

Annual Report & Financial Statements

For the year ended 5th April 2025

Living Leadership

Registered Charity Number 1208230

Principal address

2 St Andrew's Drive
Orpington
BR5 2BA

Trustees

Hugh Davies (Chair)
Kenneth Brownell (from 9 January 2025)
Alastair Gledhill
Melinda Hendry
Gareth Lloyd-Jones
Miriam Patterson
Richard Underwood

Senior Management

Marcus Honeysett, Executive Director
Paul Coulter, Head of Ministry Operations

A photograph of a church service, overlaid with a semi-transparent blue filter. In the background, a woman stands at a podium, speaking into a microphone. Behind her, a large screen displays the lyrics "How great is the Lord and how he is praised". The foreground shows the backs of several people in the congregation, looking towards the front. The text is centered over the image in a large, white, sans-serif font.

**“I’ve been meeting with
an Associate regularly
and it has been so
helpful. It’s amazing the
way that God brought
us together and how
he is using her to speak
into my life in ways
that have helped me
grow so much over
the last 6 months.”**

- One-to-One Recipient



Contents

Living Leadership.....	2
Principal address	2
Trustees.....	2
Senior Management	2
A letter from the Chair of Trustees.....	5
A letter from the Executive Director	6
Trustees Annual Report for the period 13 th May 2024 to 5 th April 2025.....	8
Living Leadership's Purpose & Activities	8
Our Charitable Purpose and Public Benefit.....	8
Our Vision and Mission	8
Our Ethos	8
Our Activities.....	9
Achievements and Performance	10
Formation (training) ministries.....	10
Refresh (support) ministries	13
Resource ministries	15
Leadership Commitments Scheme	16
The Living Leadership Network	17
How we fund our activities	19
Structure, Governance and Management	20
Reserves policy.....	20
Responsibilities of the Trustees.....	20
Declaration	21
Report of the Independent Examiner to the Trustees of Living Leadership	22
Financial Statements	23
Balance Sheet as at 5 April 2025	23
Statement of Financial Activities.....	24
Notes to the Accounts for the Year Ended 5 April 2025	25



A letter from the Chair of Trustees

I am delighted to write this introduction to this year's annual report and I hope that this year has been as fruitful for you as it has been for those of us in Living Leadership. We have continued to be fully engaged and active across our three key areas of focus which are Formation Ministries (which focus on training), Refresh Ministries (which provide pastoral care and support for those in ministry), and the resources we provide to help leaders in their leadership, faith, and in how they support their churches and local communities.

The Trustees continue to be very grateful to the staff team of Living Leadership who are an extremely committed group and their focus on the key priorities of our ministry is greatly appreciated.

This has also been a year of significant changes within Living Leadership and whilst a number of these have come to fruition after the balance sheet date of these accounts I would like to nevertheless spend some time focused on these as they are of material importance to our organisation's future.

In 2024, Marcus Honeysett, who had been Executive Director of Living Leadership for 18 years, advised the trustees that he wished to move away from his executive leadership role into one more focused on pastoral care. We agreed to this and are delighted that we have been able to retain Marcus as our Founder and President and that he will be continuing to champion all that Living Leadership is known for and that he will be there to support our new CEO.

After an open recruitment process, which took place through much of the 2024/25 financial year, the Trustees were delighted to appoint Phil Sweeting as our new CEO and he took up the role in September 2025. Phil is, of course, well known to many of those already associated with Living Leadership through his role Ministry Development Lead for the Midlands for the last two years.

Our Head of Ministry Operations, Paul Coulter decided to leave Living Leadership at the end of August 2025. During his time with us, Paul contributed to a period of substantial growth. He was responsible for writing and helping to implement our strategic plan, for creating a suite of policies and processes, and for recruiting and line-managing the majority of our ministry support staff. He led on transitioning Living Leadership from a Charitable Trust to a CIO in 2024 and contributed to the organisational development of Living Leadership. He mentored leaders in England, Northern Ireland and beyond, and wrote and spoke about leadership and pastoral care themes. He has devoted much time and energy in shaping the Associates Network and supporting the ministries of the Associates, and many of those served by Living Leadership will have personally benefitted from his mentoring and care.

We commit him to the Lord and ask for His blessing on Paul as he moves into new ministries in the future.

As you can see the period covered by these accounts and subsequently has been one of significant change for Living Leadership and as Trustees we would ask for your prayers as things settle into a new rhythm whilst continuing to deliver the services that so many in ministry rely on us for.

We thank you for your ongoing support and prayers and may God continue to bless you in your ministries.

Hugh Davies
Chair of Trustees

A letter from the Executive Director

Pastoral care and nurture of Christian leaders is a vital, complex and often-overlooked need in the UK church. In Living Leadership's 2025 Spiritual Health Survey many respondents indicate that they have little or no support from their denomination or network. We continue to believe that this is an essential question for the health of the UK church at a critical moment.

It has been a privilege to lead Living Leadership over the last year. I believe the Lord has put us in a unique position to help leaders and churches. Through our small staff team leveraging the work of a large number of Associates (pastors-of- pastors) Living Leadership is growing into one of the most extensive networks of provision in the UK. In the last year we have offered a huge amount of one-to-one pastoral care for leaders and spouses, longer-term mentoring for those who need more intensive provision, and many opportunities for replenishment around the UK and beyond. It is not without cause that it has been called "an army of fathers and mothers of leaders".

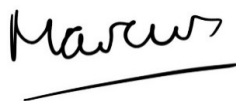
We are also thrilled to be able to work with and convene others in this area of service, to equip them out of our depth of long experience.

This is my final report as Executive Director as I move sideways into a pastoral role with the ministry and make way for a new Chief Executive Officer. I continue to believe that there is a very significant need among UK church leaders that nobody else is meeting as Living Leadership is able to do. We receive hundreds of testimonies of leaders revived and ministries restored. This is vital ministry for strengthening the church by ensuring that leaders lead from a place of being vibrantly spiritually healthy.

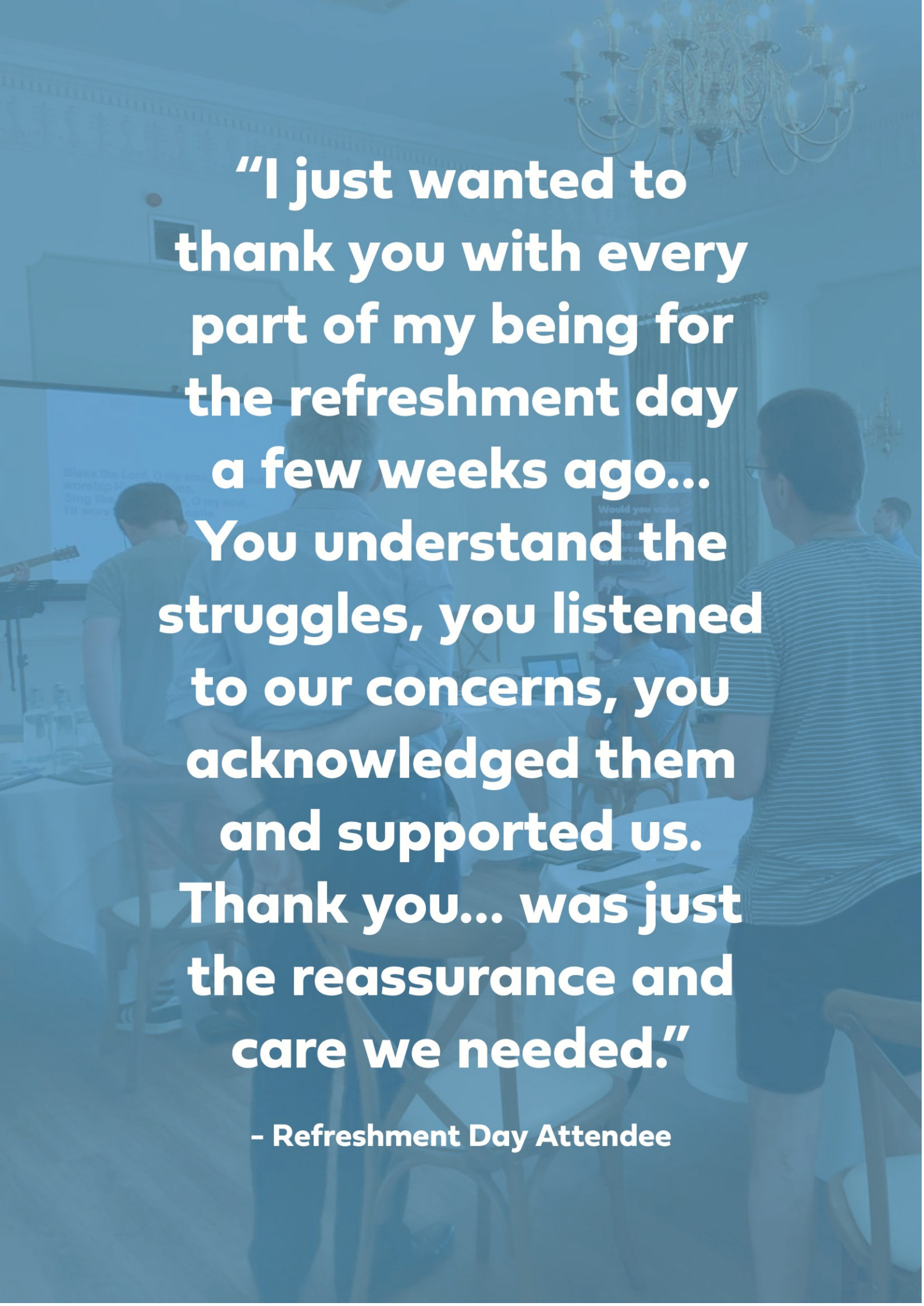
I am immensely thankful to God for having had the opportunity to serve Living Leadership as its founder and Executive Director, and enormously grateful to our generous friends and partners who have supported and encouraged the growth of the ministry. We know that it is not just about money but about relationship and partnership in the gospel. This is your ministry too!

As we move into a new chapter with a new CEO there are great opportunities ahead and we would love others to join us, and help us deepen and strengthen refreshment and support for leaders across a broad range of the evangelical church in the UK and beyond.

With warmest thanks,



Marcus Honeysett
Executive Director

A photograph of a church interior, likely during a Refreshment Day event. The scene is dimly lit, with a large, ornate chandelier hanging from the ceiling. In the foreground, several people are seated at round tables covered with white cloths. Some are looking towards the camera, while others are looking away. In the background, a man is playing a guitar, and a woman is singing into a microphone. A large screen displays lyrics: "Bless the Lord, O my soul, / worship the Lord, O my soul, / Sing like a choir, O my soul, / Tell of his name." Another screen displays: "Would you value / someone who / is a / Christian / in ministry?"

**"I just wanted to
thank you with every
part of my being for
the refreshment day
a few weeks ago...
You understand the
struggles, you listened
to our concerns, you
acknowledged them
and supported us.
Thank you... was just
the reassurance and
care we needed."**

- Refreshment Day Attendee



Trustees Annual Report for the period 13th May 2024 to 5th April 2025

The trustees are pleased to present this Annual Report and Financial Statements for Living Leadership (charity number 1208230), for the year ending 5th April 2025. The Financial Statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Statement of Recommended Practice (SORP 2005).

Living Leadership's Purpose & Activities

Our Charitable Purpose and Public Benefit

The objects of the Trust are to advance the Christian faith in accordance with its statement of beliefs, in such parts of the United Kingdom or the world as the trustees may from time to time think fit, and to fulfil such other purposes which are exclusively charitable according to the law of England and Wales and are connected with the charitable work of the Trust.

When planning these activities, the trustees have considered the Charity Commission's guidance on public benefit and, in particular, the specific guidance on charities for the advancement of religion. In particular, we aim to provide in-situ and distance training and mentoring of local church leaders to help their congregations in worship and in serving their local communities.

Our Vision and Mission

Living Leadership Ministries devotes itself to growing leaders to live joyfully in Christ and serve him faithfully because joyful, faithful leaders make joyful, faithful disciples who glorify Christ and make disciples for him.

We firmly believe that churches and Christian organisations that are led well by joyful, faithful leaders can have a great impact on the many people they lead and the communities they serve, and that by supporting leaders we can also help them avoid many harmful practices that would have a detrimental impact on the congregations and communities they serve.

We aim to do this by providing a range of training (Formation), support (Refresh) and resources through a network of experienced Christians of proven character around the UK who are captivated by the grace of God and committed to the glory of Christ and the spiritual health of those who lead his church.

Our Ethos

We want to be and to grow leaders who are:

- captivated by the glory of God and the wonder of the biblical gospel of Jesus Christ;
- wise and kind, serving out of a deep relationship with God and love of His Word as the heart of their spirituality;
- passionate in the belief that taking the gospel of God's salvation into every corner of the globe is the primary mission of the church;

- committed to leading out of a clear and life-long enjoyment of God's grace and dedicated to serving others in love;
- humble, faithful, prayerful, loving, repentant and forgiving, knowing that secret character before God is more important than skills.

Our Activities

Living Leadership Ministries' activities are focused in three key areas:



Training (known as Formation ministries)

This includes training for junior church leaders, bi-vocational church leaders and leaders in full-time roles in churches and Christian organisations.

This training is largely delivered through courses, residential conferences, seminars, Ministry Masterclasses and events.



Support (known as Refresh ministries)

This includes ongoing development and mentorship of full-time leaders; help for families of leaders; and pastoral care of church leaders and leaders in Christian organisations.

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



Resources

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

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

We also are called on for strategic insight into the development of a wide range of leadership issues and assistance for responsible personnel in churches and Christian organisations.

These ministries are all supported by the staff team, volunteers and Associates.

Achievements and Performance

The following report covers the full financial year (6th April 2024 to 5th April 2025). During this year we transitioned from being a Charitable Trust (Living Leadership , 1121621) to a CIO (Living Leadership Ministries, 1208230). Whilst the legal structure underpinning our ministries changed, little differed day-to-day. As such, we are delighted to share with you a ministry report for the whole financial year.



Formation (training) ministries

Formation Residentials



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

In 2024/25 we welcomed a total of 30 leaders across the two Residentials, with 26 attending in September and 15 in March.

Across the two Residentials, the junior leaders explored the books of Colossians and Philippians – delving deep to see Jesus in his glory and be fuelled for their service. We also took time to talk about practical aspects of ministry.

“I would highly recommend Formation to anyone starting out in ministry. It is a great few days to reflect on God’s grace to us and receive practical and spiritual advice about working in ministry. The conference is also a good way to meet people in a similar situation and to encourage each other..” – Delegate

“At a point in my year where weariness was setting in, it was so wonderful to escape my city and spend time reflecting, resting and refocusing on Jesus!” – Delegate

External training events

We continued to provide training to churches and organisations, on request. Some highlights from this reporting period include:

- In May 2024:
 - Melinda provided teaching on staying spiritually fresh in ministry to UCCF staff workers



- Paul attended ELF where he spoke on topics including Pastoral Care and Apologetics. He was also able to undertake mentoring meetings with five leaders.
- In June 2024, Paul taught at Living Leadership's Formation School in Southampton on the topic of 'Spiritual Warfare' and a section of a Bible Overview.
- In September 2024, Marcus provided training to the leadership team of a church in Surrey on the topic of Leadership, spiritual healthiness, leadership culture, team work
- In October 2024:
 - Paul served 25 ministers and elders from Dromore Presbytery (Presbyterian Church in Ireland) (representing about 18 churches) by providing a talk on 'Christ's Power in Our Weakness' for their spiritual refreshment followed by a time of reflection and discussion.
 - Paul led training on staying healthy and functioning as a team in pastoral leadership for ten people, representing five churches, as well as providing one to one support to two individuals
 - Paul also travelled to Romania, where he was able to provide training and support to around 30 leaders on the topic of 'Pastoral Care - Health as Wholeness in Christ'. Paul also had the opportunity to meet with three leaders for one-to-one encouragement and support.
- In November 2024
 - Marcus ran a seminar stream for leaders in their first five years of ministry at the FIEC Conference. It was attended by 50 leaders. We also had the opportunity to network with a further 50 leaders through an exhibition stand and staff presence ,and provide one-to-one support to around ten people.
 - Phil ran a seminar at Midlands Mens' Convention (East) on staying refreshed in Leadership. It was attended by 36 leaders representing around 30 churches.
- In December 2024:
 - Marcus provided training to BCUK leaders and interns on the topic of Soul care for leaders.
 - Melinda spoke to UCCF Network leaders on the topic of caring for your soul in ministry
- In January 2025, Paul spent three evenings at Dungannon Baptist Church, looking at Leadership with 15 current and potential future elders and deacons. Across the evenings Paul taught on the person and task of leadership, weakness and power in leadership, and leading others in faithfulness to scripture.
- In February 2025,
 - Paul spent two afternoons teaching the Masters students at the Irish Baptist College on the subject of 'Leadership - The appointment, appreciation, authority and accountability of leaders'. This was a small class with just five students taking part, but has the potential to impact many through the churches they will go on to lead.
 - Paul also spent time with students at Union Theological College on 'The Leader as Disciple and Disciple-Maker'.
 - Melinda spoke at the London Ministry Wives Conference to around 35 women on the topic as "Caring for your soul".
- In March, Paul was able to provide teaching and support at the Ards Presbytery Refreshment Day at Murlough House. Across the day, Paul led



talks and reflections on the subject 'Weakness and Power in Leadership', to help the 17 ministers attending to be refreshed and encouraged, and was also able to meet one-to-one with three individuals.

Formation School

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

This reporting period covers part of two different academic years:

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

2023/24 *(As reported in the 23/24 Annual Report)*

We began with 14 students this year but that sadly dropped to twelve around Christmas time. Still, it has been a stellar group who have been so eager to learn and engage with all of the content. What a blessing to have folk from six churches (Above Bar Church, St Peters, St Marys, Christchurch Soton, Christchurch Winchester, St James' in the Park), two organisations (Friends International, Navigators UK) and six nationalities represented (USA, Brazil, Iran, Japan, Uganda and UK)! The diversity of the group has brought a huge richness to our times together as well as presenting new questions to think through. The students will graduate on Saturday 6th July. Work to recruit a new cohort for 2024-25 is underway also.

2024/25

Unfortunately, due to drop in demand, we were unable to run the school in 2024/25

Formation Courses

The Pastoral Care Foundations Course completed filming at the end of 2023, with all the videos being edited and finalised in the last quarter. The Course was available for purchase from May 2024.

In this reporting year, this new course was purchased 23 times (ten individual licenses, nine group licenses of up to 20 people and four unlimited licenses).

Spouses Seminars

Following on from the successful trial of "Spouses Seminars" in 23/24, we continued establishing a program of seminars to equip, spouses in life and ministry.

The first of these in June was titled "Flourishing in Life and Ministry" and explored the topics of resilience and faith. It was attended by 16 people.

In March we opened up the session to couples joining together, as well as spouses individually, as we tackled the topic "Marriage before Ministry?", exploring the reciprocal impacts of the one on the other. We were pleased to be joined by 21 people at that session.



Refresh (support) ministries

Refresh Groups

Our Refresh Groups are places for deep relationships and encouragement. Groups are typically facilitated by an Associate or ministry staff member, and may take place online or in person. They include a time hearing from God's word followed by time sharing and praying with others.

Refresh Network Online

Refresh Network Online (RNO) meets twice monthly, during term time, for an hour and provides an online space for Christian leaders and their spouses to be refreshed in their faith. Each session includes a message from the Bible delivered by an experienced Christian leader and then time spent in small groups reflecting, sharing burdens, and receiving encouragement and support.

Across the reporting period, we held 20 sessions.

We were delighted to serve 78 different people across the year, with an average of 29 participants attending each session (plus volunteers). We also made the talks from the sessions available as audio downloads for those who missed them.

We continue to be grateful to our team of eleven Associates and staff who generously give their time to support these leaders and spouses as group facilitators through this ministry.

"This precious hour every two weeks is an oasis of calm amidst the often chaotic work week that changing circumstances bring in leadership and ministry. It's the 'off-switch' to the competing priorities that we all deal with - and the time with like-minded pastorally-sensitive souls in the group times is a special help for the wearied, stressed and worried soul. Wouldn't be without it."

"Ministry can be lonely but the RNO provides a space for refreshment and mutual support and encouragement that is so valuable and always such a blessing."

Spouses Groups

Refresh Community for Spouses meets monthly (excluding holidays) for an hour of teaching and encouragement, including time spent in groups for sharing and prayer.

During this reporting period we undertook a slight change to the structure and independence of these groups.

Two groups now meet on a Monday night, along with one in-person group in the South East. All these groups met regularly during the reporting period.

Women in Ministry Groups

Our Women in Ministry groups ministry continued to expand during this year, with the introduction of an online group.

During the year, the London-based group met six times as has the online group.

Collectively, these groups served around 20 women in this period but many more have expressed an interest in attending in 2025/26



Pastoral Refreshment Conferences

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

These conferences currently take place at two locations, with one session taking place at our Central location and two at our Lakes location.

This year's theme was "Hearts at Rest".

Central

PRC Central was attended by 77 leaders and spouses from around 44 churches or Christian organisations.

This event included talks from Alistair Magowan, a retired Bishop and Associate of Living Leadership, exploring how we rest in Jesus in seasons of plenty and trouble. We also held seminars on criticism, anxiety & faith, resting in grace, and shepherding our hearts.

"This conference helps sustain people in ministry by encouraging rest and joy in Jesus. I am so glad to have found it." - Gareth Loh

"It always refreshes my walk with the Lord and always refreshes my ministry. It's a vital part of my year." - Rob Bridgewater

Lakes

It was wonderful to partner again with Keswick Ministries to deliver two Pastoral Refreshment Conferences in the Lake District in February 2025.

Across the two conferences, 93 leaders and their spouses attended from around 58 churches.

"The time away to focus on my identity in Christ brought refreshment, encouragement and joy." - Mairi Wilson

"The PRC was a real oasis for rest, refreshment and to be renewed for ministry in the year ahead." - Hamish

"PRC is a fantastic breath of fresh reviving air. A chance to rest and recharge." - Anon.

Refresh One-to-One

One-to-one mentorship and pastoral care is at the heart of what we do at Living Leadership. We want to meet leaders and spouses where they are, and help them as they seek to live joyfully and serve faithfully.

This work is delivered by our Associates and Ministry Staff.

In some cases, these may be one-off meetings to talk through a particular situation or pray. In other cases, this is a more regular commitment, walking with people through a season of life and ministry.

During the year, the team were able to connect 54 individuals to one-to-one support, with around 110 people being supported during the year.

Our methods for reporting this are still in their infancy so it is likely that this number is even higher than this. We continue to work on creating systems to better report the impact of this ministry.





"Meeting one-to-one has been a huge blessing. It feels like such a safe space where I am always heard, helped, encouraged and pointed to Jesus." - Andrea Trevenna, Women's Minister

Refreshment Days

Refreshment Days are brilliant opportunities for those in ministry and their spouses to take a day away to receive from the Lord. During a Refreshment Day, we hear from God's word, spend some time in reflection and have opportunities for people to pray with others, including experienced leaders who are available for one-to-one support.

During this year we were delighted to put on eight Refreshment Days across the country. The regions served included the Midlands, North East, Scotland, South Central, South East, and Yorkshire. Collectively, they served 110 leaders and spouses from around 69 churches.

"A really valuable time to connect with the Lord and with other church leaders."

"A beautiful balance of refreshing ,honest teaching and time to apply to think and apply it personally"

"The day provides a great opportunity to be refreshed and encouraged through worship, teaching, prayer and fellowship with other leaders."



Resource ministries

Blog

We continued to publish blog posts to inspire and equip leaders every week (excluding our summer hiatus).

Our usual contributors, Paul Coulter and Richard Collins, continue to write monthly, with the other weeks featuring posts from Associates and staff members.

Across the year our blog posts were visited at least 2,300 times.

Popular posts during this time included some of our news posts; 'Subtle Strategies', about soft power; 'Talk to Jesus More' about when leaders are struggling to spend time with Jesus; and 'Letter to a New Pastor' about being open in prayer.

We are very thankful to one of our Associates, Richard Collins, who continues in the role of Editor of the blog, and for all those Associates and Staff who take the time to contribute.

Articles

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

Our articles received 84 visits in the reporting period, with the most popular articles being the topics of ministerial burnout, church discipline, and leaders' home life.



Podcasts

Living Leadership Podcast

The Living Leadership podcast was on hiatus for the financial year but that didn't stop people enjoying and benefiting from the extensive back catalogue.

During the reporting period, the Living Leadership Podcast received 1,270 downloads.

Nigel Lee Archive

In February 2024, we hit a milestone 50th episode released. At this juncture, and to release our staff to focus on other projects, we placed the podcast on hiatus.

Despite being on hiatus, during the reporting period, the back catalogue had a total of 767 downloads (a 30% increase on last year).

"Total joy to hear dear Nigel's voice and be helped by his ministry again ... great idea to put this material out there again"

Toolkits & Premium Resources

Our Toolkits and Masterclasses are resources designed to help leaders and organisations think through important topics and processes. In the year we sold:

- 26 Sabbatical Toolkits
- 14 Ministry Review Toolkits
- 5 Leadership Self-Assessment Toolkits
- 3 Ministry Relationships Toolkits
- 1 'Powerful Leaders?' Masterclass
- 1 'Pastoral Supervision' Masterclass
- 1 Code of Best Practice in Leader Care
- 1 Code of Best Practice in Leader Conduct



Leadership Commitments Scheme

The Leadership Commitments Scheme offers eligible churches and Christian organisations the opportunity to demonstrate a two-way commitment between leaders and those they lead by adopting Living Leadership's Codes of Best Practice in Care of Christian Leaders and Conduct of Christian Leaders. Registered churches and organisations can display a badge (left) on their websites and any relevant communications.

Uptake for the scheme continues to be slow, with just two churches taking it up in this reporting period, and one church renewing.

The Living Leadership Network

A growing number of Associates

Associates are experienced Christian leaders of proven character who serve with us as franchisees to deliver many of our Refresh and Formation services. They operate within a clear Code of Conduct and Way of Working and under personalised agreements which define the services they can offer in our name. The bulk of their contribution is in mentoring and pastoral care of leaders as well as facilitating our online and in-person refreshment events, although some Associates deliver training for leaders, and one is the lead editor of our blog.

It was a joy to welcome five new Associates to the Network.

During this period, we also said goodbye to three Associates who came to the end of their agreements and/or decided to step away to concentrate on other things.

Our total active Associates at the end of the reporting period was 38, across the UK and Ireland.

Changes in the staff team

In this financial year, we were thrilled to welcome one new part-time member of staff onto the team.

In April 2024, Wendy King joined as a Ministries Administrator.

We also said goodbye to Phil Swinburn, whose fixed-term contract came to an end.

During the year, we also undertook a process of recruitment for a new CEO. This process concluded after the reporting period.

The Team Gathering



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

We were delighted that the majority of our Associates were able to join us at the event, along with staff and some of our Associates' spouses; this amounted to 44 people in total.

It was a delight to see our Associates, who build up relationships through our online meeting, get to meet each other in person, and to see how the Network is growing.



"I have been a pastor for almost 30 years and know first hand how vital is the support and nurture of church leaders. I have therefore watched the growth of Living Leadership since its very beginning with increasing joy and gratitude to God. Living Leadership has made an outstanding contribution to the spiritual health of hundreds of church leaders over many years now. I am delighted to commend the ministry, which has a special place in the life of the church in the UK – and its work is needed now more than ever."

- The Revd Julian Hardyman

former Senior Pastor, Eden Baptist Church, now long-term missionary at the Good News Hospital, Madagascar



How we fund our activities

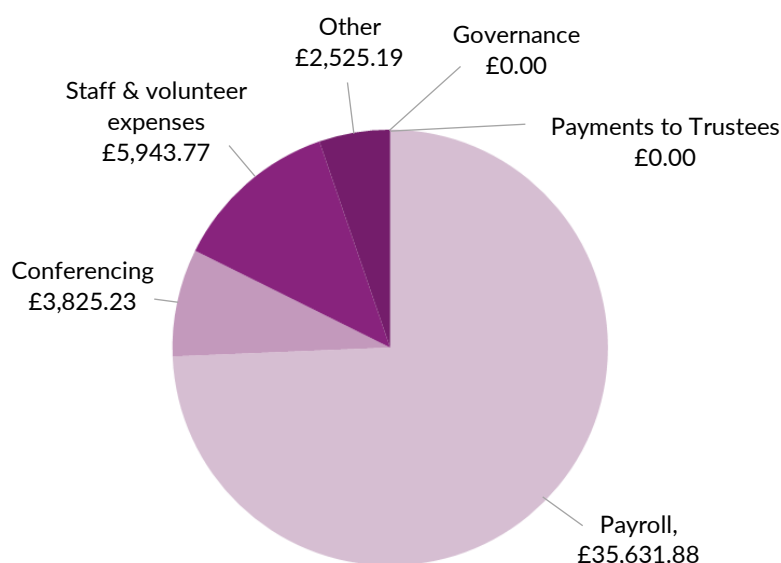
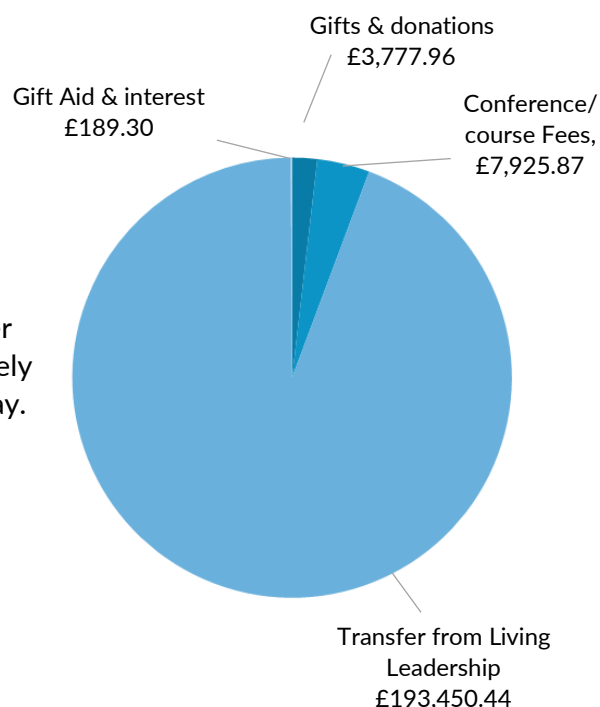
A detailed breakdown of our finances can be found in our Financial Statements on page 24.

Income

The majority of our income comes from donations given by churches, supporting individuals and grant-making trusts.

As we seek to offer as many of our services as possible either free of charge or at a pay-what-you-can rate, we are extremely grateful to all those who choose to partner with us in this way.

Our income in 2024/25 is shown here (right).



Expenditure

Our expenditure reflects a transfer of assets and operations to the new CIO from the Charitable Trust.

Although the CIO came into being in May 2024, actual operations didn't start until assets were transferred on the 31st January 2025 and operational expenditure began from that point.

Designated funds

We continue to maintain, and spend down, a fund designated for growth in three areas:

1. Recruiting additional ministry workers to support leaders, increase awareness and coordinate Associates' work in specific regions.
2. Increasing accessibility of training materials through professional videography of existing courses and seminars.
3. Help with our strategic development and support raising from external consultants.

Structure, Governance and Management

Living Leadership Ministries was formed by a CIO registration dated 13 May 2024 and amended on 1 September 2024. The formal transfer of assets from Living Leadership (charity number 1121621) was approved on 31 January 2025.

The trustees (detailed on page 2) met formally on three occasions during the reporting period to administer the charity and establish its strategic direction.

As stated in the CIO constitution, Living Leadership Ministries maintains a Board of Trustees of no fewer than three individuals. At the end of the reporting period, the Board of Trustees consisted of seven individuals.

New trustees are nominated by existing trustees and following an interview process, are appointed by a resolution passed by a majority of the Trustees and recorded in the minutes of a Trustee meeting. All Trustees are required to declare their belief in and allegiance to the charity's Statement of Beliefs.

The day-to-day running of the charity is delegated to a small team of staff who work remotely around the country. These are led by the two members of the senior management team, Marcus Honeysett (Executive Director) and Paul Coulter (Head of Ministry Operations).

Reserves policy

The trustees aim to maintain reserve funds to cover a minimum of three months of operational costs.

This is designed to enable the charity to continue to operate its essential services, remunerate its employees and pay its necessary expenses in the event of an unanticipated reduction in donations or unforeseen expenditure.

At the end 2024-25, the reserves totalled £2,269.45.

In addition, £50,000 was in the process of being transferred from the designated fund to the general fund at the end of the reporting period.

Responsibilities of the Trustees

The Charities Act 1993 and other relevant legislation require the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the Trust and of the profit and loss for that period. In preparing these accounts, the Trustees are required to:

- a) select suitable accounting policies and then apply them consistently;
- b) make judgments and estimates that are reasonable and prudent;
- c) state whether applicable accounting standards have been followed;
- d) prepare the accounts on a going concern basis unless it is inappropriate to do so.

The Trustees are responsible for ensuring that arrangements are made for keeping proper books of account with respect to its transactions, its assets and liabilities such as to enable every Revenue account of the Trust to give a true and fair view of the income and expenditure for that period, and every Balance Sheet to give a true and fair view; as at the Balance Sheet date, of the state of affairs and other current, relevant legislation. The Trustees are also responsible for establishing and maintaining a satisfactory system of control of its books of account, its cash holdings and all its



receipts and remittances and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Declaration

The trustees declare that they have approved the trustees report as detailed above

Signed on behalf of the charity's trustees:

Hugh Davies, Chair of Trustees

Gareth Lloyd-Jones, Trustee

DATE: 18/01/2026

Report of the Independent Examiner to the Trustees of Living Leadership Ministries

I report on the accounts of the CIO for the year ended 5 April 2025, which are set out on pages 24-27. These have been prepared under historical cost convention and in accordance with applicable accounting standards and the Statement of Recommended Practice on Accounting by Charities (SORP).

Respective Responsibilities of the Trustees and the Independent Examiner

As Trustees of the Charity, you are responsible for the preparation of the accounts: you consider that the audit requirement of section 43 (2) of the Charities Act 1993 (the Act) does not apply. It is my responsibility to state, on the basis of procedures specified in the General Directions given by the Charity Commissioners under section 43 (7) (b) of the Act, whether particular matters have come to my attention.

Basis of Independent Examiner's Report

My examination was carried out in accordance with the General Directions given by the Charity Commissioners. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with these records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as Trustees concerning such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

Independent Examiner's Statement

In connection with my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that in any material respect the requirements
 - to keep accounting records in accordance with section 41 of the Act, and
 - to prepare accounts which accord with the accounting records and to comply with the accounting requirements of the Act

have not been met; or

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



Stephen Higginbottom

Date: 14/01/2026

Address: 28 Ryecroft Road, Orpington BR5 1DR



Financial Statements

Balance Sheet as at 5 April 2025

	2025 UNDESIGNATED FUND	2025 DESIGNATED FUND	2025 TOTAL FUNDS
CURRENT ASSETS			
Cash at bank	£2,228.20	£155,148.05	£157,376.25
Debtors and prepayments	£41.25		£41.25
	£2,269.45	£155,148.05	£157,417.50
CURRENT LIABILITIES			
Creditors: amounts due within one year	£0.00	£0.00	£0.00
NET CURRENT ASSETS	£2,269.45	£155,148.05	£157,417.50
NET ASSETS	£2,269.45	£155,148.05	£157,417.50
Represented by:			
FUNDS			
OPENING BALANCES	£0.00	£0.00	£0.00
Movement for the year	£2,269.45	£155,148.05	£157,417.50
CLOSING BALANCES	£2,269.45	£155,148.05	£157,417.50

These accounts were approved by the Trustees on **18/01/2026**

Hugh Davies, Chair of Trustees

Gareth Lloyd-Jones, Trustee



Statement of Financial Activities

For the year ended 5 APRIL 2025

	2025 UNDESIGNATED FUND	2025 DESIGNATED FUND	2025 TOTAL FUNDS
INCOMING RESOURCES			
Gifts & donations	£3,777.96		£3,777.96
Conference/course fees	£7,925.87		£7,925.87
Transfer from Living Leadership	£38,450.44	£155,000.00	£193,450.44
Gift Aid & interest	£41.25	£148.05	£189.30
	£50,195.52	£155,148.05	£205,343.57
RESOURCES USED			
Payroll	£35,631.88		£35,631.88
Conferencing	£3,825.23		£3,825.23
Payments to Trustees	£0.00		£0.00
Governance	£0.00		£0.00
Staff & volunteer expenses	£5,943.77		£5,943.77
Other	£2,525.19		£2,525.19
	£47,926.07	£0.00	£47,926.07
NET INCOMING/ (OUTGOING) RESOURCES	£2,269.45	£155,148.05	£157,417.50
OPENING BALANCES	£0.00	£0.00	£0.00
CLOSING BALANCES	£2,269.45	£155,148.05	£157,417.50



Notes to the Accounts for the Year Ended 5 April 2025

Accounting Policies

The Financial Statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Statement of Recommended Practice (SORP 2005).

Remuneration to Trustees

Payments were made to Trustees during the year ended 5th April 2025, as follows:

	2025 UNDESIGNATED FUND	2025 DESIGNATED FUND	2025 TOTAL FUNDS
Trustees' general expenses	£0.00	£0.00	£0.00

Other

	2025 UNDESIGNATED FUND £	2025 DESIGNATED FUND £	2025 TOTAL FUNDS £
Subscriptions	£0.00	£0.00	£0.00
Digital resources	£79.20	£0.00	£79.20
Capital expenditure	£0.00	£0.00	£0.00
Other	£2445.99	£0.00	£2445.99
	£2525.19	£0.00	£2525.19

Debtors and Prepayments

	£ 2025
Income Tax	£41.25
	£41.25



Funds

UNDESIGNATED

The Undesignated Fund represents the reserves of the CIO that are not subject to any restrictions regarding their use and are available for application to the Trust's general purposes. The balance as at 5th April 2025 is £2,269.45.

DESIGNATED

The Designated Fund represents money given to the CIO which the trustees have allocated for specific purposes, but which could be used for general purposes of the Trust if necessary. The balance as at 5th April 2025 is £155,148.05.