restricted to specific people or institutions which are in need. The funds are paid out to the intended recipient.

Making Room for More (Building fund): In 2018 the CIO raised funds to facilitate an expansion of 5 & 7 Greycaine Road to increase the capacity to allow for an increase in number of people attending services. The CIO, after receiving planning permission for No7, subsequently decided to split the expansions into two phases. Phase 1 was the expansion to No7 to create a larger worship, community space and expanded kitchen and this phase was completed in June 2021. Phase 2 will be the expansion to No5. The transfer represents the capital element held in restricted funds of the funds already spent on assets in the year being transferred to the fixed asset designated fund.

19 Unrestricted funds - Designated

These are unrestricted funds which are material to the CIO's activities.

	At 1 April 2024	Resources expended	Transfers	At 31 March 2025
	£	£	£	£
Fixed Asset	2,858,241	(94,366)	82,330	2,846,205
Making Room for More (Building fund)	1,200,070	(1,141)	-	1,198,929
New vision	4,800	-	-	4,800
Property maintenance	7,564	-	-	7,564
Church plant fund	22,321	(17,362)	-	4,959
	4,092,996	(112,869)	82,330	4,062,457

Previous year:	At 1 April 2023	Resources expended	Transfers	At 31 March 2024
	£	£	£	£
Fixed Asset	2,797,956	(89,324)	149,609	2,858,241
Making Room for More (Building fund)	1,173,005	-	27,065	1,200,070
New vision	4,800	-	-	4,800
Property maintenance	7,564	-	-	7,564
Church plant fund	35,825	(13,504)	-	22,321
	4,019,150	(102,828)	176,674	4,092,996

Fixed Asset: Funds represent the net book value of the fixed assets of the CIO. The transfer represents the capital element held in restricted funds of the funds already spent in the previous year on assets being moved to designated funds. Transfers in the current year represent the movement in the net book value of the assets in relation to both depreciation and additions from restricted and unrestricted funds.

Making Room for More (Building fund): The Trustees decided to designate general funds towards the planned expansion of the church building. The transfer represents the designation of these funds. See restricted funds note for more detail on this fund.

20 Analysis of net assets between funds

	Unrestricted funds general 2025 £	Unrestricted funds Designated 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 March 2025:				
Tangible assets	-	2,846,205	-	2,846,205
Current assets/(liabilities)	25,664	1,216,252	143,221	1,385,137
	25,664	4,062,457	143,221	4,231,342

	Unrestricted funds general 2024 £	Unrestricted funds Designated 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 March 2024:				
Tangible assets	-	2,858,239	-	2,858,239
Current assets/(liabilities)	238,668	1,234,757	23,010	1,496,435
	238,668	4,092,996	23,010	4,354,674

Included in the current assets is £1,359,474 (2024 - £1,257,765) of cash that is not available for the general use by the CIO because it is restricted or designated.

21 Related party transactions

Aggregated donations received from the Trustees or related parties without conditions totalled £50,896 (2024 - £34,372). There were no balances owing to or from any related party at the balance sheet date (2024 - £nil).

22 Cash absorbed by operations

	2025 £	2024 £
Deficit for the year	(123,332)	(128,629)
Adjustments for:		
Investment income recognised in statement of financial activities	(43,607)	(25,215)
Loss on disposal of tangible fixed assets	1,797	-
Depreciation and impairment of tangible fixed assets	92,568	89,324
Movements in working capital:		
(Increase)/decrease in stocks	(982)	1,017
(Increase)/decrease in debtors	(4,237)	18,568
Increase in creditors	11,030	15,148
Cash absorbed by operations	(66,763)	(29,787)

23 Analysis of changes in net funds

The CIO had no material debt during the year.

SOUL SURVIVOR WATFORD

England & Wales - Charity number 1184088

Accounts

2023/24

Soul Survivor Watford

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2024

Charity Registration No.1184088 and Company No: CE017985

SOUL SURVIVOR WATFORD

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SOUL SURVIVOR WATFORD

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2024

The Trustees present their report and accounts for the year ended 31 March 2024.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charities constitution, the Charities Act 2011 and the Statement of Recommended Practice, "Accounting and Reporting by Charities", issued in March 2005.

Structure, governance and management
The CIO was established by a constitution and was registered as a charity with the Charity Commission on 25th June 2019, number 1184088.

The Trustees who served during the year were:
David Mitchell - Chair
Emily Carrillo – Treasurer – Appointed February 2024
Lindsay Nash (Independent Trustee) Appointed May 2023
Kevin W Downton
Alison Maffey
Elizabeth Potter
Emmanuel Aktpata
Desmond Scott (Independent Trustee) (Appointed May 2023 & Resigned January 2025)
Liza Hoeksma - Staff Trustee (Resigned as Trustee September 2024)
Revd Jonathan Stevens – Staff Trustee (Appointed Lead Pastor December 2023) (Resigned as Trustee September 2024)

Trustee Resignations during Financial Year
Chris E Gregory (resigned September 2023)
Revd Michael Pilavachi – (resigned as trustee April 2023) (Resigned from Staff July 2023)
Revd Andrew Croft – (resigned as trustee June 2023) (Resigned from Staff December 2023)

Recruitment and appointment of new Trustees
New Trustees are appointed by the existing Trustees. Trustees are appointed to serve for 3 year terms. Written submissions from eligible applicants are reviewed by the Trustees against the role description and specification of key criteria for a Trustee. All Trustees have been provided with a copy of the 'Trustee Information Pack' produced by the Change Up for Better Governance Project funded by the Home Office. All Trustees are recommended to attend an appropriate training course on Safeguarding. Trustees receive regular updates from the Charity Commission's website. All trustees complete the Church of England Safer Church safeguarding training.

Organisational Structure and decision making process
Teams of Trustees oversee different areas of responsibility. These areas are Finance, Health & Safety, Human Resources and Safeguarding. These teams are authorised to make decisions within their specific areas of responsibility unless they consider it necessary to refer to the whole board. Expenditure of more than £1,000 has to be referred to the board for approval unless included in the previously approved budget. All staff positions are authorised by the whole board but recruitment of the person (with the exception of Lead and Associate Pastor) is delegated to the Executive Team. The day-to-day management of Soul Survivor Watford is delegated to the Executive Team.

Details of other related parties and wider networks in which the charity is involved
The charity works with Soul Survivor Ltd, Soul61and other Christian organisations in the area especially New Hope and Charis. The charity is a member of Christians Across Watford and the Evangelical Alliance.

Safeguarding Investigation into Mike Pilavachi
The trustees first became aware on 27th March 2023 that The National Safeguarding Team (NST) of the Church of England and Diocese of St Albans (DoSt) were carrying out a joint investigation into the previous senior pastor, Rev Mike Pilavachi and allegations of Mr Pilavachi's abusive behaviour. In April 2023 the trustees sent a Significant Incident Report to the Charity Commission.

On 6th September 2023 the NST concluded their investigation and stated that '*The internal Church investigation into Mike Pilavachi, being conducted by the National Safeguarding Team, NST, and the diocese of St Albans, has now concluded. Having explored the safeguarding concerns fully, according to House of Bishops guidance, the investigation team has concluded that they are substantiated. These relate to conduct in his leadership and ministry, both before and after he was ordained in 2012, spanning 40 years from his time as a youth leader through to current day.*
The overall substantiated concerns are described as an abuse of power relating to his ministry, and spiritual abuse; described in guidance as 'a form of emotional and psychological abuse characterised by a systematic pattern of coercive and controlling behaviour in a religious context'. It was concluded that he used his spiritual authority to control people and that his coercive and controlling behaviour led to inappropriate relationships, the physical wrestling of youths and massaging of young male interns.

In November 2023 the Trustees of Soul Survivor festivals, Soul Survivor Watford, and Soul61 (collectively known as Soul Survivor) commissioned Fiona Scolding KC to conduct an Independent Review into the culture and practices of Soul Survivor, following the National Safeguarding Team's investigation into Mike Pilavachi. The review was published in September 2024. Full details of the review and statement from Soul Survivor can be found on the Soul Survivor Watford website. http://www.soulsurvivorwatford.co.uk/outcome

The trustees have committed to implementing all of the recommendations of Fiona Scolding.

Safeguarding
Soul Survivor Watford has a comprehensive Safeguarding Policy which can be found on our website. Safeguarding reports are presented to the trustees regularly at the trustees meetings. Safer Recruitment processes are in place for volunteers, including appropriate DBS checks.

Soul Survivor Watford works closely with the Diocese of St Albans Safeguarding Team, and has membership with Thirtyone:eight and utilises their helpline for safeguarding support. The Diocese of St Albans Safeguarding Team is consulted for advice regarding concerns and disclosures. Safeguarding is promoted on our website and through posters throughout the building.

During the financial year, the CIO completed a full review of all Safeguarding Practices, Policies, and Safer Recruitment practices which have been implemented. The CIO also appointed a Full Time Safeguarding Lead staff member in August 2024 to further enhance safeguarding across

the whole CIO. All policies can be found on our website. Including Whisleblowing and Complaints policies.

GDPR
Soul Survivor Watford has responded to the General Data Protection Regulation (GDPR), introduced in May 2018, and continues to monitor the use of data carefully, particularly concerning donor data. Our Privacy Policy covers how we use donor data and gives donors the option to opt out of any contact or make a formal complaint. We carefully monitor the relationships we have with donors and seek to maintain a consistent standard of stewardship.

Risk Management
As part of the CIO's risk management process, the Trustees undertake annual risk assessments in liaison with the relevant key members of staff. The Trustees acknowledge their responsibility for the charity's system of internal control and for reviewing its effectiveness.

The Trustees, through the staff team have set policies on risk and internal controls, which cover:
The responsibility of management to implement the Trustees' policies
The responsibility of management to implement the procedures/controls approved by the Trustees
Consideration of the types of risk that the charity faces
Identifying the level of risks which they regard as acceptable

The Trustees are satisfied that the systems in place are sufficient to mitigate exposure to the major risks.

Reserves
The Trustees have established a policy whereby free reserves held by the charity should be maintained at a minimum of 2 months of the operating budget. At the accounting date free reserves were £283,668. The trustees are satisfied, after obtaining professional advice, that this level of reserves is acceptable.

Objectives
The main objectives of the CIO are for the public benefit:-
- the advancement of the Christian faith in the United Kingdom or overseas;
- the relief of persons who are in need by reason of financial hardship, unemployment, ill-health, disability or such other economic or social disadvantage; and
- the furtherance of the charitable work of the CIO by the advancement of such other charitable purposes as the Charity Trustees may from time to time decide.

Advancement of the Christian faith in the UK
The CIO is responsible for Soul Survivor Watford; this is a missionary congregation reaching out to people in Watford and the surrounding areas which was founded in 1992. Soul Survivor Watford is part of the Church of England and became a 'Bishops Mission Order' within the St Albans Diocese in 2014, renewed in January 2024

The aim of this congregation is not only to teach the Christian faith and offer opportunities to worship, but also to demonstrate the gospel through serving the local community (further details and activities below).

Alpha courses or similar courses are run on a regular basis, where people are encouraged to come and explore the Christian faith and to ask any questions they may have. Regular courses teaching various aspects of the Christian Faith are run throughout the year and are open to anyone.

Relief of persons who are in need
The CIO runs a variety of activities from Soul Survivor Watford to support and encourage those in need in the church family and the local community of Watford. (more details of these activities below).

The CIO also works with a number of local charities in Watford supporting those facing adversity:

New Hope: A homeless charity supporting those who are homeless in Watford. 'Preventing Homelessness: Transforming Lives.' A number of the SSW congregation are directly involved and work with the charity. https://www.newhope.org.uk/

Alternatives: A charity which works to offer life changing emotional and practical support to those experiencing pregnancy related challenges. A number of people from the congregation of SSW work with them and the CIO financially supports the charity. https://alternativeswatford.co.uk/.

The CIO financially supports Charis Tiwala, a local charity in Watford which offers support and assistance to anyone in Hertfordshire who is affected by human trafficking or sexual exploitation within the sex industry. https://charistiwala.com/ . During the financial year the CIO also financially supported The Cornergate Foundation, a charity which works with prisoners and ex-offenders to support resettlement after prison. https://cornergate.org/

As part of the churches giving, the congregation collect and donate non-perishable food items and nappies which are given to the Watford Food Bank which is located close to Soul Survivor Watford. Soul Survivor Watford has become a significant contributor to the food bank. https://watfordfoodbank.co.uk/

The No7 Café is open on a Monday, to provide a place for the local community to meet. The café provides a warm welcoming environment with affordable food as well as free tea and filter coffee.

Food Boxes: The CIO provides food boxes during half term holidays for people in the community who are facing financial pressures. These boxes contain three meals for 6 people with recipe cards. Each year these boxes provide over 12,000 meals for families in need in our local community.

SOUL SURVIVOR WATFORD

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2024

Aims and Objectives for the year

During the financial year the trustees and pastoral leadership team focussed the activities of the CIO on the local church in Watford whose mission is to communicate the good news of Jesus through worship, committed community and relevant evangelism.

All the activity of the church sits under the categories of Love God, Love People and Love the World and community we have been place in.

- Love God
  - Sunday Services – Focus on strengthening Sunday teams and more people to lead and preach. Developing and growing new leaders, preaching team and worship team. Focus on worship, teaching and ministry.
  - Develop the prayer life of the church
  - Refocus on Youth and Children's work – Growing team to support these growing ministries. Focus on discipleship and supporting young people in their relationship with God.

- Love People
  - Review all safeguarding processes and systems
  - Review and strengthen pastoral structures.
  - Strengthen community structures within the church
  - Further develop Connect Groups within the church family to build community and place of belonging. Aim to 'Connect with One Another and Connect with God)
  - Review HR processes within staff team

- Loving God's World
  - Run Alpha course
  - Continue Café No7 and indentify ways to grow this further
  - Continue to grow and support food collections for Watford Food Bank
  - Continue to raise money for the Hope (Hardship) Fund to support individuals and families in local communities, through financial grants and food boxes

Soul Survivor Watford Staff Team

Executive Team
Rev'd Jonathan Stevens – Lead Pastor appointed December 2023
Kathryn Maynard – Operations Manager

Pastoral Leadership Team
Tom Smith – Worship Pastor
Nicola Rolfe – Assistant Pastor
Ali Martin – Assistant Pastor *
Juliet Johnson – Assistant Pastor*
Ben DeGaris – Assistant Pastor – Youth / Ordinand
Sam DeGaris – Assistant Pastor – Youth / Ordinand
Andy Symonds – Assistant Pastor
Bethan Barlow – Children's and Families Pastor*

Nisha Manorahan – Children's and Families Pastor (Mat Leave Cover)
Rev'd James Barlow – Curate
*part - time

The Staff Team are responsible for developing and overseeing the following areas:

- → Sunday services and worship
- → Evangelism and community outreach
- → Work with Young people from 11 – 18 years
- → Work with children from 0 – 11 years
- → Young Adults Ministry
- → Services and communication training
- → Pastoral Care and Connect Groups
- → Marriage and Relationship Coaching
- → Training of leaders and Connect Group Leaders
- → Worship
- → Social Action and Outreach
- → Café No7

There is a team of volunteers within the church who support the running of a number of the activities that the CIO runs.

Leadership Resignations
Rev'd Michael Pilavachi – Senior Pastor till Dec 2022, Associate Pastor from Jan 2023 (resigned July 2023)
Rev'd Andrew Croft – Senior Pastor (resigned December 2023)

Significant Activities

Sunday Services
Sunday services attendance across the 9.15am, 11.30am and 6.30pm continues to average 1000 each Sunday including youth and children.

Activities related to the advancement of the Christian faith in the UK:

Church Planting & Parish Renewal
Soul Survivor Watford has continued to support three local parishes in the diocese of St Albans. St John's Hatfield (https://www.stjohnshatfield.org/, St Peter's Watford (https://www.stpeterswatford.org.uk/) and St Andrews, Watford, where the Rev James Barlow is Curate in Charge and splits his time 50/50 with Soul Survivor Watford. SSW contributes 50% to his stipend. The ministry of St Andrews continues to grow develop and flourish. (https://www.standrewswatford.org.uk/)

Alpha
Alpha was run in the Autumn of 2023 with 47 attendees.
Soul Kids – Sundays
A full Soul Kids programme at the two morning services ran throughout the year.

Friday Night Thing
Our monthly 'Friday Night Thing' youth club for schools years 3-6 recommenced during the year. This is aimed at those in the church community of Soul Survivor and the local North Watford community.

Youth Work
The Youth work of Soul Survivor has developed and grown under the leadership of the two youth pastors. In January 2024 we appointed an Assistant Youth Pastor to support the growing youth ministry.

Younger Youth for age 11-13's
Younger Youth meet during the Sunday mornings services, they stay in for the main church service for an initial time of corporate worship then move to a separate space for games and teaching together. Youth socials have been run during the year, including laser tag and café/pizza nights.

Older Youth for age 13-18's
Older Youth meet on Tuesday Nights for socials, worship and teaching. In the summer of 2023 the youth team took a group of 47 young people to the Vineyard 'Dreaming the Impossible' Festival in Stafford.

Connect Groups
'The place to Connect with one another and to Connect with God'
Connect Groups have been continued to be the primary place to build community and connection within the life of Soul Survivor Watford.

Relationships Ministry
Marriage Preparation Course
This course is open to all couples who are engaged or just thinking about Marriage, both inside and outside the church community and ran during the year.

Marriage Course
The marriage course is run at points during the year, its purpose is to support and help married couples strengthen their relationship and life together.

Activities related to the advancement of the Christian faith overseas:

Soul Missions
The work of Soul Missions continues with a number of overseas missionaries being supported both financially and through prayer. Prayer requests are communicated via our Facebook Pages and Weekly Update email. We have missionaries with organizations such as OM, Latin Link and Frontiers.

Activities relating to the relief of persons who are in need:

The Hardship Fund – (Hope Fund)
The Hope Fund continues to be a resource to support local people in financial difficulty. Applications are made via the website. These funds are raised through Special Christmas and Easter offerings. There is an application process and criteria to be met in order for grants to be awarded. Applications are made either by the recipient, or someone on their behalf. The Hope fund is also used to fund the Family Meal Boxes which are given to families in financial need.

Food Boxes – During the holidays and half-term periods the church makes available Food Boxes with fresh ingredients and recipes for families who were in need to make at home. Over 100 boxes are provided each holiday period. The boxes provide 3 meals for 6 people and includes all the fresh ingredients and recipe cards to make the meals. The boxes are collected when the café is open, and people are invited in for a meal, coffee and activities are provided for families. During the year the foodboxes fed 12,600 meals.

Watford Foodbank – We have continued to support Watford Foodbank who continue to experience growing demand. Our levels of donations from the congregation continue to grow.

The Café at No7 – Café No7 continues to run on Mondays as a hub to serve the community. Its aim is to provide a warm and welcoming place for everyone. Over the year it has become a hub for the wider community, and each week the café is buzzing with people from all walks of life. During the year the 3 summer months the café was open 6 days a week.

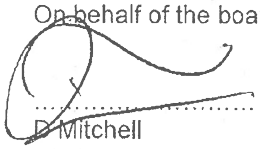
Grant Making

As part of the objectives of the CIO, in particular to advance the Christian Religion in the United Kingdom or overseas, and the relief of the poor and needy, the trustees on occasion make financial grants to individuals or organizations. There are two key ways in which grants are made. Firstly, on occasions such as Christmas and Easter, the offerings are given away to causes beyond Soul Survivor Watford. The recipients of such gifts are proposed by the staff team, and the Trustees approve the decision. Secondly, some grants are made on an ongoing basis. These are primarily to missionaries, or organizations which have objectives in line with that of the CIO. These decisions are proposed by the staff team to the board of Trustees who then make the approval decision. The ongoing nature of these grants are reviewed on an annual basis through the budget process.

Public Benefit

The Trustees are aware of the Charity Commission's guidance on public benefit in "The advancement of religion for Public Benefit" and have regard to it in their administration of the charity. The Trustees believe that by promoting the Christian faith it provides a benefit to the public by providing facilities for public worship, pastoral care and spiritual development, both for the existing church members and anyone who wishes to benefit from what the charity offers, and also by promoting Christian values, and services by members of the church in and to their communities, to the benefit of individuals and society as a whole.

On behalf of the board of Trustees



.....

D Mitchell

Chair of Trustees

Dated 31/1/25

SOUL SURVIVOR WATFORD

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2024

The Trustees, who are also the directors of Soul Survivor Watford for the purpose of company law, are responsible for preparing the Trustees' 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 CIO and of the incoming resources and application of resources, including the income and expenditure, of the CIO for that year.

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;

- 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; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the CIO will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the CIO 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 CIO and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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 CIO and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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;
- 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the CIO will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the CIO 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 CIO and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

SOUL SURVIVOR WATFORD

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF SOUL SURVIVOR WATFORD

Opinion

We have audited the financial statements of Soul Survivor Watford (the 'CIO') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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 CIO's affairs as at 31 March 2024 and of its incoming resources and application of resources, 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.

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's responsibilities for the audit of the financial statements* section of our report. We are independent of the CIO 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.

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

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 CIO'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 annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the CIO for the purpose 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 CIO'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 CIO or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

- we identified the laws and regulations applicable to the CIO through discussions with trustees and other management, and from our knowledge and experience of the sector;

- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the CIO, including the Companies Act 2006, the Charities Act 2011, taxation and employment legislation;

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting any reading the minutes of the board of the trustees; and

- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the CIO's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE TRUSTEES OF SOUL SURVIVOR WATFORD

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;

- tested journal entries to identify unusual transactions; and

- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;

- reading the minutes of meetings of the board of trustees; and

- enquiring of management as to actual and potential litigation and claims.

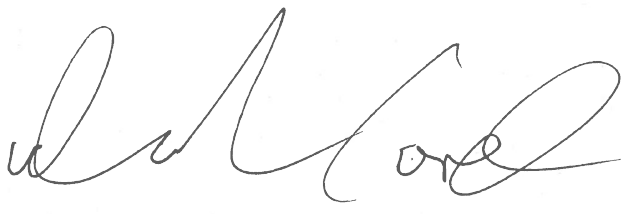
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the members and management and the inspection of regulatory and legal correspondence, if any.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the CIO's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the CIO's 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 CIO and the CIO's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Nicholas Corden ACA (Senior Statutory Auditor)
For and on behalf of Summers Morgan, Statutory Auditor
Chartered Accountants
First Floor, Sheraton House
Lower Road
Chorleywood
Hertfordshire
WD3 5LH
Date: 31st January 2025



Summers Morgan is eligible for appointment as auditor of the CIO by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

SOUL SURVIVOR WATFORD

BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	12		2,858,239		2,797,956
Current assets					
Stocks	13	7,024		8,041	
Debtors	14	37,852		56,420	
Cash at bank and in hand		1,495,875		1,650,054	
		1,540,751		1,714,515	
Creditors: amounts falling due within one year	15	(44,316)		(29,168)	
Net current assets			1,496,435		1,685,347
Total assets less current liabilities			4,354,674		4,483,303
The funds of the CIO					
Restricted income funds	17		23,010		34,537
Unrestricted funds - general			238,668		429,616
Unrestricted funds - Designated	18		4,092,996		4,019,150
			4,354,674		4,483,303

The CIO is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 30/1/25

.....
D Mitchell
Trustee

Company registration number CE017985 (England and Wales)

SOUL SURVIVOR WATFORD

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

Current financial year

	Notes	Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Restricted funds 2024 £	Total 2024 £	Total 2023 £
Income and endowments from:						
Donations and legacies		1,040,995	-	73,832	1,114,827	1,358,045
Charitable activities	2	74,481	-	7,371	81,852	229,856
Investments	3	25,215	-	-	25,215	3,191
Other income	4	-	-	-	-	1,943
Total income		1,140,691	-	81,203	1,221,894	1,593,035
Expenditure on:						
Charitable activities	5	1,182,029	102,828	65,666	1,350,523	1,451,535
Net (outgoing)/incoming resources before transfers		(41,338)	(102,828)	15,537	(128,629)	141,500
Gross transfers between funds		(149,609)	176,674	(27,065)	-	-
Net (expenditure)/income for the year/ Net movement in funds		(190,947)	73,846	(11,528)	(128,629)	141,500
Fund balances at 1 April 2023		429,615	4,019,150	34,538	4,483,303	4,341,803
Fund balances at 31 March 2024		238,668	4,092,996	23,010	4,354,674	4,483,303

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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

SOUL SURVIVOR WATFORD

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

Prior financial year

	Notes	Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Restricted funds 2023 £	Total 2023 £
Income and endowments from:					
Donations and legacies		1,203,400	-	154,645	1,358,045
Charitable activities	2	223,589	-	6,267	229,856
Investments	3	3,191	-	-	3,191
Other income	4	1,943	-	-	1,943
Total income		1,432,123	-	160,912	1,593,035
Expenditure on:					
Charitable activities	5	1,269,285	99,118	83,132	1,451,535
Net (outgoing)/incoming resources before transfers		162,838	(99,118)	77,780	141,500
Gross transfers between funds		(103,491)	233,046	(129,555)	-
Net (expenditure)/income for the year/ Net movement in funds		59,347	133,928	(51,775)	141,500
Fund balances at 1 April 2022		370,269	3,885,222	86,312	4,341,803
Fund balances at 31 March 2023		429,616	4,019,150	34,537	4,483,303

SOUL SURVIVOR WATFORD

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	21		(29,787)		193,741
Investing activities					
Purchase of tangible fixed assets		(149,607)		(180,846)	
Proceeds from disposal of tangible fixed assets		-		2,056	
Investment income received		25,215		3,191	
Net cash used in investing activities			(124,392)		(175,599)
Net cash generated from financing activities			-		-
Net (decrease)/increase in cash and cash equivalents			(154,179)		18,142
Cash and cash equivalents at beginning of year			1,650,054		1,631,912
Cash and cash equivalents at end of year			1,495,875		1,650,054

1 Accounting policies

Charity information

Soul Survivor Watford is a Charitable Incorporated Organisation registered with the charity commission in England and Wales (number 1184088) and with Companies House (number CE017985). The principle address of the CIO is 5-7 Greycaine Road, Watford, WD24 7GP.

1.1 Accounting convention

The accounts have been prepared in accordance with the CIO's trust deed, the Companies Act 2006 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 (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The CIO is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the CIO. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the CIO has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

a) The CIO's general funds consist of funds which the CIO may use for its purpose at its discretion.

b) The CIO's designated funds are those where the Trustees have set aside funds for a specific purpose. Details of the designated funds are set out in note 18.

c) The CIO's restricted funds are those where the donor has imposed restrictions on the use of the funds. Details of these funds are given in the Trustees Annual Report and are set out in note 17.

1.4 Incoming resources

Income from fees is taken into account on an accruals basis. Collections and gifts are taken into account on a cash basis. Donations under gift aid, together with the associated income tax recovery are recognised as income when the donation is received.

Credit is taken for bank interest on an accruals basis.

1 Accounting policies **(Continued)**

1.5 Resources expended

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

Expenditure, which includes irrecoverable VAT, is taken into account on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Governance costs comprise all costs relating to public accountability of the CIO and its compliance with regulation and good practice. These costs include costs relating to the statutory audit.

No salaries are allocated to governance costs as the vast majority of the work is carried out by the Trustees.

Grants are accounted for when paid.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

All of the CIO's fixed assets are used for charitable purposes and are included at cost. Items are only capitalised where the unit purchase price exceeds £500.

Depreciation on fixed assets is calculated at rates estimated to write off the cost over their expected useful lives at the following rates:-

Freehold buildings	2% Straight line basis
House	2% Straight line basis
Furniture, fixtures & equipment - warehouses	10% Straight line basis
Fixtures, fittings & equipment	20% Straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Stocks

Stock is valued at the lower of cost and net realisable value.

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The CIO 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 their settlement value.

1 Accounting policies (Continued)

1.10 Employee benefits

The CIO operates a money purchase pension scheme. The contributions due in the year are charged to the Statement of Financial Activities as they fall due.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.12 Tax Status

Soul Survivor Watford is a registered charity and therefore it is not assessable to income tax on any charitable funds within the scope of Section 505 of the Income and Corporation Taxes Act 1988.

2 Income from charitable activities

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Sale of goods	-	7,371	7,371	-	6,267	6,267
Ancillary trading income	32,751	-	32,751	47,301	-	47,301
Charitable rental income	1,460	-	1,460	1,180	-	1,180
Events & other income	40,270	-	40,270	175,108	-	175,108
	74,481	7,371	81,852	223,589	6,267	229,856

3 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest receivable	25,215	3,191

4 Other income

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Net gain on disposal of tangible fixed assets	-	1,943

5 Charitable activities

	Soul Survivor Watford 2024 £	Soul Survivor Watford 2023 £
Staff costs	745,338	753,367
Depreciation and impairment	89,324	85,380
Events & outreach	18,525	62,165
Alpha	2,991	1,446
Congregation expenses	36,563	34,411
Schools, youth and children	17,702	17,908
Refreshments	22,877	9,365
Book shop	7,607	26,697
Office expense & IT	18,859	19,193
Telephone	5,214	5,718
Travel & courses	167	82,913
Bank charges & mortgage interest	11,078	13,889
Making room for more	-	1,040
Warehouse and building running costs	135,473	130,470
	1,111,718	1,243,962
Grant funding of activities (see note 9)	109,570	153,021
Share of governance costs (see note 6)	129,235	54,552
	1,350,523	1,451,535
Analysis by fund		
Unrestricted funds - general	1,182,029	1,269,285
Unrestricted funds - designated	102,828	99,118
Restricted funds	65,666	83,132
	1,350,523	1,451,535

6 Support costs allocated to activities

	2024 £	2023 £
Governance costs	129,235	54,552
Analysed between:		
Charitable activities	129,235	54,552

6 Support costs allocated to activities (Continued)

Governance costs comprise:	2024 £	2023 £
Audit fees	8,886	5,352
Accountancy	5,000	4,740
Advertising	53,580	44,460
Costs associated with safeguarding investigation	61,769	-
	129,235	54,552

Governance costs includes payments to the auditors of £8,886 (2023 - £5,352) for audit fees and £5,000 (2023 - £4,740) for other services.

7 Net movement in funds

The net movement in funds is stated after charging/(crediting):	2024 £	2023 £
Fees payable for the audit of the charity's financial statements	8,886	5,352
Depreciation of owned tangible fixed assets	89,324	85,380
Loss/(profit) on disposal of tangible fixed assets	-	(1,943)

8 Trustees

During the year four Trustees (Revd Michael Pilavachi, Revd Andrew Croft, Revd Jonathan Stevens and Liza Hoeksma) received remuneration for their services as employees of the CIO; the trustees received total remuneration of £186,105 (2023 - £201,754) and total contributions to personal pension plans' of £20,405 (2023 - £22,237).

Trustees of Soul Survivor Watford are permitted under section 7.2.3 of the charity constitution to be employed by the CIO.

During the year a total of £2,878 (2023: £27,903) was reimbursed to four Trustees for expenses they incurred while fulfilling their duties for the CIO.

9 Grants payable

	Charitable activities 2024 £	Charitable activities 2023 £
Grants to institutions:		
Soul 61	3,000	18,000
St Albans Diocese	21,756	32,430
Charis	6,360	6,360
St Andrews Church Watford	13,504	-
Evangelical Alliance	1,000	1,000
Special Offerings (Easter & Christmas)	18,239	19,254
Alternatives	3,060	3,060
South Africa Food Appeal	-	820
Durban Halfway House	-	100
The Hope Fund	36,013	36,547
Other	-	3,853
	102,932	121,424
Grants to individuals	6,638	31,597
	109,570	153,021

10 Employees

The average monthly number of employees during the year was:

	2024 Number	2023 Number
	19	21

Employment costs	2024 £	2023 £
Wages and salaries	623,708	669,152
Social security costs	57,658	62,897
Other pension costs	63,972	70,301
	745,338	802,350
Staff costs capitalised as part of Making Room for More building project	-	(91,178)
	745,338	711,172

Redundancy and termination payments totalling £15,680 were made in the reporting period. This went to Andy Croft in December 2023 as he resigned from Soul Survivor Watford.

10 Employees (Continued)

Pension costs are allocated to activities in proportion to the related staffing costs incurred and to the appropriate fund.

The key management personnel of the charity are comprised of four of the trustees. The total remuneration of key management personnel during the year was £207,917 (2023: £225,773). The CIO recovered £7,378 (2023: £6,267) of the salary from other partner organisations that utilise the key management personnel in their operations.

There were two employees whose annual remuneration was more than £60,000 (2023 - none)

11 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

12 Tangible fixed assets

	Freehold buildings	Fixtures, fittings & equipment	Total
	£	£	£
Cost			
At 1 April 2023	3,042,778	612,722	3,655,500
Additions	128,032	21,575	149,607
At 31 March 2024	3,170,810	634,297	3,805,107
Depreciation and impairment			
At 1 April 2023	394,686	462,858	857,544
Depreciation charged in the year	53,036	36,288	89,324
At 31 March 2024	447,722	499,146	946,868
Carrying amount			
At 31 March 2024	2,723,088	135,151	2,858,239
At 31 March 2023	2,648,092	149,864	2,797,956

13 Stocks

	2024	2023
	£	£
Finished goods and goods for resale	7,024	8,041

The amount of stock expensed during the year was £1,021 (2023: £1,568).

14 Debtors

Amounts falling due within one year:	2024 £	2023 £
Trade debtors	1	-
Other debtors	34,002	37,209
Prepayments and accrued income	3,849	19,211
	37,852	56,420

15 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	6,641	3,888
Other creditors	13,002	-
Accruals and deferred income	24,673	25,280
	44,316	29,168

16 Retirement benefit schemes

Defined contribution schemes	2024 £	2023 £
Charge to profit or loss in respect of defined contribution schemes	63,972	64,761

The CIO operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the CIO in an independently administered fund.

17 Restricted funds

The income funds of the CIO include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
Specific donations to individuals or institutions	8,771	37,138	(29,653)	-	16,256
Making Room for More (Building fund)	-	27,065	-	(27,065)	-
The Hope Fund	25,767	17,000	(36,013)	-	6,754
	34,538	81,203	(65,666)	(27,065)	23,010

17 **Restricted funds** (Continued)

Previous year:	At 1 April 2022 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2023 £
Specific donations to individuals or institutions	28,132	82,230	(75,825)	-	34,538
Making Room for More (Building fund)	58,180	72,415	(1,040)	(129,555)	-
Soul61 Salary Bursary	-	6,267	(6,267)	-	-
	86,312	160,912	83,132	(129,555)	34,538

Specific donations to individuals or institutions: During the year the CIO receives donations which are restricted to specific people or institutions which are in need. The funds are paid out to the intended recipient.

Making Room for More (Building fund): In 2018 the CIO raised funds to facilitate an expansion of 5 & 7 Greycaine Road to increase the capacity to allow for an increase in number of people attending services. The CIO, after receiving planning permission for No7, subsequently decided to split the expansions into two phases. Phase 1 was the expansion to No7 to create a larger worship, community space and expanded kitchen and this phase was completed in June 2021. Phase 2 will be the expansion to No5. The transfer represents the capital element held in restricted funds of the funds already spent on assets in the year being transferred to the fixed asset designated fund.

18 Unrestricted funds - Designated

These are unrestricted funds which are material to the CIO's activities.

	At 1 April 2023 £	Resources expended £	Transfers £	At 31 March 2024 £
Fixed Asset	2,797,956	(89,324)	149,609	2,858,241
Making Room for More (Building fund)	1,173,005	-	27,065	1,200,070
New vision	4,800	-	-	4,800
Property maintenance	7,564	-	-	7,564
Church plant fund	35,825	(13,504)	-	22,321
	4,019,150	(102,828)	176,674	4,092,996

Previous year:	At 1 April 2022 £	Resources expended £	Transfers £	At 31 March 2023 £
Fixed Asset	2,702,602	(85,392)	180,846	2,798,056
Making room for more(Building fund)	1,125,005	-	48,000	1,173,005
New vision	3,600	-	1,200	4,800
Property maintenance	4,464	-	3,000	7,464
Church plant fund	49,551	(13,726)	-	35,825
	3,885,222	(99,118)	233,046	4,019,150

Fixed Asset: Funds represent the net book value of the fixed assets of the CIO. The transfer represents the capital element held in restricted funds of the funds already spent in the previous year on assets being moved to designated funds. Transfers in the current year represent the movement in the net book value of the assets in relation to both depreciation and additions from restricted and unrestricted funds.

Making Room for More (Building fund): The Trustees decided to designate general funds towards the planned expansion of the church building. The transfer represents the designation of these funds. See restricted funds note for more detail on this fund.

19 Analysis of net assets between funds

	Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Restricted funds 2024 £	Total 2024 £
Fund balances at 31 March 2024 are represented by:				
Tangible assets	-	2,858,239	-	2,858,239
Current assets/(liabilities)	238,668	1,234,757	23,010	1,496,435
	238,668	4,092,996	23,010	4,354,674

19 **Analysis of net assets between funds** (Continued)

	Unrestricted funds general 2023	Unrestricted funds designated 2023	Restricted funds 2023	Total 2023
	£	£	£	£
Fund balances at 31 March 2023 are represented by:				
Tangible assets	-	2,797,956	-	2,797,956
Current assets/(liabilities)	429,616	1,221,194	34,537	1,685,347
	429,616	4,019,150	34,537	4,483,303

Included in the current assets is £1,257,765 (2023 - £1,255,731) of cash that is not available for the general use by the CIO because it is restricted or designated.

20 **Related party transactions**

Aggregated donations received from the Trustees or related parties without conditions totalled £34,372 (2023 - £46,480). There were no balances owing to or from any related party at the balance sheet date (2023 - £nil).

21 **Cash (absorbed by)/generated from operations**

	2024	2023
	£	£
(Deficit)/surplus for the year	(128,629)	141,500
Adjustments for:		
Investment income recognised in statement of financial activities	(25,215)	(3,191)
Gain on disposal of tangible fixed assets	-	(1,943)
Depreciation and impairment of tangible fixed assets	89,324	85,380
Movements in working capital:		
Decrease in stocks	1,017	1,569
Decrease/(increase) in debtors	18,568	(14,107)
Increase/(decrease) in creditors	15,148	(15,467)
Cash (absorbed by)/generated from operations	(29,787)	193,741

22 **Analysis of changes in net funds**

The CIO had no material debt during the year.

SOUL SURVIVOR WATFORD

England & Wales - Charity number 1184088

Accounts

2022/23

Soul Survivor Watford

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

Charity Registration No.1184088 and Company No: CE017985

SOUL SURVIVOR WATFORD

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SOUL SURVIVOR WATFORD

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their report and accounts for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the CIO's constitution, the Companies Act 2006 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 (FRS 102)" (effective 1 January 2019).

Structure, governance and management
The CIO was established by a constitution and was registered as a charity with the Charity Commission on 25th June 2019, number 1184088.

The Trustees who served during the year were:
Kevin W Downton
Chris E Gregory (resigned September 2023)
Alison Maffey
Elizabeth Potter
Emmanuel Akpata
David Mitchell (appointed November 2022)
Lindsay Nash (appointed May 2023)
Desmond Scott (appointed May 2023)
Liza Hoeksma - Staff Trustee
Revd Canon Michael Pilavachi – Staff Trustee & Senior Pastor (resigned April 2023)
Revd Andrew Croft – Staff Trustee & Senior Pastor (resigned December 2023)
Revd Jonathan Stevens – Staff Trustee & Executive Pastor (appointed Lead Pastor December 2023)

Recruitment and appointment of new Trustees
New Trustees are appointed by the existing Trustees. Trustees are appointed to serve for three-year terms. Written submissions from eligible applicants are reviewed by the Trustees against the role description and specification of key criteria for a Trustee. All Trustees are recommended to attend an appropriate training course on Safeguarding. Trustees receive regular updates from the Charity Commission's website. All trustees complete the Church of England Safer Church safeguarding training.

Organisational Structure and decision making process
Teams of Trustees oversee different areas of responsibility. These areas are Finance, Health & Safety, Human Resources and Child Protection. These teams are authorised to make decisions within their specific areas of responsibility unless they consider it necessary to refer to the whole board. Expenditure of more than £1,000 has to be referred to the board for approval unless included in the previously approved budget. All staff positions are authorised by the whole board but recruitment of the person is delegated to the staff team. The day-to-day management of Soul Survivor Watford is delegated to the staff team.

Details of other related parties and wider networks in which the charity is involved
The charity works closely with Soul Survivor Ltd as well as with Soul61.

The charity also works closely with other Christian organisations in the area especially New Hope and Charis. The charity is a member of the Evangelical Alliance.

Safeguarding Investigation into Mike Pilavachi
The trustees first became aware on 27th March 2023 that The National Safeguarding Team (NST) of the Church of England and Diocese of St Albans (DoSt) were carrying out a joint investigation into the allegations of Mike Pilavachi's abusive behaviour. In April 2023 the trustees sent a Serious Incident Report to the Charity Commission.

In July 2023 Mike Pilavachi resigned from the staff of Soul Survivor Watford.

In September 2023 the NST and DoSt concluded that the allegations of abuse were substantiated. In its statement the Church of England said:
'The internal Church investigation into Mike Pilavachi, being conducted by the National Safeguarding Team, NST, and the diocese of St Albans, has now concluded. Having explored the safeguarding concerns fully, according to House of Bishops guidance, the investigation team has concluded that they are substantiated. These relate to conduct in his leadership and ministry, both before and after he was ordained in 2012, spanning 40 years from his time as a youth leader through to current day. The overall substantiated concerns are described as an abuse of power relating to his ministry, and spiritual abuse; described in guidance as 'a form of emotional and psychological abuse characterised by a systematic pattern of coercive and controlling behaviour in a religious context'. It was concluded that he used his spiritual authority to control people and that his coercive and controlling behaviour led to inappropriate relationships, the physical wrestling of youths and massaging of young male interns.'

In response to the conclusion of the NST investigation in September 2023, the trustees of Soul Survivor Watford said:

We are grateful to all those who have contributed to this process, who by coming forward have brought Mike's abusive behaviour into the light. We are deeply sorry to all those people who have been victims of spiritual, emotional and psychological abuse, physical wrestling and massage under Mike's leadership. There has been a systematic pattern of coercive and controlling behaviour. We are saddened that these behaviours happened in a context that should have provided safety and spiritual support. We are committed to learning lessons from what has happened and to put in place further practices and procedures that will seek to ensure this kind of behaviour does not happen in the future.
Now that the NST investigation has concluded, we have commissioned Fiona Scolding KC to lead a full and independent review. The terms of reference of the investigation will be published in the coming weeks and the report of Ms Scolding's review will be published in full. The Trustees are committed to implementing her recommendations.
We are aware of the hurt many individuals have and continue to experience as a result of Mike's abuse and are truly sorry for the part Soul Survivor has played. We have been working with the NST to provide counselling and advocacy support to the individuals they have identified as finding it most beneficial. We remain committed to ensuring our church is safe and welcoming for all.

In November 2023, the Trustees of Soul Survivor Watford joined with Soul 61 and Soul Survivor Festivals in formally launching an Independent Review to carry out a review of the evidence produced following the allegations made and investigated by the NST and the St Albans Diocesan Safeguarding Team by numerous individuals against Mike Pilavachi. It is anticipated the review will be published in the first half of 2024.

The NST investigation into Mike Pilavachi has had a significant impact on activities of the church from April 2023 onwards. Events aimed at supporting the wider Christian community (Saturday celebrations, Soul Survivor Family of Churches retreats and Leaders' days, and our Worship Conference) were all paused.

Safeguarding
Soul Survivor Watford has a comprehensive Safeguarding Policy which can be found on our website. Safeguarding reports are presented to the trustees regularly at the trustees meetings. Safer Recruitment processes are in place for volunteers, including appropriate DBS checks.

Soul Survivor Watford has a membership with Thirtyone:eight and regularly utilises their helpline for safeguarding support and advice regarding concerns and disclosures. The Diocese of St Albans Safeguarding Team is also consulted for support. Safeguarding is promoted on our website and through posters throughout the buildings.

GDPR
Soul Survivor Watford has responded to the General Data Protection Regulation (GDPR), introduced in May 2018, and continues to monitor the use of data carefully, particularly concerning donor data. Our Privacy Policy covers how we use donor data and gives donors the option to opt out of any contact or make a formal complaint. We carefully monitor the relationships we have with donors and seek to maintain a consistent standard of stewardship.

Risk Management
As part of the CIO's risk management process, the Trustees undertake annual risk assessments in liaison with the relevant key members of staff. The Trustees acknowledge their responsibility for the charity's system of internal control and for reviewing its effectiveness.

The Trustees, through the staff team have set policies on risk and internal controls, which cover:-
-The responsibility of management to implement the Trustees' policies
-The responsibility of management to implement the procedures/controls approved by the Trustees
-Consideration of the types of risk that the charity faces
-Identifying the level of risks which they regard as acceptable

The Trustees are satisfied that the systems in place are sufficient to mitigate exposure to the major risks.

Financial Review
The principle funding of the CIO continues to be that of donations from the church congregation; during the year there has been an increase in income, primarily from the small conference income and from general donations, mainly the one-off gifts received. The total income of the CIO for the year increased to £1,593,035 (2022: £1,416,768). Charitable expenditure also saw an increase, reaching £1,451,535 for the year (2022: £1,213,734). The net incoming resources of the CIO amounted to a surplus of £141,500 (2022: £203,034 surplus).
The total funds of the CIO at the year end were £4,483,303 (2022: £4,341,803); of these £34,537 were restricted (2022: £86,312); £4,019,150 were designated (2022: £3,885,222) and £429,616 unrestricted (2022: £370,629). Further information on the restricted and designated funds can be found in the notes to the accounts.

Reserves
The Trustees have established a policy whereby free reserves held by the charity should be maintained between 3 and 6 months of the operating budget. At the accounting date free reserves were £429,616. The trustees are satisfied, after obtaining professional advice, that this level of reserves is acceptable.

Objectives
The main objectives of the CIO are for the public benefit:-
- the advancement of the Christian faith in the United Kingdom or overseas; and
- the relief of persons who are in need by reason of financial hardship, unemployment, ill-health, disability or such other economic or social disadvantage; and
- the furtherance of the charitable work of the CIO by the advancement of such other charitable purposes as the Charity Trustees may from time to time decide.

Advancement of the Christian faith in the UK
The CIO is responsible for Soul Survivor Watford; this is a missionary congregation reaching out to people in Watford and the surrounding areas which was founded in 1992. Soul Survivor Watford is part of the Church of England and became a 'Bishops Mission Order' within the St Albans Diocese in 2014.

The aim of this congregation is not only to teach the Christian faith and offer opportunities to worship, but also to demonstrate the gospel through serving the local community (further details and activities below).

Alpha courses or similar courses are run on a regular basis, where people are encouraged to come and explore the Christian faith and to ask any questions they may have. Regular courses teaching various aspects of the Christian Faith are run throughout the year and are open to anyone.

One of the senior pastors of Soul Survivor Watford, regularly travelled internationally to minister in churches. Members of the congregation occasionally attend these trips at their own expense.

Relief of persons who are in need
The CIO runs a variety of activities from Soul Survivor Watford to support and encourage those in need in the church family and the local community (more details of these activities below).

The CIO also works with a number of local charities in Watford supporting those facing adversity:

New Hope: A homeless charity supporting those who are homeless in Watford. A number of members of the SSW congregation are directly involved and work with the charity.

Alternatives: A charity which works with teenage mothers. A number of members of SSW work with them and is directly supported by the CIO financially.

The CIO also supports Playskill which is a local charity working with children who have special needs and members of SSW are directly involved. The CIO provides the use of its premises on occasions throughout the year for Playskill to use.

The CIO financially supports Charis, a local charity in Watford which offers support and assistance to anyone in Hertfordshire who is affected by human trafficking or sexual exploitation within the sex industry.

As part of the churches giving, the congregation is encouraged to donate non-perishable food items and nappies which are given to the Watford Food Bank which is located close to Soul Survivor Watford.

A weekly No7 Café is run on a Monday, to provide a place for members of the local community and congregation to meet. The café provides a warm welcoming environment with affordable food as well as free tea and filter coffee.

Food Boxes: The CIO provides food boxes during school holidays for people in the community who are facing financial pressures. These boxes contain three meals for 6 people with recipe cards.

SOUL SURVIVOR WATFORD

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

Aims and Objectives for the year
The April 2022 to March 2023 strategy of 'Growing God's Family', continued following 3 years of disruption as a result of Covid-19. The objectives of the church continued to seek to be a place of community, family and friendship where both those inside and outside the church family feel at home. Some of the external national activities which had stopped as a result of Covid-19 resumed during the financial year.

Growing God's Family 2022-2023
Our vision as a church continued to be Growing God's Family: Love God / Love One Another / Love God's World

- Love God
  - Develop and build the online and live streaming resources, both for the local church and wider church ministry
  - Develop the Soul Survivor Family of Churches to support other churches in the UK and beyond who resonate with the values of Soul Survivor Watford.
  - Develop and grow the National Soul Survivor Events – Naturally Supernatural, Leaders Days, Worship Conferences and Youth Leader Conferences.

- Love One Another
  - Further develop Connect Groups within the church family to build community and place of belonging. Aim to 'Connect with One Another and Connect with God)
  - Develop and run events to build community

- Loving God's World
  - Restart in person Alpha courses
  - Continue Monday Café
  - Continue to grow and support food collections for Watford Food Bank
  - Continue to raise money for the Hardship Fund to support individuals and families in local communities, through financial grants and food boxes

Soul Survivor Watford Leadership Team
The leadership team of Soul Survivor Watford for the year was as follows:

Revd Canon Michael Pilavachi – Senior Pastor till Dec 2022, Associate Pastor from Jan 2023 (resigned July 2023)
Revd Andrew Croft – Senior Pastor (resigned December 2023)
Revd Jonathan Stevens – Executive Pastor (Lead Pastor as of December 2023)
Nicola Rolfe – Assistant Pastor
Ali Martin – Assistant Pastor (part time)
Ben DeGaris – Assistant Pastor – Youth
Sam DeGaris – Assistant Pastor – Youth
Bethan Barlow – Children's and Families Pastor
Juliet Johnson – Assistant Pastor (part time)
Tom Smith – Worship Pastor
Kathryn Maynard – Operations Manager
Andy Symonds – Assistant Pastor
James Barlow – Curate

The Joint Senior Pastors, Mike Pilavachi and Andy Croft had oversight of the strategy and vision of the CIO until their resignations.

The Staff Team are responsible for developing and overseeing the following areas:

- → Evangelism and community outreach
- → Work with Young people from 11 – 18 years
- → Work with children from 0 – 11 years
- → Young Adults Ministry
- → Services and communication training
- → Pastoral Care and Connect Groups
- → Marriage and Relationship Coaching
- → Training of leaders and Connect Group Leaders
- → Worship
- → Social Action and Outreach

There is a team of volunteers within the church who support the running of a number of the activities that the CIO runs.

Significant Activities

Sunday Services
Sunday Services continued to grow in 2022 following the disruption of the previous two years. Four services were run each Sunday 9.15am, 11.30am, 4.30pm and 7pm. A review of the Sunday services was taken during the year and the decision made to consolidate the afternoon services which were held in the smaller No7 warehouse into one 6.30pm service. This was relocated into the main worship sanctuary in Warehouse 5. Average Sunday attendance over the year was 1000, including youth and children.

Activities related to the advancement of the Christian faith in the UK:

Naturally Supernatural
The Naturally Supernatural Conferences continued to run in the Warehouses in Watford. Two conferences were held in May 2022 and February 2023.

Church Planting & Parish Renewal
Soul Survivor Watford has continued to support three local parishes in the diocese of St Albans. St John's Hatfield (https://www.stjohnshatfield.org/, St Peter's Watford (https://www.stpeterswatford.org.uk/). In July 2022 Rev James Barlow was ordained and licensed as Curate in Charge of St Andrew's Watford his time split 50/50 with Soul Survivor Watford.

This arrangement was at the request of the Bishop of Hertford, and the aim is to 'love, cherish and encourage' the existing ministry at St Andrew's, but also look for ways to start new initiatives in order for the church to grow younger and reach a new demographic in the parish. (https://www.standrewswatford.org.uk/)

Soul Survivor Family of Churches
The Soul Survivor Family of Churches initiative ran a number of events during the year including two leaders days and two leaders retreats.

Alpha
In person Alpha restarted during the year. The April 2022 course had 55 people in attendance.

Soul Kids – Sundays
A full Soul Kids programme at the two morning services ran throughout the year.

Friday Night Thing
Our monthly 'Friday Night Thing' youth club for schools years 3-6 recommenced during the year. This is aimed at those in the church community of Soul Survivor and the local North Watford community.

Youth Work
The Youth work of Soul Survivor has developed and grown under the leadership of the two youth pastors.

Younger Youth for age 11-13's
Younger Youth meet during the Sunday mornings services, they stay in for the main church service for an initial time of corporate worship then move to a separate space for games and teaching together. Youth socials such as cafes, laser tag and other events have been run during the year.

Older Youth for age 13-18's
Older Youth meet on Tuesday Nights for socials, worship and teaching. In the summer of 2022 the youth team took a group of 50 young people to the Vineyard 'Dreaming the Impossible' Festival. The youth has continued to grow and develop over the year.

Connect Groups
'The place to Connect with one another and to Connect with God'
Connect Groups have been continued to be the primary place to build community and connection within the life of Soul Survivor Watford. There are currently about 50 groups with 300-400 people in groups.

Relationships Ministry

Marriage Preparation Course
This course is open to all couples who are engaged or just thinking about Marriage, both inside and outside the church community. The course was run in April this year with 7 couples.

Marriage Course
The marriage course is run at points during the year, its purpose is to support and help married couples strengthen their relationship and life together.

Marriage Coaching
Marriage coaching continues to support married couples in the church and outside to develop and grow in their relationships, improve communication in order to develop the skills and insights needed to build a healthy marriage that lasts a lifetime.

Activities related to the advancement of the Christian faith overseas:

Soul Missions
The work of Soul Missions continues with a number of overseas missionaries being supported both financially and through prayer. Prayer requests are communicated via our Facebook Pages and Weekly Update email. We have missionaries with organisations such as OM, Latin Link and Frontiers.

Activities relating to the relief of persons who are in need:

The Hardship Fund – The Hardship Fund continues to be a resource to support local people in financial difficulty. Applications are made via the website. These funds are raised through Special Christmas and Easter offerings. There is an application process and criteria to be met in order for grants to be awarded. Applications are made either by the recipient, or someone on their behalf. The hardship fund is also used to fund the Family Meal Boxes which are given to families in financial need.

Food Boxes – During the holidays and half-term periods the church makes available Food Boxes with fresh ingredients and recipes for families who were in need to make at home. Over 100 boxes are provided each holiday period. The boxes provide 3 meals for 6 people and includes all the fresh ingredients and recipe cards to make the meals. The boxes are collected when the café is open, and people are invited in for a meal, coffee and activities are provided for families.

Watford Foodbank – We have continued to support Watford Foodbank who continue to experience growing demand. Our levels of donations from the congregation continue to grow.

The Café at No7 – Café No7 continues to run on Mondays as a hub to serve the community. Its aim is to provide a warm and welcoming place for everyone. Over the year it has become a hub for the wider community, and each week the café is buzzing with people from all walks of life.

Wellbeing – The church runs various events to support people's wellbeing. During the year an event with Dr Kate Middleton a psychologist from the Mind and Soul Foundation was run on the 'Weight of Worry', and how to deal with anxiety and stress.

Grant Making
As part of the objectives of the CIO, in particular to advance the Christian Religion in the United Kingdom or overseas, and the relief of the poor and needy, the trustees on occasion make financial grants to individuals or organisations. There are two key ways in which grants are made. Firstly, on occasions such as Christmas, Easter or Saturday Celebrations, the offerings are given away to causes beyond Soul Survivor Watford. The recipients of such gifts are decided by the staff team, and the Trustees approve the decision. Secondly, some grants are made on an ongoing basis. These are primarily to missionaries, or organisations which have objectives in line with that of the CIO. These decisions are proposed by the staff team to the board of Trustees who then make the approval decision. The ongoing nature of these grants are reviewed on an annual basis through the budget process.

Public Benefit
The Trustees are aware of the Charity Commission's guidance on public benefit in "The advancement of religion for Public Benefit" and have regard to it in their administration of the charity. The Trustees believe that by promoting the Christian faith it provides a benefit to the public by providing facilities for public worship, pastoral care and spiritual development, both for the existing church members and anyone who wishes to benefit from what the charity offers, and also by promoting Christian values, and services by members of the church in and to their communities, to the benefit of individuals and society as a whole.

The Trustees' report was approved by the Board of Trustees

D Mitchell
Chair of Trustees

Dated: 29 January 2024

SOUL SURVIVOR WATFORD

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2023

The Trustees, who are also the directors of Soul Survivor Watford for the purpose of company law, are responsible for preparing the Trustees' 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 CIO and of the incoming resources and application of resources, including the income and expenditure, of the CIO for that year.

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;

- 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; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the CIO will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the CIO 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 CIO and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

SOUL SURVIVOR WATFORD

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF SOUL SURVIVOR WATFORD

Opinion

We have audited the financial statements of Soul Survivor Watford (the 'CIO') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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 CIO's affairs as at 31 March 2023 and of its incoming resources and application of resources, 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.

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's responsibilities for the audit of the financial statements* section of our report. We are independent of the CIO 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 the provisions available for small entities, in the circumstances set out in note 21 to the financial statements, 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.

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

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 CIO'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 annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the CIO for the purpose 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 CIO'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 CIO or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

- we identified the laws and regulations applicable to the CIO through discussions with trustees and other management, and from our knowledge and experience of the sector;

- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the CIO, including the Companies Act 2006, the Charities Act 2011, taxation and employment legislation;

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting any reading the minutes of the board of the trustees; and

- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the CIO's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;

- tested journal entries to identify unusual transactions; and

- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;

- reading the minutes of meetings of the board of trustees; and

- enquiring of management as to actual and potential litigation and claims.

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 members and management and the inspection of regulatory and legal correspondence, if any.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the CIO's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the CIO's 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 CIO and the CIO's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE TRUSTEES OF SOUL SURVIVOR WATFORD

Nicholas Corden ACA (Senior Statutory Auditor)
for and on behalf of Summers Morgan

30 January 2024

Chartered Accountants
Statutory Auditor

First Floor, Sheraton House
Lower Road
Chorleywood
Hertfordshire
WD3 5LH

Summers Morgan is eligible for appointment as auditor of the CIO by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

SOUL SURVIVOR WATFORD

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

Current financial year

	Notes	Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
Income and endowments from:						
Donations and legacies		1,203,400	-	154,645	1,358,045	1,253,456
Charitable activities	2	223,589	-	6,267	229,856	151,225
Investments	3	3,191	-	-	3,191	1,978
Other income	4	1,943	-	-	1,943	10,109
Total income		1,432,123	-	160,912	1,593,035	1,416,768
Expenditure on:						
Charitable activities	5	1,269,285	99,118	83,132	1,451,535	1,213,734
Net incoming resources before transfers		162,838	(99,118)	77,780	141,500	203,034
Gross transfers between funds		(103,491)	233,046	(129,555)	-	-
Net income/(expenditure) for the year/ Net movement in funds		59,347	133,928	(51,775)	141,500	203,034
Fund balances at 1 April 2022		370,269	3,885,222	86,312	4,341,803	4,138,769
Fund balances at 31 March 2023		429,616	4,019,150	34,537	4,483,303	4,341,803

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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

SOUL SURVIVOR WATFORD

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

Prior financial year

	Notes	Unrestricted funds general 2022 £	Unrestricted funds designated 2022 £	Restricted funds 2022 £	Total 2022 £
Income and endowments from:					
Donations and legacies		1,059,875	-	193,581	1,253,456
Charitable activities	2	151,225	-	-	151,225
Investments	3	1,978	-	-	1,978
Other income	4	10,109	-	-	10,109
Total income		1,223,187	-	193,581	1,416,768
Expenditure on:					
Charitable activities	5	1,110,525	8,444	94,765	1,213,734
Net incoming resources before transfers		112,662	(8,444)	98,816	203,034
Gross transfers between funds		56,300	924,837	(981,137)	-
Net income/(expenditure) for the year/ Net movement in funds		168,962	916,393	(882,321)	203,034
Fund balances at 1 April 2021		201,307	2,968,829	968,633	4,138,769
Fund balances at 31 March 2022		370,269	3,885,222	86,312	4,341,803

SOUL SURVIVOR WATFORD

BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	**11**		2,797,956		2,702,603
Current assets					
Stocks	**12**	8,041		9,610	
Debtors	**13**	56,420		42,313	
Cash at bank and in hand		1,650,054		1,631,912	
		1,714,515		1,683,835	
Creditors: amounts falling due within one year	**14**	29,168		44,635	
Net current assets			1,685,347		1,639,200
Total assets less current liabilities			4,483,303		4,341,803
The funds of the CIO					
Restricted funds	**15**		34,537		86,312
Unrestricted funds - general			429,616		370,269
Unrestricted funds - designated	**16**		4,019,150		3,885,222
			4,483,303		4,341,803

The CIO is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2023, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 29 January 2024

D Mitchell
Chair of Trustees

Company registration number CE017985 (England and Wales)

SOUL SURVIVOR WATFORD

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Cash flows from operating activities					
Cash generated from operations	19		193,741		256,504
Investing activities					
Purchase of tangible fixed assets		(180,846)		(993,656)	
Proceeds from disposal of tangible fixed assets		2,056		10,109	
Proceeds from disposal of investment property		-		615,000	
Investment income received		3,191		1,978	
Net cash used in investing activities			(175,599)		(366,569)
Net cash used in financing activities			-		-
Net increase/(decrease) in cash and cash equivalents			18,142		(110,065)
Cash and cash equivalents at beginning of year			1,631,912		1,741,977
Cash and cash equivalents at end of year			1,650,054		1,631,912

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

Charity information

Soul Survivor Watford is a Charitable Incorporated Organisation registered with the charity commission in England and Wales (number 1184088) and with Companies House (number CE017985). The principle address of the CIO is 5-7 Greycaine Road, Watford, WD24 7GP.

1.1 Accounting convention

The accounts have been prepared in accordance with the CIO's trust deed, the Companies Act 2006 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 (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The CIO is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the CIO. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the CIO has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

a) The CIO's general funds consist of funds which the CIO may use for its purpose at its discretion.

b) The CIO's designated funds are those where the Trustees have set aside funds for a specific purpose. Details of the designated funds are set out in note 16.

c) The CIO's restricted funds are those where the donor has imposed restrictions on the use of the funds. Details of these funds are given in the Trustees Annual Report and are set out in note 15.

1.4 Incoming resources

Income from fees is taken into account on an accruals basis. Collections and gifts are taken into account on a cash basis. Donations under gift aid, together with the associated income tax recovery are recognised as income when the donation is received.

Credit is taken for bank interest on an accruals basis.

1 Accounting policies **(Continued)**

1.5 Resources expended

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

Expenditure, which includes irrecoverable VAT, is taken into account on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Governance costs comprise all costs relating to public accountability of the CIO and its compliance with regulation and good practice. These costs include costs relating to the statutory audit.

No salaries are allocated to governance costs as the vast majority of the work is carried out by the Trustees.

Grants are accounted for when paid.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

All of the CIO's fixed assets are used for charitable purposes and are included at cost. Items are only capitalised where the unit purchase price exceeds £500.

Depreciation on fixed assets is calculated at rates estimated to write off the cost over their expected useful lives at the following rates:-

Freehold buildings	2% Straight line basis
House	2% Straight line basis
Furniture, fixtures & equipment - warehouses	10% Straight line basis
Fixtures, fittings & equipment	20% Straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Stocks

Stock is valued at the lower of cost and net realisable value.

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The CIO 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 their settlement value.

1 Accounting policies (Continued)

1.10 Employee benefits

The CIO operates a money purchase pension scheme. The contributions due in the year are charged to the Statement of Financial Activities as they fall due.

1.11 Tax Status

Soul Survivor Watford is a registered charity and therefore it is not assessable to income tax on any charitable funds within the scope of Section 505 of the Income and Corporation Taxes Act 1988.

2 Income from charitable activities

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Sale of goods	-	6,267	6,267	2,055	-	2,055
Ancillary trading income	47,301	-	47,301	19,662	-	19,662
Charitable rental income	1,180	-	1,180	1,410	-	1,410
Events & other income	175,108	-	175,108	128,098	-	128,098
	223,589	6,267	229,856	151,225	-	151,225

3 Income from investments

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Rental income	-	1,875
Interest receivable	3,191	103
	3,191	1,978

4 Other income

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Net gain on disposal of tangible fixed assets	1,943	10,109

5 Charitable activities

	Soul Survivor Watford 2023 £	Soul Survivor Watford 2022 £
Staff costs	753,367	671,120
Depreciation and impairment	85,380	73,023
Events & outreach	62,165	23,418
Alpha	1,446	213
Congregation expenses	34,411	33,069
Schools, youth and children	17,908	21,658
Refreshments	9,365	10,702
Book shop	26,697	1,119
Office expense & IT	19,193	15,405
Telephone	5,718	5,497
Travel & courses	82,913	36,138
House costs	-	1,455
Bank charges & mortgage interest	13,889	10,144
Making room for more	1,040	15,717
Warehouse and building running costs	130,470	81,315
	1,243,962	999,993
Grant funding of activities (see note 7)	153,021	156,557
Share of governance costs (see note 6)	54,552	57,184
	1,451,535	1,213,734
Analysis by fund		
Unrestricted funds - general	1,269,285	1,110,525
Unrestricted funds - designated	99,118	8,444
Restricted funds	83,132	94,765
	1,451,535	1,213,734

6 Support costs allocated to activities

	2023 £	2022 £
Governance costs	54,552	57,184
Analysed between:		
Charitable activities	54,552	57,184

6 Support costs allocated to activities (Continued)

Governance costs comprise:	2023 £	2022 £
Audit fees	5,352	5,305
Accountancy	4,740	4,219
Legal and professional	-	3,359
Other professional fees	-	1,381
Advertising	44,460	42,920
	54,552	57,184

Governance costs includes payments to the auditors of £5,352 (2022 - £5,305) for audit fees and £4,740 (2022 - £4,219) for other services.

7 Grants payable

	Soul Survivor Watford 2023 £	Soul Survivor Watford 2022 £
Grants to institutions:		
Soul 61	18,000	12,250
St Albans Diocese	32,430	28,000
Charis	6,360	6,120
Soul Action	-	2,448
Evangelical Alliance	1,000	-
Special Offerings (Easter & NSN)	19,254	11,334
Alternatives	3,060	3,060
Refugees	820	2,676
Ukraine Appeal	100	20,508
Durban Halfway House	-	11,926
DHH Donor Action Plan	-	9,413
Hardship fund	36,547	-
Other	3,853	26,920
Grants to individuals	31,597	21,902
	153,021	156,557

8 Trustees

During the year four Trustees (Revd Michael Pilavachi, Revd Andrew Croft, Revd Jonathan Stevens and Liza Hoeksma) received remuneration for their services as employees of the CIO; the trustees received total remuneration of £201,754 (2022 - £187,629) and total contributions to personal pension plans' of £22,237 (2022 - £21,596).

Trustees of Soul Survivor Watford are permitted under section 7.2.3 of the charity constitution to be employed by the CIO.

During the year a total of £27,903 (2022: £8,242) was reimbursed to four Trustees for expenses they incurred while fulfilling their duties for the CIO.

9 Employees

The average monthly number of employees during the year was:

	2023 Number	2022 Number
	21	19

Employment costs	2023 £	2022 £
Wages and salaries	669,152	633,128
Social security costs	62,897	59,325
Other pension costs	70,301	69,845
	802,350	762,298
Staff costs capitalised as part of Making Room for More building project	(48,984)	(91,178)
	753,366	671,120

Pension costs are allocated to activities in proportion to the related staffing costs incurred and to the appropriate fund.

The key management personnel of the charity are comprised of four of the trustees. The total remuneration of key management personnel during the year was £225,773 (2022: £208,641). The CIO recovered £6,267 (2022: £2,055) of the salary from other partner organisations that utilise the key management personnel in their operations.

There were no employees whose annual remuneration was more than £60,000. (2022 – one in the range £70,000 to £79,999)

10 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

11 Tangible fixed assets

	Freehold buildings	Fixtures, fittings & equipment	Total
	£	£	£
Cost			
At 1 April 2022	2,881,260	601,296	3,482,556
Additions	161,518	19,328	180,846
Disposals	-	(7,902)	(7,902)
At 31 March 2023	3,042,778	612,722	3,655,500
Depreciation and impairment			
At 1 April 2022	344,210	435,743	779,953
Depreciation charged in the year	50,476	34,904	85,380
Eliminated in respect of disposals	-	(7,789)	(7,789)
At 31 March 2023	394,686	462,858	857,544
Carrying amount			
At 31 March 2023	2,648,092	149,864	2,797,956
At 31 March 2022	2,537,050	165,553	2,702,603

12 Stocks

	2023	2022
	£	£
Finished goods and goods for resale	8,041	9,610

The amount of stock expensed during the year was £1,568 (2022: £8,966).

13 Debtors

	2023	2022
Amounts falling due within one year:	£	£
Other debtors	37,209	28,376
Prepayments and accrued income	19,211	13,937
	56,420	42,313

14 Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	3,888	12,600
Other creditors	-	15,708
Accruals and deferred income	25,280	16,327
	29,168	44,635

15 Restricted funds

The income funds of the CIO include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	At 1 April 2022	Incoming resources	Resources expended	Transfers	At 31 March 2023
	£	£	£	£	£
Specific donations to individuals or institutions	28,132	82,230	(75,825)	-	34,537
Making Room for More (Building fund)	58,180	72,415	(1,040)	(129,555)	-
Soul61 Salary Bursary	-	6,267	(6,267)	-	-
	86,312	160,912	(83,132)	(129,555)	34,537

Previous year:	At 1 April 2021	Incoming resources	Resources expended	Transfers	At 31 March 2022
	£	£	£	£	£
Specific donations to individuals or institutions	40,140	61,054	(73,062)	-	28,132
Durban Halfway House	11,927	-	(11,927)	-	-
Making Room for More (Building fund)	914,511	132,527	(7,721)	(981,137)	58,180
Soul61 Salary Bursary	2,055	-	(2,055)	-	-
	968,633	193,581	(94,765)	(981,137)	86,312

15 Restricted funds **(Continued)**

Specific donations to individuals or institutions: During the year the CIO receives donations which are restricted to specific people or institutions which are in need. The funds are paid out to the intended recipient.

Making Room for More (Building fund): In 2018 the CIO raised funds to facilitate an expansion of 5 & 7 Greycaine Road to increase the capacity to allow for an increase in number of people attending services. The CIO, after receiving planning permission for No7, subsequently decided to split the expansions into two phases. Phase 1 was the expansion to No7 to create a larger worship, community space and expanded kitchen and this phase was completed in June 2021. Phase 2 will be the expansion to No5 which has yet to commence due to the uncertain economic climate. The transfer represents the capital element held in restricted funds of the funds already spent on assets in the year being transferred to the fixed asset designated fund.

16 Designated funds

The income funds of the CIO include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

		Movement in funds						
	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Balance at 1 April 2022	Resources expended	Transfers	Balance at 31 March 2023
	£	£	£	£	£	£	£	£
Fixed Asset	1,934,061	-	(152,091)	920,632	2,702,602	(77,591)	172,945	2,797,956
Making room for more (Building fund)	518,000	615,000	(7,995)	-	1,125,005	-	48,000	1,173,005
New vision	2,400	-	-	1,200	3,600	-	1,200	4,800
Property maintenance	1,464	-	-	3,000	4,464	-	3,000	7,464
Church plant fund	50,000	-	(449)	-	49,551	(13,726)	-	35,825
Revaluation reserve	462,909	-	(462,909)	-	-	-	-	-
	2,968,834	615,000	(623,444)	924,832	3,885,222	(91,317)	225,145	4,019,050

Fixed Asset: Funds represent the net book value of the fixed assets of the CIO. The transfer represents the capital element held in restricted funds of the funds already spent in the previous year on assets being moved to designated funds. Transfers in the current year represent the movement in the net book value of the assets in relation to both depreciation and additions from restricted and unrestricted funds.

Making Room for More (Building fund): The Trustees decided to designate general funds towards the planned expansion of the church building. The transfer represents the designation of these funds. See restricted funds note for more detail on this fund.

17 Analysis of net assets between funds

	Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Restricted funds 2023 £	Total 2023 £
Fund balances at 31 March 2023 are represented by:				
Tangible assets	-	2,797,956	-	2,797,956
Current assets/(liabilities)	429,616	1,221,194	34,537	1,685,347
	429,616	4,019,150	34,537	4,483,303

	Unrestricted funds general 2022 £	Unrestricted funds designated 2022 £	Restricted funds 2022 £	Total 2022 £
Fund balances at 31 March 2022 are represented by:				
Tangible assets	-	2,702,603	-	2,702,603
Current assets/(liabilities)	370,269	1,182,619	86,312	1,639,200
	370,269	3,885,222	86,312	4,341,803

Included in the current assets is £1,255,731 (2022 - £1,268,931) of cash that is not available for the general use by the CIO because it is restricted or designated.

18 Related party transactions

Aggregated donations received from the Trustees or related parties without conditions totalled £46,480 (2022 - £70,580). There were no balances owing to or from any related party at the balance sheet date (2022 - £nil).

19	**Cash generated from operations**	**2023**	**2022**
		£	**£**
	Surplus for the year	141,500	203,034
	Adjustments for:		
	Investment income recognised in statement of financial activities	(3,191)	(1,978)
	Gain on disposal of tangible fixed assets	(1,943)	(10,109)
	Depreciation and impairment of tangible fixed assets	85,380	73,023
	Movements in working capital:		
	Decrease/(increase) in stocks	1,569	(8,967)
	(Increase) in debtors	(14,107)	(2,815)
	(Decrease)/increase in creditors	(15,467)	4,939
	(Decrease) in deferred income	-	(623)
	Cash generated from operations	193,741	256,504

20 Analysis of changes in net funds

The CIO had no material debt during the year.

21 Non-audit services provided by auditor

In common with many charities of our size and nature we use our auditor to assist with the preparation of the financial statements.

SOUL SURVIVOR WATFORD

England & Wales - Charity number 1184088

Accounts

2021/22

Soul Survivor Watford

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2022

Charity Registration No.1184088 and Company No: CE017985

SOUL SURVIVOR WATFORD

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present their report and accounts for the year ended 31 March 2022.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charities constitution, the Charities Act 2011, the Companies Act 2006 and the Statement of Recommended Practice, "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)" (as amended for accounting periods commencing from 1 January 2019).

Structure, governance and management
The CIO was established by a constitution and was registered as a charity with the Charity Commission on 25th June 2019, number 1184088 and Companies House, number CE017985.

The Trustees who served during the year were:
Kevin W Downton
Chris E Gregory
Alison Maffey
Elizabeth Potter
Emmanuel Aktpata
Liza Hoeksma - Staff Trustee
Revd Canon Michael Pilavachi – Staff Trustee
Revd Andrew Croft – Staff Trustee
Revd Jonathan Stevens – Staff Trustee

The Executive Team
Revd Canon Michael Pilavachi – Senior Pastor
Revd Andrew Croft – Senior Pastor
Revd Jonathan Stevens – Executive Pastor

Recruitment and appointment of new Trustees
New Trustees are appointed by the existing Trustees. Trustees are appointed to serve for 3 year terms. Written submissions from eligible applicants are reviewed by the Trustees against the role description and specification of key criteria for a Trustee. All Trustees have been provided with a copy of the 'Trustee Information Pack' produced by the Change Up for Better Governance Project funded by the Home Office. All Trustees are recommended to attend an appropriate training course on Safeguarding. Trustees receive regular updates from the Charity Commission's website.

Organisational Structure and decision making process
Teams of Trustees oversee different areas of responsibility. These areas are Finance, Health & Safety, Human Resources and Child Protection. These teams are authorised to make decisions within their specific areas of responsibility unless they consider it necessary to refer to the whole board. Expenditure of more than £1,000 has to be referred to the board for approval unless included in the previously approved budget. All staff positions are authorised by the whole board but recruitment of the person is delegated to the Executive Team. The day-to-day management of Soul Survivor Watford is delegated to the Executive Team and the staff team.

Details of other related parties and wider networks in which the CIO is involved
The CIO works closely with Soul Survivor Ltd as well as with Soul61 which is a charity that runs a 10 month leadership course and is a former activity of Soul Survivor Watford.

The CIO also works closely with other Christian organisations in the area especially New Hope, Alternatives and Charis. The CIO is a member of Christians Across Watford and the Evangelical Alliance.

Risk Management
As part of the CIO's risk management process, the Trustees undertake annual risk assessments in liaison with the relevant key members of staff. The Trustees acknowledge their responsibility for the CIO's system of internal control and for reviewing its effectiveness.

The Trustees, through the executive team have set policies on risk and internal controls, which cover:
The responsibility of management to implement the Trustees' policies
The responsibility of management to implement the procedures/controls approved by the Trustees
Consideration of the types of risk that the CIO faces
Identifying the level of risks which they regard as acceptable

The Trustees are satisfied that the systems in place are sufficient to mitigate exposure to the major risks.

Reserves
The Trustees have established a policy whereby free reserves held by the CIO should be maintained at a minimum of 2 months of the operating budget. At the accounting date free reserves were £370,269. The trustees are satisfied, after obtaining professional advice, that this level of reserves is acceptable.

Financial Review
The principle funding of the CIO continues to be that of donations from the church congregation; during the year there has been a significant decline in income derived from charitable activities of the church due to restrictions in place as a result of the Covid 19 pandemic, however, the overall level of donations has increased. The total income of the CIO was £1,416,768 (2021: £1,468,222). Total charitable expenditure increased from £1,092,949 in the previous year to £1,213,734; this increase was due in part to increased charitable expenditure costs as operations returned to normal post covid-19.
The net incoming resources of the CIO were £203,034 surplus (2021: £838,182 surplus).
The total funds of the CIO at the year end were £4,341,803 (2021: £4,138,769); of these £86,312 were restricted (2021: £968,633); £3,885,222 were designated (2021: £3,431,743) and £370,269 unrestricted (2021: £201,304). Further information on the restricted and designated funds can be found in the notes to the accounts.

Objectives
The main objectives of the CIO are for the public benefit:-
- the advancement of the Christian faith in the United Kingdom or overseas;
- the relief of persons who are in need by reason of financial hardship, unemployment, ill-health, disability or such other economic or social disadvantage; and
- the furtherance of the charitable work of the CIO by the advancement of such other charitable purposes as the Trustees may from time to time decide.

Advancement of the Christian faith in the UK
The CIO is responsible for Soul Survivor Watford; this is a missionary congregation reaching out to people in Watford and the surrounding areas which was founded in 1992. Soul Survivor Watford is part of the Church of England and became a 'Bishops Mission Order' within the St Albans Diocese in 2014.

The aim of this congregation is not only to teach the Christian faith and offer opportunities to worship, but also to demonstrate the gospel through serving the local community (further details and activities below).

Alpha courses or similar courses are run on a regular basis, where people are encouraged to come and explore the Christian faith and to ask any questions they may have. Regular courses teaching various aspects of the Christian Faith are run throughout the year and are open to anyone.

Advancement of the Christian faith overseas
Through Soul Survivor Watford people are encouraged to become involved with various projects overseas. A number of opportunities are provided each year for people to participate in projects overseas. Members of Soul Survivor Watford, as well as the CIO, also contribute to the support of a number of missionaries working around the globe.

One of the senior pastors of Soul Survivor Watford, regularly travels internationally to minister in churches. Countries include USA, Canada, Australia, New Zealand, South Africa, Switzerland, Netherlands and Norway. Members of the congregation occasionally attend these trips at their own expense. Travel was restricted by COVID-19 during this financial year.

Relief of persons who are in need
The CIO runs a variety of activities from Soul Survivor Watford to support and encourage those in need in the church family and the local community (more details of these activities below).

The CIO also works with a number of local charities in Watford supporting those facing adversity:

New Hope: A homeless charity supporting those who are homeless in Watford. A number of members of the SSW congregation are directly involved and work with the charity.

Alternatives: A charity which works with teenage mothers. A number of members of SSW work with them and is directly supported by the CIO financially.

The CIO also supports Playskill which is a local charity working with children who have special needs and members of SSW are directly involved. The CIO provides the use of its premises on occasions throughout the year for Playskill to use.

The CIO financially supports Charis, a local charity in Watford which offers support and assistance to anyone in Hertfordshire who is affected by human trafficking or sexual exploitation within the sex industry.

As part of the churches giving, the congregation is encouraged to donate non-perishable food items and nappies which are given to the Watford Food Bank which is located close to Soul Survivor Watford.

A weekly 'Café' is run on a Monday, to provide a place for members of the local community and congregation to meet. The café provides a warm welcoming environment with affordable food as well as free tea and filter coffee.

Food Boxes: The CIO provides food boxes during half term holidays for people in the community who are facing financial pressures. These boxes contain three meals for 6 people with recipe cards.

Aims and Objectives for the year

2021/22 has been a challenging year as the pastors, staff and trustees have navigated Covid19 and the impact this has had on people's lives, and the life and rhythm of Soul Survivor Watford. The strategy of the church continues to be 'Growing God's Family', creating a church which seeks to be a place of community, family and friendship where both those inside and outside the church family feel at home.

The financial year began with public worship restrictions still in place, and Sunday worship limited to online worship. Easter 2021 saw restrictions beginning to be lifted and in person services resume with limited numbers, no singing and social distancing measures in place.

Despite the challenges of Covid the church has continued to see high levels of engagement with online worship, a return to in-person worship and engagement with church family and community activities which have aimed to bring people back together.

The building extension project aspect of 'Growing God's Family' saw the completion of the extension to Warehouse 7, creating an expanded community space and kitchen. This was completed in July 2021 and has been a hugely valuable resource for the church and local community during the financial year.

Growing God's Family

Our vision as a church continued to be Growing God's Family: Love God / Love One Another / Love God's World

- Love God
  - Further enhance and invest in Online Services and resources for the church family and beyond. Both for periods of lockdown, but as a permanent resource for the future.
  - Continue to develop online worship resources for the wider church
  - Restart in-person services as and when government guidelines allow
  - Continue to develop online Soul Kids videos and resources for families
  - Continue to develop online Youth resources
  - Develop and begin a Soul Survivor Family of Churches which will support other churches in the UK and beyond which resonate with the values of Soul Survivor Watford.

- Love One Another
  - Continue to develop ways to build 'online' community and support whilst national lockdown measures are in place
  - Develop ways of re-connecting the church family as restrictions lift in order to draw the church family back together and encourage people back to Sunday worship.
  - Maintain online Connect Groups whilst Covid restrictions in place
  - Rebuild / Restart in person Connect Groups once restrictions allow.
  - Initiatives to 'Love the church family' as Covid restrictions change. Using innovative initiatives and acts of kindness to maintain contact
  - Develop and begin a Soul Survivor Family of Churches which will support other churches in the UK and beyond which resonate with the values of Soul Survivor Watford.
  - Develop Leadership Days to support and encourage church leaders across the UK.

- Loving God's World – Our mission and outreach activities have had to be dynamic and versatile during Covid and the season of emerging from restrictions.
  - Alpha course was hosted Online
  - Connect Café moved online
  - Increased focus on food collections for Watford Food Bank
  - Continue to raise money for the Hardship Fund which was set up in the previous financial year to support individuals and families in local communities who are in financial crisis due to the impact of COVID-19.
  - Restart 'in-person' community activities and outreach as restrictions allow in order to create opportunities for the local community to connect with others.

Soul Survivor Watford Leadership Team
The leadership team of Soul Survivor Watford is as follows:
Revd Canon Michael Pilavachi – Senior Pastor
Revd Andrew Croft – Senior Pastor
Revd Jonathan Stevens – Executive Pastor
Nicola Rolfe – Assistant Pastor
Ali Martin – Assistant Pastor *
Ben DeGaris – Assistant Pastor – Youth
Sam DeGaris – Assistant Pastor – Youth
Bethan Barlow – Children's and Families Pastor
Juliet Johnson – Assistant Pastor*
Tom Smith – Worship Pastor
Kathryn Maynard – Operations Manager
Andy Symonds – Assistant Pastor
James Barlow – Ordinand (Vicar in Training)
*part - time

The Joint Senior Pastors, Mike Pilavachi and Andy Croft oversee the strategy and vision of the CIO.

Andy Croft, Senior Pastor and Jon Stevens, Executive Pastor oversee the day to day running of the CIO.

The Assistant Pastors are responsible for developing and overseeing the following areas:
- → Evangelism and community outreach
- → Work with Young people from 11 – 18 years
- → Work with children from 0 – 11 years
- → Young Adults Ministry
- → Services and communication training
- → Pastoral Care and Connect Groups
- → Marriage and Relationship Coaching
- → Training of leaders and Connect Group Leaders
- → Worship
- → Social Action and Outreach

There is a team of people helping to co-ordinate activities reaching out to young people in the local area, as well as encouraging those young people who are part of Soul Survivor Watford to learn more about their faith.

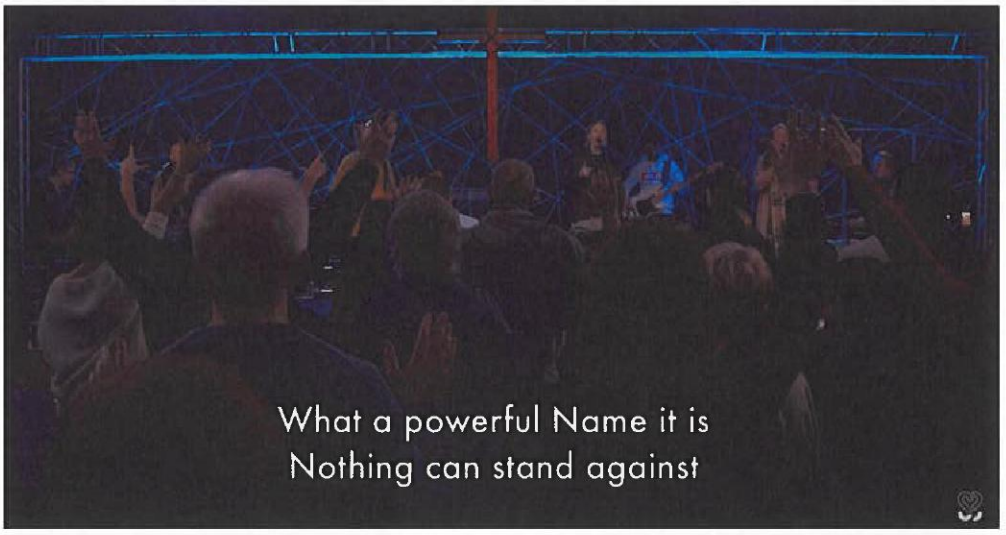
There is a team of volunteers within the church who support the running of a number of the activities that the CIO runs.

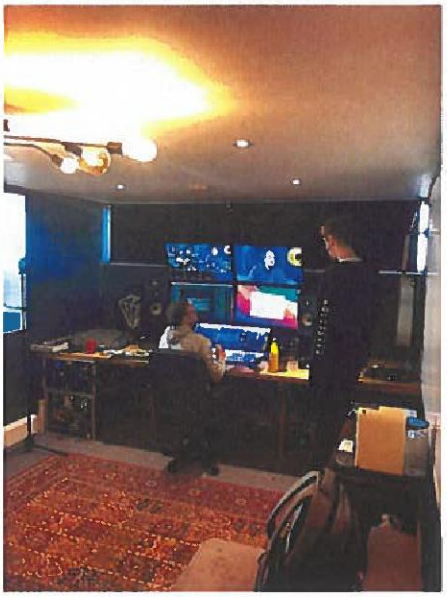
Significant Activities

Ongoing Provision of Online Worship and other Online Resources
The Covid 19 restrictions and national lockdown implemented in March 2020 continued to impact this financial year. With further lockdowns during Christmas 2021 and the early part of 2022. During the financial year the CIO invested further in broadcast equipment in order to produce higher quality online services and resources both for the local church and beyond.

The online provision continues to be broadcast via YouTube with viewing figures between 5,000 and 12,000 each week.

The online worship continued as a 'closed service' broadcast live at 9.15am from the warehouse, once restrictions were lifted the online worship became part of the 11.30am in-person service.





New Live Sound Broadcast Studio



New Live Vision Mixing Studio

Restarting In-Person Services

Following the previous year where some in-person services were re-started there were further lockdowns in December 2021. The pastoral team reacted to the changes and changing government guidance and restarted in-person services once restrictions allowed. During the year the 9.15am, 11.30pm, 4.30pm and 7pm were restarted as restrictions were reduced.

The pastoral team focused a lot of time on creating a safe and welcoming environment in order to encourage people back to Sunday worship. It has been encouraging to see a significant number return over the year and re-engage with in person worship.

Making Room for More



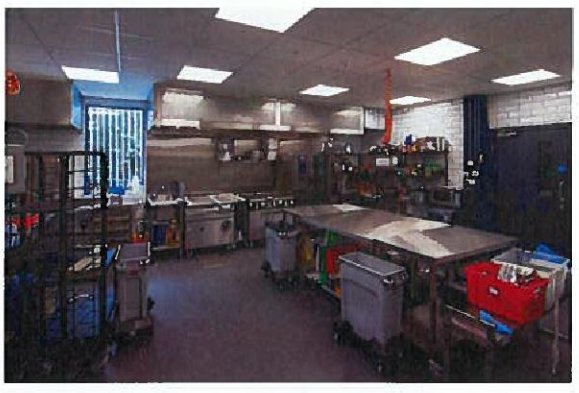
In 2018 we launched our 'Growing God's Family' vision. Part of this vision was to expand our physical buildings in order to make more space as we'd seen double digit growth across our Sunday services in the preceding years.

Phase 1, the Extension to No7 to create a larger worship, community space and expanded kitchen was completed in June 2021. The church held an 'Opening BBQ' during the summer and invited the church and local community to the BBQ to celebrate the opening of the new building. Since its completion the building has enabled huge amounts of church family and community activity, as well as providing a better Soul Kids space on a Sunday.

Phase 2 – During the financial year, plans to develop and expand Warehouse 5 were completed. A planning application was submitted to Watford Borough Council in April 2022, with permission granted in June 2022. The decision on when to commence any further building work has not yet been made.



New Extension and Front Entrance



New extended kitchen





Images of the new extended space.

Activities related to the advancement of the Christian faith in the UK:

Naturally Supernatural

NSN NATURALLY SUPERNATURAL

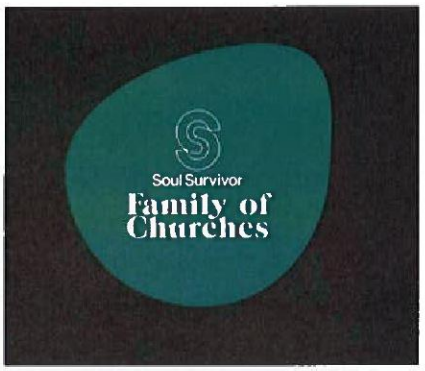
Due to COVID-19 our annual Naturally Supernatural Conference in Feb 2021 was cancelled in February 2021. We restarted these in February 2022, however with limited capacity and enhanced social distancing, as a result of demand we held a second conference in May 2022. Both were well attended.

Church Planting & Parish Renewal

Soul Survivor Watford's vision to serve and support the wider church has continued in this year. As well as continuing to support St John's Hatfield (https://www.stjohnshatfield.org/) and St Peter's Watford (https://www.stpeterswatford.org.uk/), the diocese of St Albans and the Bishop of Hertford asked us to consider supporting St Andrew's Watford. The plan is to send a Curate in Charge to lead St Andrews in the summer of 2022, supported by the ordained clergy at Soul Survivor to love, cherish and encourage the existing ministry at St Andrew's, but also look for ways to start new initiatives in order for the church to grow younger and reach a new demographic in the parish. (https://www.standrewswatford.org.uk/)

We are delighted to be able to support local churches in St Albans diocese and are excited about the future and how we can serve and support further parishes and church plants going forward.

Soul Survivor Family of Churches
During the financial year we announced that we were beginning to form a Family of Churches gathered around a shared set of values. It's a coming together of churches that may be from different backgrounds but who instinctively 'recognise' each other; it's a gathering of folk who have a shared heart, a natural affinity and a sense of somehow belonging together.



This is not going to be about denominations, hierarchies or authority structures. We aren't wishing to build another empire in the Church. It's about values that we think can be expressed throughout the whole breadth of the Church. Our hope is each church will thrive within its own network.

Our hope is that in the years ahead, more and more of us would find each other and go on an adventure together. Our intention is that this would never become about branding, marketing or any name other than the name of Jesus. Rather, we are dreaming about having rich friendships and genuinely serving one another.

The outworking of this is being developed and formed. However, it will involve leaders days, retreats, one day conferences and ongoing dialogue and friendship.

Alpha
We ran 1 online Alpha courses during the year. Alpha is a series of sessions exploring the Christian faith, run over ten weeks. Each talk looks at a different question around faith and is designed to create conversation. Alpha provides people an opportunity to ask questions of faith in a relaxed, friendly environment. This took on a different vibe, however it was well attended with about 40 people attending each course. We are looking to restart an in-person Alpha in 2022.

Communication & Training
Our training days and events continued to be on hold during the year. However, plans are in place to restart these in 2022, with a Worship Leaders Conference, Leaders Days, and other events. During the year we have made more resources available via our YouTube channel and website.

Soul Kids – Sundays
During the year we continued to provide online Soul Kids resources which focused on worship, teaching and activities as a way to continue to input into the children in the church whilst in-person services were not possible.

As restrictions lifted we began to restart our Sunday Soul Kids programme. Re-building the volunteer teams to support this programme has been a major focus.

Various Soul Kids and Family Zoom Calls
The children's team continued to run a number of online social events on Zoom during the year to create opportunities for families to gather and have some fun.

Soul Tots, Energise Family Café & Friday Night Thing
Our 'Soul Tots' parent and toddler group as well as the Energise Café for families & Friday Night Thing continued to be paused during 21/22. There are plans to restart in 2022.

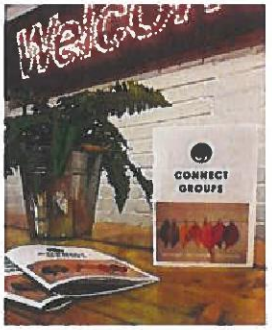
Youth Work
Our Youth Pastors continued to navigate the challenge of engaging with the young people via online channels. As soon as restrictions were lifted in-person, socially distanced gatherings were restarted on a Tuesday evening and Sunday mornings.

The youth programme is divided into two groups:

Younger Youth for age 11-13's
This would usually meet during the Sunday mornings services. The youth stay in the main church service for an initial time of corporate worship then move to a separate space for games and teaching together. During the year the youth team ran regular online events for these young people and kept in touch to maintain contact with them. As restrictions lifted the on-line contact has stopped and in-person gatherings restarted.

Older Youth for age 13-18's
This moved to weekly online Tuesday evenings via Zoom. The youth team developed creative ways to engage the young people and over the year the youth grew.
As restrictions lifted socially distanced Tuesday night youth was restarted.

Connect Groups
'The place to Connect with one another and to Connect with God'
Connect Groups have been continued to be a lifeline for many in the Soul Survivor Watford Community this year. Whilst there were no in-person services the online Zoom groups were a major part of the church family connecting with others to pray and worship and hang out.
The online groups continued, as and when restrictions allow, we will make plans as to how to encourage groups back into in person gatherings.



Marriage Preparation Course
This course is open to all couples who are engaged or just thinking about Marriage. The courses continued virtually this year. Couples from inside and outside the church attended the course during the year with an average of 12-15 couples at each course.

Marriage Course
The marriage course is run at points during the year, its purpose is to support and help married couples strengthen their relationship and life together. The course continued virtually this year.

Marriage Coaching
Marriage coaching continues to support married couples in the church and outside to develop and grow in their relationships, improve communication in order to develop the skills and insights needed to build a healthy marriage that lasts a lifetime. This has been a lifeline for many couples where lockdowns have created additional pressure on relationships. These coaching sessions remain online.

Activities related to the advancement of the Christian faith overseas:

Soul Missions
The work of Soul Missions continues with a number of overseas missionaries being supported both financially and through prayer. Prayer requests are communicated via our Facebook Pages and Weekly Update email. We have missionaries with organizations such as OM, Latin Link and Frontiers.

Our Senior Pastor Mike Pilavachi has not been able to travel internationally this year due to restrictions. He has carried out many speaking engagements via zoom this year. As restrictions loosen he is beginning to respond to and accept requests for 2022.

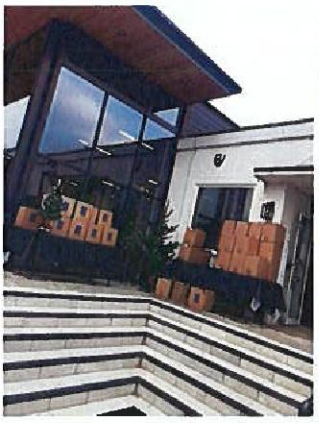
Activities relating to the relief of persons who are in need:

The Hardship Fund – At Easter 2020 as Covid 19 began we launched the Hardship Fund. Our Easter and Christmas special offerings were specifically to fund this initiative. The fund has been made available for applications by both people inside the church family and local community. There is an application process and criteria to be met in order for grants to be awarded. Applications are made either by the recipient, or someone on their behalf. Numerous grants have been made over the year, primarily to people outside the church family. For obvious reasons the stories of those who have received grants can't be shared, however this fund has made such a difference to many families and individuals in the Watford area.

Watford Foodbank – We have continued to support Watford Foodbank who continue to experience growing demand. Saturday drop offs continued until in-person Sunday services resumed. Our levels of donations from the congregation continue to grow.

The Café at No7 – With the opening of the newly extended and refurbished No7 Warehouse the Café at No7 was reimagined from the previous Connect Café which has served the community amazingly for many years. The café was relaunch in the Autumn of 2021, providing a much wider variety of food and drinks, as well as affordable options. The aim of the café is to be open to all the community providing a place of community. The vision for the future is to develop the café further and open daily, with the various ministries and activities of the church connected to the café such as Alpha, Parents and Tots, Connect Groups, and Craft Activities. Essentially the plan for the café is to be a hub for other ministry.

Food Boxes – During the holidays and half-term periods the church made available Food Boxes with fresh ingredients and recipes for families who were in need to make at home. This has been well used, with over 65 boxes provided each holiday period. The boxes provide 3 meals for 6 people and includes all the fresh ingredients and recipe cards to make the meals. The boxes are collected when the café is open, and people are invited in for a meal, coffee and activities are provided for families.





Homemade Christmas – The popular Homemade Christmas events remained online in December 2021 as new restrictions were in place. The popular Christmas Wreath Making evening continued and was held virtually. Church members could invite friends and neighbours to participate. The purpose of these were to build relationship with people outside SSW and also created fun evenings for people who had experienced challenges during lockdown.



Connect Café – Our weekly Connect Café changed format in the year, it continued online until the new Café No 7 launched. A Connect Group continues to meet during Café No7 and a team continue to run a craft activity each week for folk that attended Connect Café.

Grant Making

As part of the objectives of the CIO, in particular to advance the Christian Religion in the United Kingdom or overseas, and the relief of the poor and needy, the trustees on occasion make financial grants to individuals or organizations. There are two key ways in which grants are made. Firstly, on occasions such as Christmas, Easter or Saturday Celebrations, the offerings are given away to causes beyond Soul Survivor Watford. The recipients of such gifts are decided by the executive and pastoral team, and the Trustees approve the decision. Secondly, some grants are made on an ongoing basis. These are primarily to missionaries, or organizations which have objectives in line with that of the CIO. These decisions are proposed by the executive team to the board of Trustees who then make the approval decision. The ongoing nature of these grants are reviewed on an annual basis through the budget process.

Public Benefit

The Trustees are aware of the Charity Commission's guidance on public benefit in "The advancement of religion for Public Benefit" and have regard to it in their administration of the CIO. The Trustees believe that by promoting the Christian faith it provides a benefit to the public by providing facilities for public worship, pastoral care, and spiritual development, both for the existing church members and anyone who wishes to benefit from what the CIO offers, and also by promoting Christian values, and services by members of the church in and to their communities, to the benefit of individuals and society as a whole.

2021/22 has continued to challenge us as a leadership team and church family as we have navigated the Covid-19 restrictions. However, as we once again look back on the year, even in the midst of challenges, difficulties and at times pain, we have seen the goodness of God, his provision, his faithfulness and kindness as we have endeavored to serve and love the church family and local community we have been entrusted with.

As we have continued to Love God, Love One another and Love the World he has placed us in, we have continued to find ways in amongst the restrictions of Covid to connect with God and connect people with others.

A highlight of the year has been the joy of being able to regather together for in-person worship, even with the social distancing measures which were in place, gathering as the family of God to worship reminded us once again that church is a 'gathered people' coming together to worship Jesus.

The completion of Warehouse 7 extension has also been a high light for the year. After 3 years since the vision to extend the buildings was shared, the completion of phase 1 was a great celebration, and it has been a joy to see the building used so much this year as a place to re-gather, create family and invite the community into.

We are once again humbled by the sacrificial giving of the church family which enables the day to day ministry of Soul Survivor Watford. 2021 has been a tough year personally for many, yet the church has continued to be generous in their ongoing giving to the ministry and mission of Soul Survivor Watford. We continue to give thanks to God for his provision to us.

Plans for the Future

As Covid continues to impact everyday life in various ways, we will continue to adapt and change in order to serve the needs of the church and local community.

The key focus this year is very much on 'regathering' the church, and ensuring the church family feel connected in, loved and safe to return to church on a Sunday. As part of this we will be looking at ways to create community and family in order for the church to re-connect with one another.

We will continue to develop our wider resources online and in person to support the wider church such as NSN, one day conferences and leaders days. The Soul Survivor Family of Churches will be a significant focus of our external ministry this year.

We are looking forward to supporting St Andrews Watford later in the year and St Albans Diocese as we continue to serve other churches locally.

During the year ahead the Trustees and Pastors will begin to make plans on how to proceed with Phase 2 of the building project.

We give thanks to God again for his kindness to us in the midst of turbulent times.

Psalm 46 v 1&2. God is our refuge and strength, an ever-present help in trouble. Therefore, we will not fear.

The Trustees' report was approved by the Board of Trustees

J M Stevens
Dated: 30 January 2023

SOUL SURVIVOR WATFORD

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2022

The Trustees, who are also the directors of Soul Survivor Watford for the purpose of company law, are responsible for preparing the Trustees' 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 CIO and of the incoming resources and application of resources, including the income and expenditure, of the CIO for that year.

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;

- 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; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the CIO will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the CIO 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 CIO and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

SOUL SURVIVOR WATFORD

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF SOUL SURVIVOR WATFORD

Opinion

We have audited the financial statements of Soul Survivor Watford (the 'CIO') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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 CIO's affairs as at 31 March 2022 and of its incoming resources and application of resources, 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.

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's responsibilities for the audit of the financial statements* section of our report. We are independent of the CIO 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.

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

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 CIO'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 annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the CIO for the purpose 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 CIO'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 CIO or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

- we identified the laws and regulations applicable to the CIO through discussions with trustees and other management, and from our knowledge and experience of the sector;

- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the CIO, including the Companies Act 2006, the Charities Act 2011, taxation and employment legislation;

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting any reading the minutes of the board of the trustees; and

- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the CIO's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;

- tested journal entries to identify unusual transactions; and

- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;

- reading the minutes of meetings of the board of trustees; and

- enquiring of management as to actual and potential litigation and claims.

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 members and management and the inspection of regulatory and legal correspondence, if any.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report
This report is made solely to the CIO's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the CIO's 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 CIO and the CIO's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Nicholas Corden ACA (Senior Statutory Auditor)
for and on behalf of Summers Morgan

30 January 2023

Chartered Accountants
Statutory Auditor

First Floor, Sheraton House
Lower Road
Chorleywood
Hertfordshire
WD3 5LH

Summers Morgan is eligible for appointment as auditor of the CIO by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

SOUL SURVIVOR WATFORD

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

Current financial year

	Notes	Unrestricted funds general 2022 £	Unrestricted funds designated 2022 £	Restricted funds 2022 £	Total 2022 £	Total Total 2021 £
Income and endowments from:						
Donations and legacies		1,059,875	-	193,581	1,253,456	1,442,812
Charitable activities	3	151,225	-	-	151,225	22,384
Investments	2	1,978	-	-	1,978	3,026
Other income	4	10,109	-	-	10,109	-
Total income		1,223,187	-	193,581	1,416,768	1,468,222
Expenditure on:						
Raising funds	5	-	-	-	-	97
Charitable activities	6	1,110,525	8,444	94,765	1,213,734	1,092,852
Total expenditure		1,110,525	8,444	94,765	1,213,734	1,092,949
Net gains/(losses) on investments	11	-	-	-	-	462,909
Net incoming resources before transfers		112,662	(8,444)	98,816	203,034	838,182
Gross transfers between funds		56,300	924,837	(981,137)	-	-
Net income/(expenditure) for the year/ Net movement in funds		168,962	916,393	(882,321)	203,034	838,182
Fund balances at 1 April 2021		201,307	2,968,829	968,633	4,138,769	3,300,587
Fund balances at 31 March 2022		370,269	3,885,222	86,312	4,341,803	4,138,769

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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

SOUL SURVIVOR WATFORD

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

Prior financial year

	Notes	Unrestricted funds general Total 2021 £	Unrestricted funds designated Total 2021 £	Restricted funds Total 2021 £	Total Total 2021 £
Income and endowments from:					
Donations and legacies		1,231,704	-	211,108	1,442,812
Charitable activities	3	22,384	-	-	22,384
Investments	2	3,026	-	-	3,026
Total income		1,257,114	-	211,108	1,468,222
Expenditure on:					
Raising funds	5	97	-	-	97
Charitable activities	6	894,447	-	198,405	1,092,852
Total expenditure		894,544	-	198,405	1,092,949
Net gains/(losses) on investments	11	-	462,909	-	462,909
Net incoming resources before transfers		362,570	462,909	12,703	838,182
Gross transfers between funds		(596,431)	951,227	(354,796)	-
Net income/(expenditure) for the year/ Net movement in funds		(233,861)	1,414,136	(342,093)	838,182
Fund balances at 1 April 2020		435,160	1,554,701	1,310,726	3,300,587
Fund balances at 31 March 2021		201,299	2,968,837	968,633	4,138,769

SOUL SURVIVOR WATFORD

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	2022 £	Total 2021 £	Total 2021 £
Cash flows from operating activities					
Cash generated from operations	22		256,504		495,069
Investing activities					
Purchase of tangible fixed assets		(993,656)		(499,265)	
Proceeds from disposal of tangible fixed assets		10,109		-	
Proceeds from disposal of investment property		615,000		-	
Investment income received		1,978		3,026	
Net cash used in investing activities			(366,569)		(496,239)
Net cash used in financing activities			-		-
Net decrease in cash and cash equivalents			(110,065)		(1,170)
Cash and cash equivalents at beginning of year			1,741,977		1,743,147
Cash and cash equivalents at end of year			1,631,912		1,741,977

SOUL SURVIVOR WATFORD

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £	2022 £	Total 2021 £	Total 2021 £
Fixed assets					
Tangible assets	**12**		2,702,603		1,781,970
Investment properties	**13**		-		615,000
			2,702,603		2,396,970
Current assets					
Stocks	**14**	9,610		643	
Debtors	**15**	42,313		39,498	
Cash at bank and in hand		1,631,912		1,741,977	
		1,683,835		1,782,118	
Creditors: amounts falling due within one year	**16**	(44,635)		(40,319)	
Net current assets			1,639,200		1,741,799
Total assets less current liabilities			4,341,803		4,138,769
Income funds					
Restricted funds	**17**		86,312		968,633
Unrestricted funds					
General designated funds	**19**	3,885,222		2,968,834	
Designated fund revaluation reserve	**19**	-		462,909	
General unrestricted funds		370,269		201,302	
			4,255,491		3,170,136
			4,341,803		4,138,769

SOUL SURVIVOR WATFORD

BALANCE SHEET (CONTINUED)

AS AT 31 MARCH 2022

The CIO is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2022, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the CIO to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 30 January 2023

J M Stevens
Trustee

Company registration number

1 Accounting policies

Charity information

Soul Survivor Watford is a Charitable Incorporated Organisation registered with the charity commission in England and Wales (number 1184088) and with Companies House (number CE017985). The principle address of the CIO is 5-7 Greycaine Road, Watford, WD24 7GP.

1.1 Accounting convention

The accounts have been prepared in accordance with the CIO's trust deed, the Companies Act 2006 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 (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The CIO is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the CIO. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the CIO has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

a) The CIO's general funds consist of funds which the CIO may use for its purpose at its discretion.

b) The CIO's designated funds are those where the Trustees have set aside funds for a specific purpose. Details of the designated funds are set out in note 19.

c) The CIO's restricted funds are those where the donor has imposed restrictions on the use of the funds. Details of these funds are given in the Trustees Annual Report and are set out in note 17.

1.4 Incoming resources

Income from fees is taken into account on an accruals basis. Collections and gifts are taken into account on a cash basis. Donations under gift aid, together with the associated income tax recovery are recognised as income when the donation is received.

Credit is taken for bank interest on an accruals basis.

1 Accounting policies **(Continued)**

1.5 Resources expended

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

Expenditure, which includes irrecoverable VAT, is taken into account on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Governance costs comprise all costs relating to public accountability of the CIO and its compliance with regulation and good practice. These costs include costs relating to the statutory audit.

No salaries are allocated to governance costs as the vast majority of the work is carried out by the Trustees.

Grants are accounted for when paid.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

All of the CIO's fixed assets are used for charitable purposes and are included at cost. Items are only capitalised where the unit purchase price exceeds £500.

Depreciation on fixed assets is calculated at rates estimated to write off the cost over their expected useful lives at the following rates:-

Freehold buildings	2% Straight line basis
House	2% Straight line basis
Furniture, fixtures & equipment - warehouses	10% Straight line basis
Fixtures, fittings & equipment	20% Straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Investment properties

Investment property, which is property held to earn rentals and/or for capital appreciation, is initially recognised at cost, which includes the purchase cost and any directly attributable expenditure. Properties transferred from tangible fixed assets are recognised at net book value on date of transfer. Subsequently it is measured at fair value at the reporting end date. The surplus or deficit on revaluation is recognised in profit or loss.

1.8 Stocks

Stock is valued at the lower of cost and net realisable value.

1 Accounting policies **(Continued)**

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The CIO 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 their settlement value.

1.11 Employee benefits

The CIO operates a money purchase pension scheme. The contributions due in the year are charged to the Statement of Financial Activities as they fall due.

1.12 Tax Status

Soul Survivor Watford is a registered charity and therefore it is not assessable to income tax on any charitable funds within the scope of Section 505 of the Income and Corporation Taxes Act 1988.

2 Investments

	Unrestricted funds general 2022	Unrestricted funds general Total 2021
	£	£
Rental income	1,875	3,000
Interest receivable	103	26
	1,978	3,026

3 Charitable activities

	2022	Total 2021
	£	£
Sales within charitable activities	2,055	2,567
Ancillary trading income	19,662	2,578
Charitable rental income	1,410	-
Events & other income	128,098	17,239
	151,225	22,384
Analysis by fund		
Unrestricted funds - general	151,225	22,384
	151,225	22,384

4 Other income

	Unrestricted funds general 2022 £	Total Total 2021 £
Net gain on disposal of tangible fixed assets	10,109	-

5 Raising funds

	Total 2022 £	Unrestricted funds general Total 2021 £
Trading costs		
Purchase of bar stock	-	97
	-	97

6 Charitable activities

	Soul Survivor Watford 2022	The K & J M Morgan Trust Total 2021	Soul Survivor Watford Total 2021	Total Total 2021
	£	£	£	£
Staff costs	671,120	436,432	276,498	712,930
Depreciation and impairment	73,023	54,900	-	54,900
Events & outreach	23,418	5,584	3,064	8,648
Alpha & the noise	213	60	144	204
Congregation expenses	33,069	9,995	30,444	40,439
Schools, youth and children	21,658	2,221	3,150	5,371
Refreshments	10,702	2,132	3,775	5,907
Book shop	1,119	-	50	50
Office expense & IT	15,405	4,858	6,341	11,199
Telephone	5,497	3,973	2,589	6,562
Travel & courses	36,138	(197)	2,746	2,549
Equipment lease and repairs	-	17,893	-	17,893
House costs	1,455	3,268	992	4,260
Bank charges & mortgage interest	10,144	5,782	4,126	9,908
Making room for more	15,717	-	-	-
Warehouse and building running costs	81,315	25,440	27,490	52,930
	999,993	572,341	361,409	933,750
Grant funding of activities (see note 8)	156,557	57,641	46,671	104,312
Share of governance costs (see note 7)	57,184	22,002	32,788	54,790
	1,213,734	651,984	440,868	1,092,852
Analysis by fund				
Unrestricted funds - general	1,110,525	499,899	394,548	894,447
Unrestricted funds - designated	8,444	-	-	-
Restricted funds	94,765	152,085	46,320	198,405
	1,213,734	651,984	440,868	1,092,852

7 Support costs

	Support costs	Governance costs	2022	Total 2021
	£	£	£	£
Audit fees	-	5,305	5,305	5,352
Accountancy	-	4,219	4,219	11,611
Legal and professional	-	3,359	3,359	16,627
Other professional fees	-	1,381	1,381	21,200
Advertising	-	42,920	42,920	-
	-	57,184	57,184	54,790
Analysed between				
Charitable activities	-	57,184	57,184	54,790

Governance costs includes payments to the auditors of £5,305 (2021 - £5,352) for audit fees and £4,219 (2021 - £11,611) for other services.

8 Grants payable

	Soul Survivor Watford 2022	The K & J M Morgan Trust Total 2021	Soul Survivor Watford Total 2021	Total 2021
	£	£	£	£
Grants to institutions:				
Soul 61	12,250	7,000	5,000	12,000
St Albans Diocese	28,000	14,000	10,000	24,000
Charis	6,120	3,500	2,500	6,000
Soul Action	2,448	1,400	1,000	2,400
Hardship Fund	11,334	7,199	7,660	14,859
Alternatives	3,060	2,750	1,250	4,000
Refugees	2,676	636	30	665
South Africa Food Appeal	-	14,245	4,904	19,149
Soul missions	-	-	5,281	5,281
Ukraine Appeal	20,508	-	-	-
Durban Scheme	11,926	-	-	-
DHH Donor Action Plan	9,413	-	-	-
Winter NSN	7,112	-	-	-
LIV Village Fund	15,401	-	-	-
Other	4,407	-	1,510	1,510
	134,655	50,730	39,135	89,865
Grants to individuals	21,902	6,911	7,536	14,447
	156,557	57,641	46,671	104,312

9 Trustees

During the year four Trustees (Revd Michael Pilavachi, Revd Andrew Croft, Revd Jonathan Stevens and Liza Hoeksma) received remuneration for their services as employees of the CIO; the trustees received total remuneration of £187,629 (2021 - £181,190) and total contributions to personal pension plans' of £21,596 (2021 - £10,696).

Trustees of Soul Survivor Watford are permitted under section 7.2.3 of the charity constitution to be employed by the CIO.

The Trustees above were reimbursed £8,242 for expenses (2021: £1,735) incurred during their roles as employees of the CIO.

10 Employees

The average monthly number of employees during the year was:

	2022 Number	Total 2021 Number
	19	20

Employment costs	2022 £	Total 2021 £
Wages and salaries	633,128	661,909
Social security costs	59,325	52,307
Other pension costs	69,845	58,895
	762,298	773,111
Staff costs capitalised as part of Making Room for More building project	(91,178)	(60,181)
	671,120	712,930

Pension costs are allocated to activities in proportion to the related staffing costs incurred and to the appropriate fund.

The total paid to key management personnel, including pensions and benefits was £183,189 (2021 - £169,376). The CIO recovered £2,055 (2021 - £2,567) of the salary from other partner organisations who utilise the key management personnel in their operations.

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2022 Number	Total 2021 Number
£70,000 to £80,000	1	-

11 Net gains/(losses) on investments

	Total 2022 £	Unrestricted funds designated Total 2021 £
Revaluation of investment properties	-	462,909

12 Tangible fixed assets

	Freehold buildings £	Fixtures, fittings & equipment £	Total £
Cost			
At 1 April 2021	1,897,441	591,459	2,488,900
Additions	983,819	9,837	993,656
At 31 March 2022	2,881,260	601,296	3,482,556
Depreciation and impairment			
At 1 April 2021	304,621	402,309	706,930
Depreciation charged in the year	39,589	33,434	73,023
At 31 March 2022	344,210	435,743	779,953
Carrying amount			
At 31 March 2022	2,537,050	165,553	2,702,603
At 31 March 2021	1,592,820	189,150	1,781,970

13 Investment property

	2022 £
Fair value	
At 1 April 2021	615,000
Disposals	(615,000)
At 31 March 2022	-

Investment property comprises 68 Tudor Avenue in Watford; during the previous year the manse was no longer needed to house clergy of the CIO. The investment property was sold in November 2021. The historic cost of the property was £195,000.

13 Investment property (Continued)

	2022	Total 2021
	£	£
Freehold	-	615,000
Long leasehold	-	-
Short leasehold	-	-

14 Stocks

	2022	Total 2021
	£	£
Finished goods and goods for resale	9,610	643

The amount of stock expensed during the year was £8966 (2021: £97).

15 Debtors

Amounts falling due within one year:	2022 £	Total 2021 £
Trade debtors	-	795
Other debtors	28,376	29,319
Prepayments and accrued income	13,937	9,384
	42,313	39,498

16 Creditors: amounts falling due within one year

	Notes	2022 £	Total 2021 £
Deferred income		-	623
Trade creditors		12,600	6,293
Other creditors		15,708	4,377
Accruals and deferred income		16,327	29,026
		44,635	40,319

17 Restricted funds

The income funds of the CIO include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds					Movement in funds			
	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Balance at 31 March 2022
	£	£	£	£	£	£	£	£	£
Specific donations to individuals or institutions	59,922	66,893	(86,675)	-	40,140	61,054	(73,062)	-	28,132
Durban Halfway House	18,340	-	(6,413)	-	11,927	-	(11,927)	-	-
Making Room for More	1,130,024	139,283	-	(354,796)	914,511	132,527	(7,721)	(981,137)	58,180
Soul61 Salary Bursary	102,440	4,932	(105,317)	-	2,055	-	(2,055)	-	-
	1,310,726	211,108	(198,405)	(354,796)	968,633	193,581	(94,765)	(981,137)	86,312

Specific donations to individuals or institutions: During the year the CIO receives donations which are restricted to specific people or institutions which are in need. The funds are paid out to the intended recipient.

Durban Halfway House: In 2007 the CIO raised funds to help set up a halfway house for the homeless street children in Durban, South Africa.

Making Room for More: In 2018 the CIO raised funds to facilitate an expansion of 5 & 7 Greycaine Road to increase the capacity to allow for an increase in number of people attending services. The CIO, after receiving planning permission for No7, subsequently decided to split the expansions into two phases. Phase 1 was the expansion to No7 to create a larger worship, community space and expanded kitchen and this phase was completed in June 2021. Phase 2 will be the expansion to No5 which has yet to commence due to the uncertain economic climate. The transfer represents the capital element held in restricted funds of the funds already spent on assets in the year being transferred to the fixed asset designated fund.

Soul61 Salary Bursary: In September 2019 staff were transferred from Soul Survivor Ministries to K J Morgan Trust due to the dissolution of Soul Survivor Ministries. Funds were donated from Soul Survivor Ministries to meet the cost of the staff transferred for as long as the funds are available.

18 Analysis of net assets between funds

	Unrestricted funds 2022	Designated funds 2022	Restricted funds 2022	Total 2022	Unrestricted funds Total 2021	Designated funds Total 2021	Restricted funds Total 2021	Total Total 2021
	£	£	£	£	£	£	£	£
Fund balances at 31 March 2022 are represented by:								
Tangible assets	-	2,702,603	-	2,702,603	-	1,781,970	-	1,781,970
Investment properties	-	-	-	-	-	615,000	-	615,000
Current assets/(liabilities)	370,269	1,182,619	86,312	1,639,200	201,302	571,864	968,633	1,741,799
	370,269	3,885,222	86,312	4,341,803	201,302	2,968,834	968,633	4,138,769

Included in the current assets is £1,268,931 (2021 - £1,540,497) of cash that is not available for the general use by the CIO because it is restricted or designated.

19 Designated funds

The income funds of the CIO include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds				Movement in funds			
	Balance at 1 April 2020	Incoming resources	Transfers	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Balance at 31 March 2022
	£	£	£	£	£	£	£	£
Fixed Asset	1,489,696	-	444,365	1,934,061	-	(152,091)	920,632	2,702,602
Audio Visual Equipment for Livestream Ministry	65,000	-	(65,000)	-	-	-	-	-
Making room for more	-	-	518,000	518,000	615,000	(7,995)	-	1,125,005
New vision	-	-	2,400	2,400	-	-	1,200	3,600
Property maintenance	-	-	1,464	1,464	-	-	3,000	4,464
Church plant fund	-	-	50,000	50,000	-	(449)	-	49,551
Revaluation reserve	-	462,909	-	462,909	-	(462,909)	-	-
	1,554,696	462,909	951,229	2,968,834	615,000	(623,444)	924,832	3,885,222

Fixed Asset: Funds represent the net book value of the fixed assets of the CIO. The transfer represents the capital element held in restricted funds of the funds already spent in the previous year on assets being moved to designated funds. Transfers in the current year represent the movement in the net book value of the assets in relation to both depreciation and additions from restricted and unrestricted funds.

Audio Visual Equipment for Livestream Ministry: The CIO designated £65,000 of unrestricted funds for the purchase of Audio Visual Equipment for their Livestream Ministry in 2020. The transfer in the previous year represents the purchase of the assets which are recognised within the fixed asset fund.

Making Room for More: The Trustees decided to designate general funds towards the planned expansion of the church building. The transfer represents the designation of these funds. See restricted funds note for more detail on this fund.

20	**Capital commitments**	**2022**	**Total 2021**
		£	**£**
	At 31 March 2022 the CIO had capital commitments as follows:		
	Contracted for but not provided in the financial statements:		
	Acquisition of property, plant and equipment	-	524,904

21 Related party transactions

Aggregated donations received from the Trustees or related parties without conditions totalled £70,580 (2021 - £53,594). There were no balances owing to or from any related party at the balance sheet date (2021 - £nil).

22	**Cash generated from operations**	**2022**	**Total 2021**
		£	**£**
	Surplus for the year	203,034	838,182
	Adjustments for:		
	Investment income recognised in statement of financial activities	(1,978)	(3,026)
	Gain on disposal of tangible fixed assets	(10,109)	-
	Fair value gains and losses on investment properties	-	(462,909)
	Depreciation and impairment of tangible fixed assets	73,023	54,900
	Movements in working capital:		
	(Increase) in stocks	(8,967)	(17)
	(Increase)/decrease in debtors	(2,815)	90,130
	Increase/(decrease) in creditors	4,939	(22,814)
	(Decrease)/increase in deferred income	(623)	623
	Cash generated from operations	256,504	495,069

23 Analysis of changes in net funds

The CIO had no debt during the year.

SOUL SURVIVOR WATFORD

England & Wales - Charity number 1184088

Accounts

2020/21

Soul Survivor Watford

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Charity Registration No.1184088 and Company No: CE017985

SOUL SURVIVOR WATFORD

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present their report and accounts for the year ended 31 March 2021.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charities constitution, the Charities Act 2011, the Companies Act 2006 and the Statement of Recommended Practice, "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)" (as amended for accounting periods commencing from 1 January 2019).

Structure, governance and management
The charity was established as a Charitable Incorporated Organisation (CIO) by a constitution and was registered as a charity with the Charity Commission on 25th June 2019, number 1184088 and Companies House, number CE017985 The CIO was established in order to operate the church which had been previously operated through the K & J M Morgan Trust (charity number 287472); on the 31st of October 2020 the Trustees of the Trust transferred all assets liabilities and operations of the charity to the CIO which the Trustees of the CIO accepted. These accounts present information for both charities and the details of individual charities are shown within the notes to the accounts.

The Trustees who served during the year were:
Kevin W Downton
Chris E Gregory
Alison Maffey
Elizabeth Potter
Emmanuel Aktpata
Liza Hoeksma - Staff Trustee
Revd Canon Michael Pilavachi – Staff Trustee
Revd Andrew Croft – Staff Trustee
Revd Jonathan Stevens – Staff Trustee

The Executive Team
Revd Canon Michael Pilavachi – Senior Pastor
Revd Andrew Croft – Senior Pastor
Revd Jonathan Stevens – Executive Pastor

Recruitment and appointment of new Trustees
New Trustees are appointed by the existing Trustees. Trustees are appointed to serve for 3 year terms. Written submissions from eligible applicants are reviewed by the Trustees against the role description and specification of key criteria for a Trustee. All Trustees have been provided with a copy of the 'Trustee Information Pack' produced by the Change Up for Better Governance Project funded by the Home Office. All Trustees are recommended to attend an appropriate training course on Safeguarding. Trustees receive regular updates from the Charity Commission's website.

Organisational Structure and decision making process
Teams of Trustees oversee different areas of responsibility. These areas are Finance, Health & Safety, Human Resources and Child Protection. These teams are authorised to make decisions within their specific areas of responsibility unless they consider it necessary to refer to the whole board. Expenditure of more than £1,000 has to be referred to the board for approval unless included in the previously approved budget. All staff positions are authorised by the whole board but recruitment of the person is delegated to the Executive Team. The day-to-day management of Soul Survivor Watford is delegated to the Executive Team and the staff team.

Details of other related parties and wider networks in which the charity is involved
The charity works closely with Soul Survivor Ltd as well as with Soul61 which is a charity that runs a 10 month leadership course and is a former activity of Soul Survivor Watford.

The charity also works closely with other Christian organisations in the area especially New Hope, Alternatives and Charis. The charity is a member of Christians Across Watford and Churches Together in North Watford.

Risk Management
As part of the CIO's risk management process, the Trustees undertake annual risk assessments in liaison with the relevant key members of staff. The Trustees acknowledge their responsibility for the charity's system of internal control and for reviewing its effectiveness.

The Trustees, through the executive team have set policies on risk and internal controls, which cover:
The responsibility of management to implement the Trustees' policies
The responsibility of management to implement the procedures/controls approved by the Trustees
Consideration of the types of risk that the charity faces
Identifying the level of risks which they regard as acceptable

The Trustees are satisfied that the systems in place are sufficient to mitigate exposure to the major risks.

Financial Review
The principle funding of the charity continues to be that of donations from the church congregation; during the year there has been a significant decline in income derived from charitable activities of the church due to restrictions in place as a result of the Covid 19 pandemic, however, the overall level of donations has increased. The total income of the charity was £1,468,222 (2020: £1,503,395). Total charitable expenditure increased from £1,034,924 in the previous year to £1,092,949; this increase was due in part to increased staffing costs associated with staff formerly employed by Soul Survivor Ministries.
The net incoming resources of the charity were £838,182 surplus (2020: £469,058 surplus); the unrealised gain on the revaluation of an investment property (former manse) contributed £462,909 gain which had a significant impact on the closing reserves.

The total funds of the charity at the year end were £4,138,769 (2020: £3,300,587); of these £968,633 were restricted (2020: £1,310,726); £2,968,832 were designated (2020: £1,554,696) and £201,304 unrestricted (2020: £435,165). Further information on the restricted and designated funds can be found in the notes to the accounts.

Reserves
The Trustees have established a policy whereby free reserves held by the charity should be maintained at a minimum of 2 months of the operating budget. At the accounting date free reserves were £201,304. The trustees are satisfied, after obtaining professional advice, that this level of reserves is acceptable.

Objectives
The main objectives of the CIO are for the public benefit:-
- the advancement of the Christian faith in the United Kingdom or overseas;
- the relief of persons who are in need by reason of financial hardship, unemployment, ill-health, disability or such other economic or social disadvantage; and
- the furtherance of the charitable work of the CIO by the advancement of such other charitable purposes as the Charity Trustees may from time to time decide.

Advancement of the Christian faith in the UK
The CIO is responsible for Soul Survivor Watford; this is a missionary congregation reaching out to people in Watford and the surrounding areas which was founded in 1992. Soul Survivor Watford is part of the Church of England and became a 'Bishops Mission Order' within the St Albans Diocese in 2014.

The aim of this congregation is not only to teach the Christian faith and offer opportunities to worship, but also to demonstrate the gospel through serving the local community (further details and activities below).

Alpha courses or similar courses are run on a regular basis, where people are encouraged to come and explore the Christian faith and to ask any questions they may have. Regular courses teaching various aspects of the Christian Faith are run throughout the year and are open to anyone.

Advancement of the Christian faith overseas
Through Soul Survivor Watford people are encouraged to become involved with various projects overseas. A number of opportunities are provided each year for people to participate in projects overseas. Members of Soul Survivor Watford, as well as the CIO, also contribute to the support of a number of missionaries working around the globe.

One of the senior pastors of Soul Survivor Watford, regularly travels internationally to minister in churches. Countries include USA, Canada, Australia, New Zealand, South Africa, Switzerland, Netherlands and Norway. Members of the congregation occasionally attend these trips at their own expense. Travel was restricted by COVID-19 during this financial year.

Relief of persons who are in need
The CIO runs a variety of activities from Soul Survivor Watford to support and encourage those in need in the church family and the local community (more details of these activities below).

The CIO also works with a number of local charities in Watford supporting those facing adversity:

New Hope: A homeless charity supporting those who are homeless in Watford. A number of members of the SSW congregation are directly involved and work with the charity.

Alternatives: A charity which works with teenage mothers. A number of members of SSW work with them and is directly supported by the CIO financially.

The CIO also supports Playskill which is a local charity working with children who have special needs and members of SSW are directly involved. The CIO provides the use of its premises on occasions throughout the year for Playskill to use.

The CIO financially supports Charis, a local charity in Watford which offers support and assistance to anyone in Hertfordshire who is affected by human trafficking or sexual exploitation within the sex industry.

As part of the church's giving, the congregation is encouraged to donate non-perishable food items and nappies which are given to the Watford Food Bank which is located close to Soul Survivor Watford.

A weekly 'Connect Café' is run on a Monday, to provide a place for those who are lonely, facing adversity and need a place to meet other people. Support is given with computer skills and CV writing. Free WIFI is provided as well as a low cost meal for lunch.

Aims and Objectives for the year
The aims and objectives of 2020/21 continued the ongoing strategy of 'Growing God's Family' which have been the strategic focus for the past 3 years. As part of the charitable objective to advance the Christian faith, Soul Survivor Watford aims to create a church community in which people feel part of the family and feel at home.

The church has continued to grow numerically over the financial year, and therefore a focus for the year has been how to expand the buildings and make best use of the space we currently have to enable continued growth.

Navigating, leading and holding the church together through the COVID-19 pandemic which began in March 2020 was a major priority for the year and became a key focus, as well as continuing to serve the local community through an incredibly difficult season. During this season, as well as navigating the immediate challenges we continued to look ahead and build for the future.

Growing God's Family
Our vision as a church continued to be Growing God's Family: Love God / Love One Another / Love God's World

- Love God
  - Develop and provide Online Services and resources for the church family and beyond whilst national lockdown measures were in place
  - Develop online worship resources for other churches to use
  - Restart in-person services as and when government guidelines allow
  - Develop online Soul Kids videos and resources for families
  - Develop online Youth resources

- Love One Another
  - Develop ways to build 'online' community and support whilst national lockdown measures are in place
  - Build and develop online Connect Groups and encourage church family to join in order to maintain family and belonging whilst not being able to attend in person
  - Loving the church family through the COVID-19 pandemic through initiatives and acts of kindness to maintain contact

- Loving God's World – Our mission and outreach activities had to change and adapt during the year due to COVID-19.
  - Move Alpha course to Online Alpha
  - Connect Café moved online
  - Increased focus on food collections for Watford Food Bank
  - Launch – Hardship Fund to support individuals and families in local communities who are in financial crisis due to the impact of COVID-19.

Soul Survivor Watford Leadership Team
The leadership team of Soul Survivor Watford is as follows:
Revd Canon Michael Pilavachi – Senior Pastor
Revd Andrew Croft – Senior Pastor
Revd Jonathan Stevens – Executive Pastor
Ruth Yule – Assistant Pastor* passed away in December 2020
Nicola Rolfe – Assistant Pastor

Ali Martin – Assistant Pastor *
Ben DeGaris – Assistant Pastor – Youth
Sam DeGaris – Assistant Pastor – Youth
Bethan Barlow – Children's and Families Pastor
Juliet Johnson – Assistant Pastor*
Tom Smith – Worship Pastor
Kathryn Maynard – Operations Manager
Andy Symonds – Assistant Pastor
James Barlow – Ordinand (Vicar in Training)
*part - time

The Joint Senior Pastors, Mike Pilavachi and Andy Croft oversee the strategy and vision of the CIO.

Andy Croft, Senior Pastor and Jon Stevens, Executive Pastor oversee the day to day running of the CIO.

The Assistant Pastors are responsible for developing and overseeing the following areas:

- → Evangelism and community outreach
- → Work with Young people from 11 – 18 years
- → Work with children from 0 – 11 years
- → Young Adults Ministry
- → Services and communication training
- → Pastoral Care and Connect Groups
- → Marriage and Relationship Coaching
- → Training of leaders and Connect Group Leaders
- → Worship
- → Social Action and Outreach

There is a team of people helping to co-ordinate activities reaching out to young people in the local area, as well as encouraging those young people who are part of Soul Survivor Watford to learn more about their faith.

There is a team of volunteers within the church who support the running of a number of the activities that the CIO runs.

Significant Activities

Online Worship
As a result of COVID-19 and the national lockdown in March 2020, in-person services stopped until restrictions allowed services to resume. During this time the church moved to online worship. The services were streamed live via YouTube each Sunday for the Soul Survivor Watford congregation, however, it became clear the reach of our online church was being viewed much more widely, with viewing figures of between 5,000 and 10,000 each week. The services were streamed live, initially from people's homes, and later from the SSW warehouse with worship pre-recorded in a covid-safe environment.

Online worship has now continued, and the 11.30am in-person service is now streamed live each week. The church has invested in new broadcast equipment (audio and visual) to raise the quality of streaming, and is further developing content for the wider church to use through a variety of YouTube channels.







Restarting In-Person Services

During the year the pastoral team had to adapt and adjust to the ever changing government lockdown and COVID-19 guidance. When restrictions were lifted the pastoral team began to reinstate in-person services in accordance with guidance. The number of services were initially reduced, and gradually increased as more people returned.

Making Room for More



In 2018 we launched our 'Growing God's Family' vision. Part of this vision was to expand our physical buildings in order to make more space as we'd seen double digit growth across our Sunday services.

In March 2018 we had a Vision and Giving Day where the church family amazingly gave and pledged over £1.9m towards the project. As a result of this generosity it enabled the project to move ahead, a project team was formed, architects appointed and plans were developed during the

previous financial year. The initial plan was to redevelop the entire No5 Warehouse site including the provision of a ground floor carpark and extend No7 to provide a worship space during the development of No5. COVID-19, however, caused the trustees and staff to pause and review the plans which were in place which would have required significant levels of fund raising and mortgage borrowing. In light of the financial implications of the project, and uncertainty in the economy the project team were tasked to come up with an alternative plan which was more cost effective and did not require the full demolition of No5. As a result, the project has been broken down and the plan is to develop and extend the buildings in phases aiming to maximize the potential use of both warehouses.

Phase 1 – Extension of No7 to create a larger worship and community space and expanded kitchen, The trustees and leadership team took the decision to pause the start date of the project in March 2020. However, it became clear during the year, that whilst the buildings were out of use due to COVID-19 it was a good opportunity to get the extension to Warehouse 7 completed. The plans were put out to tender in the summer of 2020, and the project was awarded to Borras Construction Ltd and works commenced in November 2020 with an expected build time of six months. The project significantly expanded the main worship and community area of No7, creating an expanded café and new entrance for the building. The kitchen was also extended, doubled in size and received a full new fit-out doubling the catering capacity of the kitchen to up to 600 guests. The aim is for the building to be completed in June 2021.

Phase 2 – Plans within the financial year 2021–22 will be to further develop Warehouse 5 property.

Activities related to the advancement of the Christian faith in the UK:

Naturally Supernatural

NSN NATURALLY SUPERNATURAL

Due to COVID-19 we cancelled our annual Naturally Supernatural Conference in Feb 2021, but plan to run again in February 2022.

Church Planting & Parish Renewal
Part of the vision of Soul Survivor Watford is to serve the wider church, and look to support parish churches which may close and to plant churches. We have been working with the diocese of St Albans and over the year supported two parishes; St Johns Hatfield and St Peters Watford.

A team has gone from Soul Survivor Watford to join the existing church family with the Revd Andy Gardener in Hatfield. This was to support and encourage what was already happening, but also start something new with the students and young adults and families in the parish. A new 5pm service has been started, as well as growing the morning congregation. Soul Survivor Watford was able to support with resources and team over the year.

The Curate from Soul Survivor Watford, the Revd Vanessa Kerswill became curate in charge at St Peters Watford in whose parish Soul Survivor is situated. SSW supported Vanessa as she began to lead the church, and has encouraged people from SSW to join.

We are excited about the future and how we can serve and support further parishes and church plants going forward.

Alpha
We ran 2 online Alpha courses during the year. Alpha is a series of sessions exploring the Christian faith, run over ten weeks. Each talk looks at a different question around faith and is designed to create conversation. Alpha provides people an opportunity to ask questions of faith in a relaxed, friendly environment. This took on a different vibe, however it was well attended with about 40 people attending each course

Communication & Training
Our training days and events were postponed during the year. However, we have made more resources available via our YouTube channel and website.

Soul Kids – Sundays
During the year we were unable to provide any in-person children's groups on Sundays due to the restrictions which were in place. We did however develop online resources and weekly YouTube Soul Kids programmes with activities for families to do together at home.

The Soul Kids team began to record weekly YouTube videos for the children in Soul Survivor Watford which focused on worship, teaching and activities as a way to continue to input into the children in the church whilst in-person services were not possible.

Various Soul Kids and Family Zoom Calls
The children's team set up a number of online social events on Zoom during the year to create opportunities for families to gather and have some fun. These included a Family Bakeoff and Pizza Making evening.

Soul Kids Online Week of Fun 'Summer Camp'
The kids team ran an online activity week for kids in the summer during lockdown.

Soul Tots, Energise Family Café & Friday Night Thing
Our 'Soul Tots' parent and toddler group as well as the Energise Café for families & Friday Night Thing for kids were paused in 2020/21.

Youth Work
Our new Youth Pastors had the challenge of leading online youth during the year. All the in-person youth activities were stopped during lockdown and the youth team moved the weekly gatherings on to Zoom in order to maintain the relationship and support for the young people in the church. During lockdown more young people began to attend the online gatherings and they were a lifeline for many during this time. When restrictions were eased, in-person, socially distanced evenings were restarted. The youth programme is divided into two groups:

Younger Youth for age 11-13s
This would usually meet during the Sunday mornings services. The youth stay in the main church service for an initial time of corporate worship then move to a separate space for games and teaching together. During the year the youth team ran regular online events for these young people and kept in touch to maintain contact with them.

Older Youth for age 13-18s
This moved to weekly online Tuesday evenings via Zoom. The youth team developed creative ways to engage the young people and over the year the youth grew.

Connect Groups
'***The place to Connect with one another and to Connect with God***'
Connect Groups have been a lifeline for many in the Soul Survivor Watford Community this year. When lockdown began all the groups moved to Virtual Connect Groups, with a number of new groups beginning on Zoom to create a place of community for people each week, particularly when Sunday services did not happen. There were approximately 40 groups with over 500 in attendance.



Marriage Preparation Course
This course is open to all couples who are engaged or just thinking about Marriage. The courses continued this year virtually. Couples from inside and outside the church attended the course during the year with an average of 12-15 couples at each course.

Marriage Course
The marriage course is run at points during the year, its purpose is to support and help married couples strengthen their relationship and life together. The course was run virtually this year.

Marriage Coaching
Marriage coaching continues to support married couples in the church and outside to develop and grow in their relationships, improve communication in order to develop the skills and insights needed to build a healthy marriage that lasts a lifetime. This has been a lifeline for many couples where lockdowns have created additional pressure on relationships. These coaching sessions moved online during the year.

Activities related to the advancement of the Christian faith overseas:

Soul Missions
The work of Soul Missions continues with a number of overseas missionaries being supported both financially and through prayer. Prayer requests are communicated via our Facebook Pages and Weekly Update email. In addition to the missionaries we have supported over a number of years, we had a family in the church join an Operation Mobilization (OM) Ship this year.

Our Senior Pastor Mike Pilavachi had to postpone and cancel many of his overseas travelling engagements this year. Instead he has carried out many speaking engagements via zoom this year.

Activities relating to the relief of persons who are in need:

The Hardship Fund – At key points in the year such as Christmas and Easter special offerings are taken for specific initiatives or charities outside of the immediate church community of Soul Survivor. At Easter 2020 our special offerings were taken to set up a 'Hardship Fund' for people who were experiencing financial challenges as a result of the COVID-19 pandemic. The fund was made available for people inside and outside Soul Survivor Watford. An application process and criteria were put in place. The majority of grants have gone to individuals and families outside of Soul Survivor and the applications were made on their behalf by members of Soul Survivor. Other offerings were taken during the year to top up the fund. This will continue in to the next financial year.

COVID-19 Volunteers – At the start of the COVID-19 lockdown we instigated a group of volunteers to provide support for those who were vulnerable or clinically vulnerable and needed to shield. The volunteers would carry out practical tasks such as shopping, prescription collection and other jobs which people needed.

Lockdown Life – Online evenings hosted by Soul Survivor with Dr Kate Middleton a clinical psychologist. These evenings were practical evenings giving techniques and support in how to navigate and tackle isolation during lockdown.

Watford Foodbank – The local foodbank experienced a surge in demand as lockdown began. As a result, we increased our focus on gathering donations and started a weekly Saturday drive by food drop off for church family to donate food which we then transported to the foodbank. Our levels of donations increased significantly and the weekly collections were continued throughout the year.

The Café at No7 – During the summer when some restrictions were lifted and café environments re-opened the church ran a socially distanced café as a place for people to meet to combat some of the isolation and loneliness people were experiencing. It was also a positive way for the church family to see others whilst worship services were not happening.

Food Boxes – During the holidays and half-term periods the church made available Food Boxes with fresh ingredients and recipes for families who were in need to make at home. This was particularly focused at some of the families who had attended previous Make Lunch events.

Take-away Lunches – During the half term in February take-away meals were prepared for families to collect each day. This was open to families in need in the community.

Soul Food – During November 2020 every Thursday the staff team cooked a take-away meal for anyone in the church or local community who needed a meal. Over 250 meals were served each week for families who were exhausted after long periods of lockdown, working from home and home-schooling. Many of the people who had meals were friends and neighbours of church members. It was a great way to communicate the gospel in a practical way.

Homemade Christmas – The popular Homemade Christmas events moved online in December and a variety of events were held virtually which church members could invite friends and neighbours to participate in. The purpose of these were to build relationship with people outside SSW and also created fun evenings for people who had experienced challenges during lockdown.

- Home Made Christmas – Christmas Wreath Making Evening
- Home Made Christmas – Easy Peasy Christmas Cake
- Home Made Christmas – Pear and Ginger Chutney
- Home Made Christmas – Peppermint Cream and Gift Wrap

Connect Café – Our weekly Connect Café moved online, and took the format of a Connect Group. Food was provided and delivered to those in need by the team.

Online Prayer Ministry – We had a number of requests from people wanting prayer, particularly when Sunday services were not taking place. We set up a number of weekly slots that could be booked for people to sign-up for. The sessions had two members of the church praying for anyone who signed up virtually.

Gathered to Go Zooms – It became apparent early on during the lockdowns that people were struggling in their employment, particularly NHS workers and teachers. As a result, we held a number of Zoom evenings for various employment sectors. It was an opportunity to hear how people were doing, share with one another the struggles and joys, give some encouragement to people and offer a time of prayer. These were very well attended and were popular. The sectors who came were:

- Teachers
- NHS Workers & Carers
- Business Owners / Self employed

- Business People
- Grandparents / Retired
- Parents / Home-schooling parents
- People who live by themselves
- Retail Workers
- Anyone else

Grant Making

As part of the objectives of the CIO, in particular to advance the Christian Religion in the United Kingdom or overseas, and the relief of the poor and needy, the trustees on occasion make financial grants to individuals or organizations. There are two key ways in which grants are made. Firstly, on occasions such as Christmas, Easter or Saturday Celebrations, the offerings are given away to causes beyond Soul Survivor Watford. The recipients of such gifts are decided by the executive and pastoral team, and the Trustees approve the decision. Secondly, some grants are made on an ongoing basis. These are primarily to missionaries, or organizations which have objectives in line with that of the CIO. These decisions are proposed by the executive team to the board of Trustees who then make the approval decision. The ongoing nature of these grants are reviewed on an annual basis through the budget process.

Public Benefit

The Trustees are aware of the Charity Commission's guidance on public benefit in "The advancement of religion for Public Benefit" and have regard to it in their administration of the charity. The Trustees believe that by promoting the Christian faith it provides a benefit to the public by providing facilities for public worship, pastoral care and spiritual development, both for the existing church members and anyone who wishes to benefit from what the charity offers, and also by promoting Christian values, and services by members of the church in and to their communities, to the benefit of individuals and society as a whole.

2020/21 has been an incredibly challenging year, however as we look back, in the midst of the challenges and the pain many people have experienced as a result of COVID-19 we have seen God's faithfulness and provision which has enabled us to continue to serve our church family and wider community of Watford and the surrounding areas.

Our focus has continued to be on our vision as a church; to Love God, Love One Another and Love the World he has placed us in. We have endeavoured to provide online resources and church to enable people to worship and receive teaching and ministry at home. We have continued to develop ways to create community as best we can via online platforms across all the generations in the church. We have looked for ways to share the Gospel and serve our community of Watford in practical ways. It has been an incredible challenge to pastor a church of over 1000 people, and as a staff team we have been on a steep learning curve as we have navigated uncharted waters. It has been an opportunity to trust God in the midst of great uncertainty.

When lockdown was instigated and in-person services were stopped there was concern regarding the financial impact upon the finances of the church. We have however seen God's provision and many moving to online giving rather than baskets on Sundays. Giving during the year remained robust.

Our focus over the past few years has been 'Growing God's Family'; this is still our vision and call, and as part of that it has been wonderful to see the start of our long awaiting building project begin in readiness for when COVID-19 subsides.

We continue to give thanks to God for his provision to us, and the generosity of the church family which enables the mission and outreach of Soul Survivor Watford in new and creative ways, both financially and practically with time.

Disclosure of information to the auditors

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

Plans for the Future

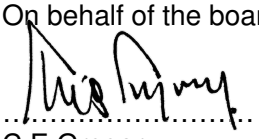
As the COVID-19 pandemic continues we will continue to adapt, respond and change in order to meet the ever changing needs of the church family and local community. We are also looking ahead and planning to get ready for when in-person church services and events can restart, and look towards plans to start rebuilding community within the church family.

We are also aware that as a church family part of our call is to resource and equip the wider church both in the UK and overseas. We are going to continue to develop our online YouTube channels, and start to plan conferences and training events for when these can restart. We are also beginning to make plans to start a family of churches called the 'Soul Survivor Family of Churches'. This will be an informal group of churches who are friends and have shared values of worship, community and ministry in the power of the Holy Spirit. We plan to develop this further in the coming year.

We are committed to church planting and supporting local parishes both in our own diocese and beyond, and will continue to serve St Albans Diocese in any way we can.

As we look back on a very challenging year, we give thanks to God for his continued goodness and kindness to us as we seek to live out the Gospel in Watford. But we also continue to look ahead in the midst of uncertainty with hope.

On behalf of the board of Trustees



……

C E Gregory
Trustee

Dated 12th May 2022

SOUL SURVIVOR WATFORD

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2021

The Trustees, who are also the directors of Soul Survivor Watford for the purpose of company law, are responsible for preparing the Trustees' 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 Trust and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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;

- 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; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Trust will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Trust 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 Trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

SOUL SURVIVOR WATFORD

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF SOUL SURVIVOR WATFORD

Opinion

We have audited the financial statements of Soul Survivor Watford (the 'Trust') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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 charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, 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.

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's responsibilities for the audit of the financial statements* section of our report. We are independent of the Trust 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.

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

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 Trust'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 annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the Trust for the purpose 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 Trust'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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

- we identified the laws and regulations applicable to the charitable company through discussions with trustees and other management, and from our knowledge and experience of the sector;

- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Companies Act 2006, the Charities Act 2011, taxation and employment legislation;

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting any reading the minutes of the board of the trustees; and

- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company’s financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;

- tested journal entries to identify unusual transactions; and

- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;

- reading the minutes of meetings of the board of trustees; and

-enquiring of management as to actual and potential litigation and claims.

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 members and management and the inspection of regulatory and legal correspondence, if any.

A further description of our responsibilities is available on the Financial Reporting Council’s website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE TRUSTEES OF SOUL SURVIVOR WATFORD

Use of our report

This report is made solely to the company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members 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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Nicholas Corden ACA (Senior Statutory Auditor)
for and on behalf of Summers Morgan

19th May 2022

Chartered Accountants
Statutory Auditor

First Floor, Sheraton House
Lower Road
Chorleywood
Hertfordshire
WD3 5LH

Summers Morgan is eligible for appointment as auditor of the Trust by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

SOUL SURVIVOR WATFORD

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

Current financial year

	Notes	Unrestricted funds general Total 2021 £	Unrestricted funds designated Total 2021 £	Restricted funds Total 2021 £	Total Total 2021 £	Total 2020 £
Income and endowments from:						
Donations and legacies		1,231,704	-	211,108	1,442,812	1,376,413
Charitable activities	**4**	22,384	-	-	22,384	117,697
Other trading activities	**2**	-	-	-	-	4,000
Investments	**3**	3,026	-	-	3,026	4,683
Other income	**5**	-	-	-	-	602
Total income		1,257,114	-	211,108	1,468,222	1,503,395
Expenditure on:						
Raising funds	**6**	97	-	-	97	3,413
Charitable activities	**7**	894,447	-	198,405	1,092,852	1,030,924
Total expenditure		894,544	-	198,405	1,092,949	1,034,337
Net gains/(losses) on investments	**12**	-	462,909	-	462,909	-
Net incoming resources before transfers		362,570	462,909	12,703	838,182	469,058
Gross transfers between funds		(596,431)	951,227	(354,796)	-	-
Net (expenditure)/income for the year/ Net movement in funds		(233,861)	1,414,136	(342,093)	838,182	469,058
Fund balances at 1 April 2020		435,165	1,554,696	1,310,726	3,300,587	2,831,529
Fund balances at 31 March 2021		201,304	2,968,832	968,633	4,138,769	3,300,587

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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

SOUL SURVIVOR WATFORD

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

Prior financial year

	Notes	Unrestricted funds general 2020 £	Unrestricted funds designated 2020 £	Restricted funds 2020 £	Total 2020 £
Income and endowments from:					
Donations and legacies		906,881	-	469,532	1,376,413
Charitable activities	**4**	117,697	-	-	117,697
Other trading activities	**2**	4,000	-	-	4,000
Investments	**3**	4,683	-	-	4,683
Other income	**5**	602	-	-	602
Total income		1,033,863	-	469,532	1,503,395
Expenditure on:					
Raising funds	**6**	3,413	-	-	3,413
Charitable activities	**7**	878,317	21,299	131,308	1,030,924
Total expenditure		881,730	21,299	131,308	1,034,337
Net gains/(losses) on investments	**12**	-	-	-	-
Net incoming resources before transfers		152,133	(21,299)	338,224	469,058
Gross transfers between funds		13,720	204,804	(218,524)	-
Net (expenditure)/income for the year/ Net movement in funds		165,853	183,505	119,700	469,058
Fund balances at 1 April 2019		269,307	1,371,196	1,191,026	2,831,529
Fund balances at 31 March 2020		435,160	1,554,701	1,310,726	3,300,587

SOUL SURVIVOR WATFORD

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Total 2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from operations	**24**		495,069		438,999
Investing activities					
Purchase of tangible fixed assets		(499,265)		(102,636)	
Investment income received		3,026		4,683	
Net cash used in investing activities			(496,239)		(97,953)
Net cash used in financing activities			-		-
Net (decrease)/increase in cash and cash equivalents			(1,170)		341,046
Cash and cash equivalents at beginning of year			1,743,147		1,402,101
Cash and cash equivalents at end of year			1,741,977		1,743,147

SOUL SURVIVOR WATFORD

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	£	Total 2021 £	£	2020 £
Fixed assets					
Tangible assets	**13**		1,781,970		1,489,696
Investment properties	**14**		615,000		-
			2,396,970		1,489,696
Current assets					
Stocks	**15**	643		626	
Debtors	**16**	39,498		129,628	
Cash at bank and in hand		1,741,977		1,743,147	
		1,782,118		1,873,401	
Creditors: amounts falling due within one year	**17**	(40,319)		(62,510)	
Net current assets			1,741,799		1,810,891
Total assets less current liabilities			4,138,769		3,300,587
Income funds					
Restricted funds	**18**		968,633		1,310,726
Unrestricted funds					
General designated funds	**20**	2,505,925		1,554,696	
Designated fund revaluation reserve	**20**	462,909		-	
General unrestricted funds		201,302		435,165	
			3,170,136		1,989,861
			4,138,769		3,300,587

BALANCE SHEET (CONTINUED)

AS AT 31 MARCH 2021

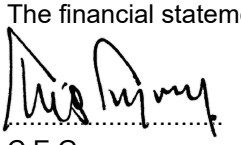
The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2021, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 12th May 2022



C E Gregory
Trustee

Company registration number CE017985

1 Accounting policies

Charity information

Soul Survivor Watford is a Charitable Incorporated Organisation registered charity commission in England and Wales (number 1184088) and with Companies House (number CE017985). The principle address of the charity is 5-7 Greycaine Road, Watford, WD24 7GP.

The K & J M Morgan Trust is an unincorporated Charity registered with the Charity commission in England and Wales (number 287472).

1.1 Accounting convention

The accounts have been prepared in accordance with the Trust's trust deed, the Companies Act 2006 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 (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The Trust is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Trust. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

a) The Charity's general funds consist of funds which the Charity may use for its purpose at its discretion.

b) The Charity's designated funds are those where the Trustees have set aside funds for a specific purpose. Details of the designated funds are set out in note 20.

c) The Charity's restricted funds are those where the donor has imposed restrictions on the use of the funds. Details of these funds are given in the Trustees Annual Report and are set out in note 19.

1.4 Incoming resources

Income from fees is taken into account on an accruals basis. Collections and gifts are taken into account on a cash basis. Donations under gift aid, together with the associated income tax recovery are recognised as income when the donation is received.

Credit is taken for bank interest on an accruals basis.

1 Accounting policies **(Continued)**

1.5 Resources expended

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

Expenditure, which includes irrecoverable VAT, is taken into account on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Governance costs comprise all costs relating to public accountability of the Trust and its compliance with regulation and good practice. These costs include costs relating to the statutory audit.

No salaries are allocated to governance costs as the vast majority of the work is carried out by the Trustees.

Grants are accounted for when paid.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

All of the Trust's fixed assets are used for charitable purposes and are included at cost. Items are only capitalised where the unit purchase price exceeds £500.

Depreciation on fixed assets is calculated at rates estimated to write off the cost over their expected useful lives at the following rates:-

Freehold land and buildings	2% Straight line basis
House	2% Straight line basis
Furniture, fixtures & equipment - warehouses	10% Straight line basis
Fixtures, fittings & equipment	20% Straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Investment properties

Investment property, which is property held to earn rentals and/or for capital appreciation, is initially recognised at cost, which includes the purchase cost and any directly attributable expenditure. Properties transferred from tangible fixed assets are recognised at net book value on date of transfer. Subsequently it is measured at fair value at the reporting end date. The surplus or deficit on revaluation is recognised in profit or loss.

1.8 Stocks

Stock is valued at the lower of cost and net realisable value.

1 Accounting policies **(Continued)**

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 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 their settlement value.

1.11 Employee benefits

The Trust operates a money purchase pension scheme. The contributions due in the year are charged to the Statement of Financial Activities as they fall due.

1.12 Tax Status

Soul Survivor Watford is a registered charity and therefore it is not assessable to income tax on any charitable funds within the scope of Section 505 of the Income and Corporation Taxes Act 1988.

2 Other trading activities

	Total 2021	**2020**
	£	**£**
Income from Cafe and bar	-	4,000
Other trading activities	-	4,000

3 Investments

	Unrestricted funds general Total 2021	Unrestricted funds general 2020
	£	£
Rental income	3,000	-
Interest receivable	26	4,683
	3,026	4,683

4 Charitable activities

	Total 2021	2020
	£	£
Sales within charitable activities	2,567	16,456
Ancillary trading income	2,578	7,692
Events & other income	17,239	93,549
	22,384	117,697
Analysis by fund		
Unrestricted funds - general	22,384	117,697
	22,384	117,697

5 Other income

	Total	Unrestricted funds general
	Total 2021	2020
	£	£
Rental income	-	602

6 Raising funds

	Unrestricted funds general	Unrestricted funds general
	Total 2021	2020
	£	£
Trading costs		
Purchase of bar stock	97	3,413
	97	3,413

7 Charitable activities

	The K & J M Morgan Trust Total 2021	Soul Survivor Watford Total 2021	Total 2021	The K & J M Morgan Trust 2020
	£	£	£	£
Staff costs	436,432	276,498	712,930	612,470
Depreciation and impairment	54,900	-	54,900	25,989
Events & outreach	5,584	3,064	8,648	36,480
Alpha & the noise	60	144	204	2,644
Congregation expenses	9,995	30,444	40,439	28,905
Schools, youth and children	2,221	3,150	5,371	15,578
Refreshments	2,132	3,775	5,907	29,267
Book shop	-	50	50	12,575
Office expense & IT	4,858	6,341	11,199	11,411
Telephone	3,973	2,589	6,562	6,656
Travel & courses	(197)	2,746	2,549	30,811
Equipment lease and repairs	17,893	-	17,893	8,918
House costs	3,268	992	4,260	1,964
Bank charges & mortgage interest	5,782	4,126	9,908	5,630
Warehouse and building running costs	25,440	27,490	52,930	66,360
	572,341	361,409	933,750	895,658
Grant funding of activities (see note 9)	57,641	46,671	104,312	106,197
Share of governance costs (see note 8)	22,002	32,788	54,790	29,069
	651,984	440,868	1,092,852	1,030,924
Analysis by fund				
Unrestricted funds - general	499,899	394,548	894,447	878,317
Unrestricted funds - designated	-	-	-	21,299
Restricted funds	152,085	46,320	198,405	131,308
	651,984	440,868	1,092,852	1,030,924

8 Support costs

	Support costs	Governance costs	Total 2021	Support costs	Governance costs	2020
	£	£	£	£	£	£
Audit fees	-	5,352	5,352	-	5,100	5,100
Accountancy	-	11,611	11,611	-	7,974	7,974
Legal and professional	-	16,627	16,627	-	15,995	15,995
Other professional fees	-	21,200	21,200	-	-	-
	-	54,790	54,790	-	29,069	29,069
Analysed between						
Charitable activities	-	54,790	54,790	-	29,069	29,069

Governance costs includes payments to the auditors of £5,352 (2020 - £5,100) for audit fees and £11,611 (2020 - £7,974) for other services.

9 Grants payable

	The K & J M Morgan Trust 2021	Soul Survivor Watford 2021	Combined Total 2021	The K & J M Morgan Trust 2020
	£	£	£	£
Grants to institutions (10 grants):				
Soul 61	7,000	5,000	12,000	12,000
St Albans Diocese	14,000	10,000	24,000	24,000
Charis	3,500	2,500	6,000	8,750
Soul Action	1,400	1,000	2,400	3,125
Hardship Fund	7,199	7,660	14,859	5,106
Alternatives	2,750	1,250	4,000	6,000
Soul Survivor Ministries	-	-	-	4,915
Refugees	636	30	665	5,106
South Africa Food Appeal	14,245	4,904	19,149	4,915
Soul missions	-	5,281	5,281	2,750
Other	-	1,510	1,510	14,272
	50,730	39,135	89,865	80,918
Grants to individuals	6,911	7,536	14,447	25,279
	57,641	46,671	104,312	106,197

10 Trustees

During the year four Trustees (Revd Michael Pilavachi, Revd Andrew Croft, Revd Jonathan Stevens and Liza Hoeksma) received remuneration for their services as employees of the charity; the trustees received total remuneration of £181,190 (2020 - £nil*) and total contributions to personal pension plans' of £10,696 (2020 - £nil*).

Trustees of Soul Survivor Watford are permitted under section 7.2.3 of the charity constitution to be employed by the charity.

The Trustees above were reimbursed £1,735 for expenses (2020: £55) incurred during their roles as employees of the charity.

*During 2020 although employed by the charity the current trustees were not trustees of the charity.

11 Employees

The average monthly number of employees during the year was:

	Total 2021 Number	2020 Number
	20	24

Employment costs	Total 2021 £	2020 £
Wages and salaries	661,909	519,549
Social security costs	52,307	43,570
Other pension costs	58,895	49,351
	773,111	612,470
Staff costs capitalised as part of Making Room for More building project	(60,181)	-
	712,930	612,470

Pension costs are allocated to activities in proportion to the related staffing costs incurred and to the appropriate fund.

The total paid to key management personnel, including pensions and benefits was £169,376 (2020 - £143,658). The charity recovered £2,567 (2020 - £4,381) of the salary from other partner organisations who utilise the key management personnel in their operations.

There were one employee whose annual remuneration was between £60,000 and £70,000.

12 Net gains/(losses) on investments

	Unrestricted funds designated Total 2021	Total 2020
	£	£
Revaluation of investment properties	462,909	-

13 Tangible fixed assets

	Freehold land and buildings	Fixtures, fittings & equipment	Total
	£	£	£
Cost			
At 1 April 2020	1,709,649	474,986	2,184,635
Additions	382,792	116,473	499,265
Transfer to investment property	(195,000)	-	(195,000)
At 31 March 2021	1,897,441	591,459	2,488,900
Depreciation and impairment			
At 1 April 2020	325,511	369,428	694,939
Depreciation charged in the year	22,019	32,881	54,900
Transfer to investment property	(42,909)	-	(42,909)
At 31 March 2021	304,621	402,309	706,930
Carrying amount			
At 31 March 2021	1,592,820	189,150	1,781,970
At 31 March 2020	1,384,138	105,558	1,489,696

14 Investment property

	Total 2021
	£
Fair value	
At 1 April 2020	-
Transfers from owner-occupied property	152,091
Net gains or losses through fair value adjustments	462,909
At 31 March 2021	615,000

14 Investment property **(Continued)**

Investment property comprises 68 Tudor Avenue in Watford; during the year the manse was no longer needed to house clergy of the charity and the property was rented. The transfer represents the net book value of the property transferred from tangible assets; the historic cost of the property was £195,000.

The fair value of the investment property has been arrived at on the basis of a valuation carried out by Fairfield Estates in May 2021. The valuation was made on an open market value basis by reference to market evidence of transaction prices for similar properties.

	Total 2021	2020
	£	£
Freehold	615,000	-
Long leasehold	-	-
Short leasehold	-	-

15 Stocks

	Total 2021	2020
	£	£
Finished goods and goods for resale	643	626

The amount of stock expensed during the year was £97 (2020: £3,413).

16 Debtors

	Total 2021	2020
Amounts falling due within one year:	£	£
Trade debtors	795	6,623
Other debtors	29,319	85,368
Prepayments and accrued income	9,384	37,637
	39,498	129,628

17 Creditors: amounts falling due within one year

	Notes	Total 2021	2020
		£	£
Deferred income		623	-
Trade creditors		6,293	1,757
Other creditors		4,377	6,469
Accruals and deferred income		29,026	54,284
		40,319	62,510

18 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

		Movement in funds				Movement in funds			
	Balance at 1 April 2019	Incoming resources	Resources expended	Transfers	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Balance at 31 March 2021
	£	£	£	£	£	£	£	£	£
Specific donations to individuals or institutions	39,057	49,041	(28,176)	-	59,922	66,893	(86,675)	-	40,140
2015 Building Fund	120,580	-	(4,690)	(115,890)	-	-	-	-	-
Durban Halfway House	18,340	-	-	-	18,340	-	(6,413)	-	11,927
Making Room for More	1,013,049	219,609	-	(102,634)	1,130,024	139,283	-	(354,796)	914,511
Soul61 Salary Bursary	-	200,882	(98,442)	-	102,440	4,932	(105,317)	-	2,055
	1,191,026	469,532	(131,308)	(218,524)	1,310,726	211,108	(198,405)	(354,796)	968,633

Specific donations to individuals or institutions: During the year the charity receives donations which are restricted to specific people or institutions which are in need. The funds are paid out to the intended recipient.

2015 Building fund: In early 2015 the charity raised funds to facilitate a refurbishment and upgrade of facilities within number 7 Greycaine Road. The charity purchased assets and completed improvements to the building, the funds spent represent depreciation of assets and costs of improvements. Part of the transfer represents the capital element held in restricted funds of the funds already spent on assets in the year being transferred to the fixed asset designated fund. The other part of the transfer represents a correction to expenditure incorrectly allocated from unrestricted funds in previous years.

Durban Halfway House: The charity raised funds to help set up a halfway house for the homeless street children in Durban, South Africa.

Making Room for More: In 2018 the charity raised funds to facilitate an expansion of 5 & 7 Greycaine Road to increase the capacity to allow for an increase in number of people attending services. The charity purchased assets and started planning the renovation work for the rebuild during the year; the transfer represents the capital element held in restricted funds of the funds already spent on assets in the year being transferred to the fixed asset designated fund.

Soul61 Salary Bursary: In September 2019 staff were transferred from Soul Survivor Ministries to K J Morgan Trust due to the dissolution of Soul Survivor Ministries. Funds were donated from Soul Survivor Ministries to meet the cost of the staff transferred for as long as the funds are available.

19 Analysis of net assets between funds

	Unrestricted funds Total 2021	**Designated funds Total 2021**	**Restricted funds Total 2021**	**Total Total 2021**	Unrestricted funds 2020	Designated funds 2020	Restricted funds 2020	Total 2020
	£	**£**	**£**	**£**	£	£	£	£
Fund balances at 31 March 2021 are represented by:								
Tangible assets	-	1,781,970	-	1,781,970	-	1,489,696	-	1,489,696
Investment properties	-	615,000	-	615,000	-	-	-	-
Current assets/(liabilities)	201,302	571,864	968,633	1,741,799	435,165	65,000	1,310,726	1,810,891
	201,302	2,968,834	968,633	4,138,769	435,165	1,554,696	1,310,726	3,300,587

Included in the current assets is £1,540,497 (2020 - £1,442,999) of cash that is not available for the general use by the Charity because it is restricted or designated.

20 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

					Movement in funds		
	Balance at 1 April 2019	Resources expended	Transfers	Balance at 1 April 2020	Incoming resources	Transfers	Balance at 31 March 2021
	£	£	£	£	£	£	£
Fixed Asset	1,371,192	(21,300)	139,804	1,489,696	-	444,365	1,934,061
Audio Visual Equipment for Livestream Ministry	-	-	65,000	65,000	-	(65,000)	-
Making room for more	-	-	-	-	-	518,000	518,000
New vision	-	-	-	-	-	2,400	2,400
Property maintenance	-	-	-	-	-	1,464	1,464
Church plant fund	-	-	-	-	-	50,000	50,000
Revaluation reserve	-	-	-	-	462,909	-	462,909
	1,371,192	(21,300)	204,804	1,554,696	462,909	951,229	2,968,834

Fixed Asset: Funds represent the net book value of the fixed assets of the Charity. On the 1st of April 2017 the Trust transferred the net book value of the fixed assets (£1,290,602) of the charity from general unrestricted funds to the fixed asset fund. Resources expended in the previous year represent the movement in the net book value of the assets. The transfer represents the capital element held in restricted funds of the funds already spent in the previous year on assets being moved to designated funds. Transfers in the current year represent the movement in the net book value of the assets in relation to both depreciation and additions.

Audio Visual Equipment for Livestream Ministry: The Trust designated £65,000 of unrestricted funds for the purchase of Audio Visual Equipment for their Livestream Ministry last year. The transfer in the current year represents the purchase of the assets which are recognised within the fixed asset fund.

Making Room for More: The Trustees decided to designate general funds towards the planned expansion of the church building. The transfer represents the designation of these funds.

21 Capital commitments

	Total 2021	2020
	£	£
At 31 March 2021 the Trust had capital commitments as follows:		
Contracted for but not provided in the financial statements:		
Acquisition of property, plant and equipment	524,904	-

22 Related party transactions

Aggregated donations received from the Trustees or related parties without conditions totalled £53,594 (2020 - £33,606). There were no balances owing to or from any related party at the balance sheet date (2020 - £nil).

23 Transition to CIO (merger disclosures)

On 31st October 2020 the K & J M Morgan Trust formally (Charity number 287472) transferred all the operations, assets and liabilities to Soul Survivor Watford (Charity number 1184088). Soul Survivor Watford was established in order to be the legal entity from which the K & J M Morgan Trust was operated from and so up until this point there was no charitable activity within Soul Survivor Watford.

Analysis of principal SoFA componets for the current reporting period

	The K & J M Morgan Trust	Soul Survivor Watford	Combined
	£	£	£
Total income	857,238	610,984	1,468,222
Total expenditure	(652,081)	(440,868)	(1,092,949)
Net income/(expenditure)	205,157	170,116	375,273
Other gains/(losses)	-	462,909	462,909
Net movement in funds	**205,157**	**633,025**	**838,182**
Analysis of net assets at the date of transfer (merger)			
Net assets	3,417,229	-	(3,417,229)
Represented by:			
Unresrticted funds	2,225,265	-	2,225,265
Restricted funds	1,191,964	-	1,191,964
Net movement in funds	3,417,229	-	3,417,229

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

24	Cash generated from operations	Total 2021	2020
		£	£
	Surplus for the year	838,182	469,059
	Adjustments for:		
	Investment income recognised in statement of financial activities	(3,026)	(4,683)
	Fair value gains and losses on investment properties	(462,909)	-
	Depreciation and impairment of tangible fixed assets	54,900	25,989
	Movements in working capital:		
	(Increase) in stocks	(17)	(116)
	Decrease/(increase) in debtors	90,130	(65,410)
	(Decrease)/increase in creditors	(22,814)	14,160
	Increase in deferred income	623	-
	Cash generated from operations	495,069	438,999

25 Analysis of changes in net funds

The Trust had no debt during the year.