



*Enabling all ages to grow in faith*

**BIBLE READING FELLOWSHIP**

**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED**

**31 MARCH 2022**

**COMPANY REGISTERED NO: 00301324**

**REGISTERED CHARITY NO: 233280**



**Bible Reading Fellowship**  
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**FOR THE YEAR ENDED**  
**31 MARCH 2022**

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## Bible Reading Fellowship

### REFERENCE AND ADMINISTRATIVE INFORMATION

Registered name:	Bible Reading Fellowship (also known as 'BRF')	
Charity registration number:	233280	
Company registered number:	301324	
Registered office:	15 The Chambers, Vineyard, Abingdon OX14 3FE	
Vice presidents:	Mrs A Donald Lord Green of Hurstpierpoint Canon Dr G Lings Rt Revd S Platten Rt Revd T Thornton (retired September 2021) Rt Revd M Turnbull Mrs A Persson (appointed July 2021)	
Council / trustees:	Rt Revd C Fletcher OBE (Chair) Canon Dr C Baxter CBE (Vice Chair) ^ Mrs J Agg * Mr A J Barton * Mr A Booth ^ Mr P A Cox * Revd S Hayes Revd Dr P Goodliff (appointed 30 June 2022) * Mr J Hills (Treasurer) ^ Mr A Howard (appointed to People Committee 30 June 22) * Mr M Wilkinson  * Members of the Finance Committee ^ Members of the People Committee	
Senior management team:	Canon R Fisher Miss J Elliott Mrs K Laister Ms J MacNaughton Mrs S Sheerin Mrs O Warburton	Chief Executive Head of Finance and Operations Head of Marketing and Communications Head of Fundraising Head of People Head of Content Creation
Company secretary:	Miss J Elliott	
Auditors:	Azets Audit Services, Gladstone House, 77-79 High Street, Egham, Surrey, TW20 9HY	
Bankers:	The Royal Bank of Scotland plc, Drummonds Branch 49 Charing Cross, Admiralty Arch, London SW1A 2DX	
Solicitors:	Blake Morgan LLP, Seacourt Tower, West Way, Oxford OX2 0FB	

## REPORT OF THE COUNCIL

The Council presents its report and audited financial statements for the year ended 31 March 2022.

### Introduction from the Chief Executive

We are very thankful to have navigated through a second year that was significantly impacted by the Covid-19 pandemic. As the reports in the following pages from BRF's ministry leads illustrate, it has been a year of growth and development, new opportunities and some significant changes within the ministry teams themselves.

While there has been much for which to give thanks for during the last year, it has also been a great joy in 2022 to celebrate BRF's centenary, and to reflect on all that God has done in and through BRF over the past 100 years.

To mark the milestone, we introduced a new BRF centenary prayer and a new video to share the story of BRF and our ministries. The centenary celebrations began with a BBC *Songs of Praise* programme. The theme was 'The power of the Bible to transform lives', and the broadcast featured several aspects of BRF's work, which illustrated this powerfully and movingly.

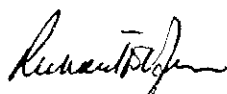
We took a leaf out of what we had learned during the pandemic about online worship, and we premiered our own online service of thanksgiving and rededication at the end of April. This made it accessible to anyone who wanted to watch it, irrespective of geography. Indeed, to date, the service has been viewed over 1,100 times – a much greater number than would have been likely to attend such an event had we planned to do it in person.

We've also published some special books to mark the centenary, including a range of classic editions of some of the best-selling and most-loved BRF books from the last 25 years or so. We were particularly delighted to publish *The BRF Book of 365 Bible Reflections*, a wonderful, themed compilation with contributions from a wide range of BRF authors, supporters and well-wishers.

It's been a real joy, too, to hear stories of people whose lives have been impacted by BRF, particularly those who have been faithfully reading our Bible reading notes for many years. A personal favourite is a letter I received in January, enclosing a cheque for £73 as a special donation – £1 for every year he had been reading BRF notes. Introduced to him as a child, this established a habit of a lifetime.

BRF's staff team is without question its greatest asset. Working as a dispersed community has become the norm now, and we continue to adapt to different ways of working. We were pleased during the year to become an accredited Living Wage Employer. We recognise the need to improve equality, diversity and inclusion, and work started during the year to begin to address this.

We continue to be thankful for all who play a part in making possible all that we do at BRF and for the involvement, prayers and generosity of so many individuals, churches and charitable trusts. We give thanks to God for his faithful provision for BRF over the last 100 years and we pray for all that lies ahead.



Richard Fisher  
Chief Executive

## Aims, objectives and activities

BRF's charitable objectives are to advance the Christian religion by encouraging understanding of the Bible by people of all ages and encouraging and resourcing the development of Christian life and/or ministry among people of all ages. BRF is a Christian charity that is passionate about enabling people of all ages to grow in faith and understanding of the Bible. BRF resources the spiritual journey of individuals and the mission and ministry of local churches.

### BRF's strategic priorities

BRF's strategic priorities are:

- **BRF at the centre:** making a clear link back to BRF as a whole in everything we do.
- **Maximise impact:** maximising the potential and impact of all our ministries and resources.
- **Invest in our people:** ensuring that BRF is a great place to work, developing individuals and enabling teams to play their part in seeing BRF's vision fulfilled.
- **Financial sustainability:** securing the funding we need, ensuring prudent financial management and maximising our assets.

BRF works with two key constituencies:

- **Individuals:** resourcing individuals of all ages to grow in their Christian faith and understanding of the Bible.
- **Churches:** resourcing the mission and ministry of local churches; BRF is the home of Messy Church, Parenting for Faith and Anna Chaplaincy.

## Strategic report

### Achievements and performance

#### Anna Chaplaincy – offering spiritual care in later life

*Debbie Thrower, Anna Chaplaincy pioneer, writes:*

There's a growing confidence within the BRF team as the Anna Chaplaincy model extends to different parts of the UK. Several factors combine to confirm Anna Chaplaincy as a timely response to the growing need for spiritual care for older people:

- The rapidly ageing demographic – with more people over the age of 60 than under 18 in the UK.
- A growing emphasis in the church on lay leadership – with enhanced equipping and resourcing of lay men and women pursuing vocational pathways.
- A broader interest in chaplaincy generally, as a result of a certain disenchantment with more traditional forms of church in some quarters – and an eagerness to see the church 'getting out there' and serving beyond church buildings.

More than ever, pastoral care and community engagement are seen as vital in the wake of the Covid-19 pandemic, where a disproportionate toll was taken on individuals in their later years.

Recruitment of a new full-time Anna Chaplaincy team member at BRF (Debbie Ducille's appointment as church lead in February 2022 was made possible by a significant grant) is enabling us to now be more proactive across a spectrum of denominations, as well as linking now with half of all Anglican dioceses. Several of these we're working with very closely; for example, Portsmouth Diocese recently made Anna Chaplaincy one of its top priorities, pledging to have Anna Chaplaincy 'in every parish'. Debbie's appointment to the team also enabled Julia Burton-Jones to move into a redefined role as training and development lead.

The network is expanding fast too – currently 219 members (compared with 163 this time last year) who are serving in contexts as varied as inner-city Birmingham, the valleys of south Wales, suburbs in Greater Manchester and the villages of south Lanarkshire – demonstrating the flexibility of the approach.

Meanwhile, network members have seized opportunities to improve their skills. As well as continuing professional development – on topics like ‘Boundary setting and self-care’, and ‘End-of-life care’ – there are regular chances to connect through online Network Get Togethers during the day and evening. A total of 124 learners completed the Anna Chaplaincy online training course, which was offered twelve times during the year.

Regarding resources, we’ve revised the *Anna Chaplaincy Handbook* to include more case studies and reflections on the pandemic. Our new Anna Chaplaincy *Easy Guides*, written by network members, are a growing library of free PDFs distilling complex subjects to a single page: e.g. ‘How to run a holiday at home’ and ‘Linking care homes with local schools’. Several titles will appear each quarter to help churches and communities develop expertise.

It’s so exciting seeing Anna Chaplaincy being regarded, increasingly, as a trusted and authoritative voice in this sphere.

### **Living Faith – resourcing your spiritual journey**

*Olivia Warburton, Living Faith ministry lead, writes:*

2021–22 has been a year of consolidation for Living Faith as the initial impacts of the pandemic eased, but also a year of diversifying our offering, particularly through the introduction of online events and new gift book formats. Brand recognition continued to grow, and we embraced new opportunities to secure funding for special projects that would increase the reach of our ministry.

We continued to reach existing and new audiences through our books, Bible reading notes and other printed resources, through a range of digital formats and through online and face-to-face interactions, and we explored new ways of making our content available.

We hosted two online conferences – 250 women attended ‘Wells in the wilderness’ in April, while 70 attended ‘Here I am, Lord: A time to review and renew our calling’ in October.

In addition to our five popular daily Bible reading notes series, we produced 14 new titles and three new editions during the year.

We published three new environmental titles. Martin and Margot Hodson’s fully revised and updated second edition of *A Christian Guide to Environmental Issues* came out in April, along with *Green Reflections*. The publication of both coincided neatly with President Biden’s climate summit. In June, we published *Changing the Climate* by Debbie, David and Jamie Hawker. Twelve months on, teenager Jamie was awarded the Diana Award in recognition of his efforts to create and sustain positive change. In the autumn, we kept these titles in front of people with a focused social media campaign running during COP26.

Our first centenary resource, *The BRF Book of 365 Bible Reflections*, published in October, with contributions from a wide range of BRF authors, supporters and well-wishers, generated strong sales, lots of activity on social media and positive comments from contributors and purchasers alike.

Clare and Micah Hayns’ beautifully illustrated *Unveiled* also published in October, with a launch event at Christ Church Cathedral, Oxford. An eight-part series of video reflections, based on the book, was launched in March.

Jo Swinney’s Advent book, *The Whole Christmas Story* and Amy Boucher Pye’s, *Celebrating Christmas* were also well received, and several of our titles were selected for inclusion in The Big Church Read campaign. Sally Welch’s Lent book for 2022, *Sharing the Easter Story*, picked up BRF’s centenary theme and was complemented by a free PDF resource *Journeymakers – a pilgrimage through Lent*.

Following on from the success of *The Easter Story* booklet, donations enabled us to give away several hundred copies of *The Christmas Story* booklet by Martyn Payne.

New Bible reading notes editors were appointed in April/May 2021 – BRF author Gordon Giles for *New Daylight* and BRF colleagues Olivia Warburton and Rachel Tranter as joint editors for *Guidelines*.

### **Messy Church – church, but not as you know it**

*Aike Kennett-Brown, Messy Church ministry lead, writes:*

Messy Church continues to be an effective way to engage people who would otherwise not have a connection with church. Despite the continued uncertainties presented by the pandemic, many Messy Church leaders are committed to this ministry and are keen to make a difference.

It has been a year of transitions, with some Messy Churches closing permanently and others still in hibernation. However, 42 new Messy Churches registered on the directory between January and March 2022, as churches seek to find creative ways to re-engage families post-lockdown.

The BRF Messy Church team has also seen a successful transition of team members. Aike Kennett-Brown started as Messy Church ministry lead in January 2022, as Lucy Moore, founder, took on a new strategic role within the Church of England. Jane Butler became training and development lead, allowing Sally O'Hare to become coordinator in February 2022. This new team remains committed to supporting, encouraging, inspiring and resourcing the Messy Church network throughout the UK and overseas.

During 2021–22, this was achieved through monthly Facebook Lives, using a range of hosts, including the Archbishop of York in December 2021. Termly online *Messy Meet Ups* enabled Messy Church leaders to connect with one another, share ideas, challenges and receive prayer. Meanwhile, *Messy Masterclasses*, launched in January 2021, are now an ongoing feature of our annual programme, proving a cost- and time-effective way to upskill Messy Church leaders. Accessible to everyone, 37 Masterclasses took place over the course of the year, attended by 465 people, 'Zooming' in from locations around the UK, Europe, South Africa and the USA.

In addition to regular training opportunities, an online *Messtival* took place in May 2021. A total of 140 Messy Church leaders participated in 22 workshops, with over 400 households joining the *Great Big Messy Church* celebration on YouTube. The *Messy Young Leaders* group continued to meet bimonthly online throughout the year. Facilitated by Jane, three young leaders plan and host the session, attracting young leaders from the UK and Australia. This trio were involved in planning and delivering the Messy Church Conference in May 2022.

*Messy Church Goes Wild*, a further dimension of Messy Church, has continued to develop. A new resource has been written and piloted: *Messy Adventures*, a series of twelve stimulating all-age outdoor sessions designed to get Messy Church families discovering God in the context of the natural world and asking big questions about the environment.

We continue to invest in international relationships with Messy Church country leaders around the world. Connections are particularly strong with colleagues in Germany, the Netherlands, Sweden, Denmark, Norway, Australia, New Zealand, USA, Canada and South Africa, all of whom helped to plan the Messy Church Conference 2022.

The BRF Messy Church team look forward to the new season ahead.

### **Parenting for Faith – equipping parents to raise God-connected children and teens**

*Anna Hawken, Parenting for Faith ministry lead, writes:*

Parenting for Faith saw an increase in interest and engagement, following the start of the pandemic in March 2020. The past year has provided many opportunities to build on this and we have continued to see steady growth. We have particularly focused on email campaigns and social media to ensure this continues. These have been led by Iona Gray, who joined as digital marketing officer in April 2021. Navigating a post-lockdown landscape has required flexibility and creativity from all members of the team. They've risen to the challenge well and found all sorts of different ways to prepare and present the resources.

A successful example of this was the huge number of registrations for the online Parenting Teens course that we piloted during the autumn: 41 individuals and 49 churches attended, meaning there were over 350 screens (often with more than one person per screen) at each session. This has shown us that we are likely to have a good response to the *Parenting Teens for a Life of Faith* book (coming in October 2022). It also highlighted the effectiveness of a model where churches sign up for an online course. This gives them local engagement and interaction but centralised organisation

and material. This has been significant learning for us, and we plan to use this model more in the future for other courses.

A new season for Parenting for Faith began in January 2022 as founder, Rachel Turner, handed over to Anna Hawken. This marked the end of the initial phase of the ministry, the focus of which was on pioneering, problem-solving and creating resources. The focus will now be more on development and diversity of the existing resources and on increasing reach and engagement. Other staff changes in the team reflect this as Becky Sedgwick moved from being local coordinator to resources coordinator and a new role was created for a support coordinator, which was taken up by Kate Irvine in April 2022.

Examples of this shift of focus can also be seen in our online qualification and the freelance speaking team. We now have 100 learners who have completed the online certificate in Parenting for Faith short course since its launch with Cliff College in March 2021. They are using these skills in their ministries and also spreading the word about Parenting for Faith. During the year, we were also able to remobilise the speaking team and retrain them for hosting and leading online events. More people 'on the ground', whether online or in person, all increase the reach of the ministry. We are excited to see this continue in 2022 and beyond.

### **Planned activities**

Our plans for 2021–22, as set out in our last Annual Report, included the following:

- Celebrate BRF's centenary (2022)
- Commence charity-wide data and website integration
- Refine and expand online training across the ministries
- Develop volunteer local church champions
- Develop impact measurement
- Create and launch 'Messy Church Goes Wild'

Most of the above have already been commented upon. For the other points, these are set out below.

### **Data and website**

A charity-wide data audit exercise was conducted during the year from both an internal and external stakeholder view. BRF appointed a new website developer/support supplier and the first two websites have started integration. The integration of BRF's remaining websites is expected over the next two years.

### **Volunteers**

During the year, six local church champions were appointed, promoting and speaking about BRF's work within their local congregations and communities. BRF is grateful for everyone who volunteers in a variety of roles across our ministries.

### **Impact measurement**

As BRF entered its centenary year, we have been looking to the future and specifically to the three years to 2025. A new three-year plan was approved by the trustees in March 2022. Focus has been not only on the objectives and outcomes of the individual ministries but also on how those outcomes are connected and measured across the charity. Before the year end, work started on a charity-wide feedback template for consistent measuring of impact from activities.

### **Plans for future periods**

BRF plans to continue with the activities outlined above, subject to securing the funding necessary. Particular developments for the coming year include:

- Continue to celebrate BRF's centenary (2022)
- Deliver the third Messy Church Conference
- Pilot and launch the Spiritual Care Series course
- Review the balance between online and in-person training
- Further integration of BRF websites
- Continue work to improve diversity within trustees, staff and those who write for and contribute to BRF resources and ministries



## Financial review

In 2022, total income was up 2% to £2,164,475 (2021: £2,118,568).

In 2022, 62% of income was voluntary and BRF is grateful for the support from our donors to enable us to carry out work across our ministries. Voluntary income was £1,339,920, up from the 2021 figure of £1,322,716. Of the voluntary income received during the year, 55% (2021: 43%) came from individual donations (including legacies) and 45% (2021: 57%) from charitable trust grants. Income from legacies was £146,058, from four estates of BRF supporters. Of the total voluntary income received, 58% was restricted for specific ministries. The cost of raising funds was £257,820, amounting to 13% of expenditure.

A significant portion of income was from the sale of resources and events, amounting to £801,063. We wish to enable individuals to grow in their faith, and as such a pricing strategy is adopted to make it as affordable as possible to our readers and event attendees. The sales of BRF's Bible reading notes range account for the majority of the income from sales of resources, with *New Daylight* as our flagship publication. This income stream continues to slowly decline, however it is being increasingly supported by voluntary income for this ministry. The sales from events were higher than last year, slowly building after the drop during the pandemic. We continued to offer online training (a mix of free and paid for) as well as a small number of in-person events.

Expenditure was higher than the prior year at £2,057,583 (2021: £1,944,284), but not quite at the pre-pandemic levels. Expenditure increased due to a small increase in head count as well as more in-person activity taking place. Payroll costs remain the most significant cost; however, this doesn't recognise the contribution of the volunteers that support BRF's work.

BRF owns a property in which the head office is based. This property is owned outright.

### Investment performance during the year

Initially there was growth in the investments, however towards the end of the year the market fell. The year-end valuation was £901,223 (2021: £921,551).

The overall net movement of funds of £85,564 (2021: £331,131) provided overall reserves at 31 March 2022 of £2,231,382 (2021: £2,144,818), of which unrestricted reserves were £2,159,769 (2021: £2,057,806).

### Principal funding sources

BRF generates 37.0% (2021: 36.9%) of our annual overall funding from income from sales of resources and fees charged for training and events. The growth and expansion of BRF's work, particularly its specific ministries over the past 20 years, have been made possible largely through the very generous support of individual donors, churches and charitable trusts.

Other than Gift Aid, BRF normally receives no funding from government or other statutory bodies, or from the National Lottery. During the prior year, some staff were furloughed and £78,345 was received from the government. The furlough scheme was not used in the current year.

### Fundraising

Recognising our dependence on voluntary income, BRF aims to inspire and encourage others to give in support of our work. BRF seeks to act responsibly in our communications with supporters and donors. In our approach to potential donors, we will never subject anyone to pressure or a 'hard sell', but will always treat individuals with dignity, integrity and respect. We are aware that some of our donors may be older, potentially vulnerable adults. BRF has guidance for staff on identifying vulnerable older donors and how to work with them in a way that maintains their dignity. We seek to work to the highest level of transparency, integrity and respect towards all who engage with the charity, including those who give to our work.

All fundraising activity is carried out by BRF's in-house fundraising team, managed during the year by BRF's head of fundraising, working closely with the chief executive. No professional fundraiser or commercial participator was used

during the year. BRF is registered with the Fundraising Regulator, adheres to the standards of the Regulator's Code of Fundraising Practice and has signed up to receive suppressions under the Fundraising Preference Service.

BRF's fundraising team looks for appropriate ways to share our funding needs with those churches and individuals who engage with the charity and its particular ministries, alongside identifying charitable trusts and foundations whom we may approach for grant funding support. Income from Gifts in Wills is a key part of the fundraising strategy and recent gifts have had a significant impact on ministry activity and development.

BRF benefitted from a number of significant grants from the following charitable trusts: The Douglas Trust, The Bishop Radford Trust, The Kirby Laing Foundation, Garfield Weston Foundation, Maurice & Hilda Laing Charitable Trust, The Archbishop's Council and The European Great Commission Collaboration.

BRF supporters, readers and subscribers are kept informed about BRF's wider ministry and funding needs through articles in *New Daylight* and *Guidelines* Bible reading notes, through regular newsletters such as BRF News and through our social media channels.

No complaints were received during the year about fundraising for the charity.

The trustees wish to thank all the individuals, churches and charitable trusts for their generous funding support during the year.

### **Reserves policy**

BRF's reserves are unrestricted funds that are freely available to spend on its charitable purposes.

BRF's various ministries (particularly Messy Church, Anna Chaplaincy and Parenting for Faith) are almost exclusively funded from voluntary income. Much of the recent development of these ministries has been made possible through generous grants from individuals and charitable trusts. However, donor and grant income is unpredictable; while BRF seeks to secure funding each year to cover the annual costs of its ministries, reserves are extremely important in providing resilience and sustainability. Reserves also provide the potential to invest in new developments and opportunities.

The status of reserves is reported within BRF's monthly management accounts and reviewed by the Finance Committee, which meets four times a year. The level of reserves needed is reviewed each year by the full Council when the annual budget is agreed, so there is an integrated approach to BRF's overall financial planning.

The trustees consider that BRF requires unrestricted free reserves of 50% (i.e. six months) of annual budgeted expenditure for its charitable activities. These reserves enable us to make good any fluctuations in voluntary income and any shortfall of income over expenditure for these ministries, allowing time for us to seek alternative sources of income and enabling us to continue the delivery of our charitable activities each year.

The trustees continue to hold the view, therefore, that a level of £1,213,369 is currently appropriate in order to safeguard future activities. At the end of March 2022, BRF's total funds were £2,231,382 (of which free reserves comprised £1,569,938). These comprised:

£1,569,938	General funds
£244,284	Development fund
£20,155	Centenary fund
£325,392	Property fund
£71,613	Restricted funds, available for use only for the specific charitable activity for which they are given

The development, centenary and property funds are designated. The purpose of the development fund, which has been invested, is to provide designated funding for two senior posts over a period of around five years (two to three years remaining). The centenary fund has been created to fund events to mark BRF's centenary in 2022. The property fund is a designated fund representing the net book value of the charity's long leasehold property.

These funds are considered to be adequate for the immediate future requirements of BRF's activities. At the end of March 2022, BRF had 7.8 months (2021: 8.2 months) of free unrestricted fund reserves.

**Going concern**

The trustees expect the charity to continue to operate for more than twelve months from the date of this report. As such, they consider the charity to be a going concern. Along with the senior management team, the trustees regularly review historical and projected financial information as well as reviewing future strategic plans.

**Investments including policy**

BRF held investments of £901,223 at 31 March 2022 (2021: £921,551).

During the year, BRF kept the investments split between two funds, portfolio one, invested in Cofunds, an unrestricted fund for general use, and portfolio two, again invested in Cofunds, unrestricted though designated as the development fund. BRF takes an ethical investment approach. All ethical investments are deemed as matching the criteria as described by the EIRIS Foundation research or other recognised ethical investment bodies.

During the year, BRF tendered the role of investment advisor and appointed CCLA. The investments were transferred to CCLA after the year end.

The investment policy was reviewed and agreed on 10 May 2022.

All investments held in BRF's name are to be held in ethical investments. The trustees expect the investment advisor, who shall be appropriately qualified, to have considered the suitability of investments of the same kind as any particular investment proposed to be made or retained.

Portfolio one – the overall objectives are to create long-term income and capital growth to provide funds as required by BRF to carry out its charitable purposes consistently year by year, with due and proper consideration for future needs and the maintenance of, and if possible, enhancement of the value of the invested funds while they are retained.

The risk appetite for this fund is medium, an FCA risk rating of three or equivalent.

Both capital and income may be used at any time for the furtherance of BRF's aims and therefore the portfolio should be managed on a total return basis, targeting 1–2% above inflation as a total return.

Portfolio two – given the short-term access requirements of these funds, going forward, portfolio two will be held in a deposit account due to the volatility in the bond markets and will no longer be considered an investment.

The risk appetite for this fund is low, an FCA risk rating of one or equivalent.

The trustees receive quarterly valuations and the Finance Committee reviews the investment at each of its meetings.

**Taxation**

The company is entitled to exemption from taxation on income and capital gains to the extent that the funds are applied for charitable purposes.

**Structure, governance and management****Governing document**

Bible Reading Fellowship (BRF) was established in 1922. It is a charitable company limited by guarantee, incorporated on 30 May 1935 and registered as a charity on 1 February 1965. It is governed by its Memorandum and Articles of Association. BRF's charitable objectives are 'to advance Christian religion by:

- a) encouraging understanding of the Bible by people of all ages;
- b) encouraging and resourcing the development of Christian life and/or ministry among people of all ages.'

The Memorandum of Association prohibits the distribution of the income and property of BRF to the members. Upon dissolution or the winding up of BRF, the assets shall be given or transferred to some similar institution or institutions having similar objects to BRF.

A review of BRF's governance was undertaken during the year.

### **Appointment of trustees**

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Council. Under the requirements of the Articles of Association one-third of the members retire at the March Council meeting each year, determined by length of service. Retiring members may be re-elected to serve again. In March 2022, the trustees agreed, going forward, to introduce a maximum term of nine years' service.

Rt Revd C. Fletcher, Mr M. Wilkinson and Mr A. Booth were due to retire during the year. All offered themselves for re-election and were re-elected.

The Council aims to reflect the breadth of church tradition that BRF seeks to serve, and the breadth of activities with which the charity is engaged. The skill set of the Council is periodically reviewed and if a gap is identified steps are taken to recruit a trustee with skills and experience in that field.

New trustees are externally recruited or recommended by current Council or staff members. They are issued with briefing papers about the nature, aims and objectives of the charity, and are interviewed by the chief executive and usually at least one Council member. Candidates are invited to attend up to two trustee and/or committee meetings before proceeding with the formal joining procedure.

The charity has six vice presidents. This role is honorary and the vice presidents support the charity in an advocacy and advisory capacity.

### **Trustee induction and training**

In practice, most new trustees are already familiar with at least some aspects of the work of the charity. Upon joining the Council, they are provided with detailed information about our vision, including major initiatives and key issues, organisation structure, copies of the Memorandum and Articles of Association and the latest financial statements. All trustees are issued with a copy of *The Essential Trustee: What you need to know (CC3)*, as well as *Welcome - you're a charity trustee*, both published by the Charity Commission.

A formal induction programme provides trustees with detailed insight into the different aspects of our work and a chance to meet members of staff. This is available to both new and current trustees.

### **Organisation**

The Council, BRF's policy-making body, is responsible for the overall vision, direction and strategy of the charity and meets four times a year. A Finance Committee, comprising at least three trustees, also meets up to four times a year. A People Committee, comprising three trustees, the chief executive and head of people, meets at least three times per year. A Management Team, comprising the chief executive, head of content creation, head of finance and operations, head of fundraising, head of marketing and communications and head of people, manages the day-to-day operations and has delegated authority, approved by the Council, for operational matters including finance and employment.

### **Pay policy for senior staff**

No trustee received any remuneration, nor did they receive any other benefit during the year in their role as a member of the Council.

The trustees, through the People Committee, annually review all staff salaries. Within the scope of the organisational review conducted during the year, all salaries were also reviewed to ensure they appropriately reflected the duties of the individual postholders. In recruiting for new positions, the senior management team take into consideration current market rates and salary levels for similar posts in comparable organisations, as well as the experience of applicants. The salaries of members of the senior management team (who are listed on page three) are similarly determined according to these criteria.

### **Risk management**

The Council and Management Team identify and evaluate risks to the charity on an ongoing basis and action is agreed to mitigate any new significant risk at the earliest opportunity. A full review of the operational, financial, reputational

and ministry risks to the charity is conducted annually. The risk register documents the identification and evaluation of risks and the likelihood of their occurrence across all aspects of the charity and its activities, and reports on processes in place or being developed to manage these risks.

The principal risks are identified as:

	Risk	Mitigating action
Voluntary income	Negative macro-economic factors further limiting sources of voluntary income to support charitable activities.	Raising the profile of BRF and its vision; additional investment in the fundraising team; continuing development of a major gifts programme. Finding new streams such as merchandising and text giving.
Income from sales of resources	Competitive market for Bible reading notes, as well as continued pressures on the Christian bookshop market, leading to a reduction in income.	Development of a range of routes to reach end users; sponsorship of new products.
Costs	Rising and sustained inflation leading to cost increases.	Working with suppliers and performing tenders where appropriate. Looking at non-salary benefits.
Staff	Loss of knowledge and interruption to the business through staff leaving and the challenge of recruiting suitable candidates to fill vacant and new positions.	Business continuity planning; articulation of BRF's core values as an organisation and embedding these within its day-to-day operations.
Reputation	Negative reaction to one or more of our ministries (including ministries that interact with children), publications or fundraising campaigns.	Implementation and regular review of policies and procedures, including safeguarding and volunteer agreements; Continuing Professional Development (CPD) programme for freelancers working with churches; complaints procedure; ability to respond swiftly in the event of a problem arising. Membership of the Chartered Institute of Fundraising.
Data	Loss of personal data, including sensitive data and data processed through fundraising activities; risk of cyberattack.	Continual improvement programme on the handling of personal data; registration with appropriate regulators such as cyber essentials and CPD by staff members; IT controls in place and cyber insurance.

### Public benefit statement

In shaping our objectives and planning our activities, the trustees confirm that they have complied with the duty in section four of the Companies Act 2006 to have due regard to the guidance published by the Charity Commission, including the guidance on public benefit and fee charging, and the specific guidance on charities for the advancement of religion and for the advancement of education. BRF relies on income from grants and donations, along with the sales of publications and fees for some training and events, to cover its operating costs. In setting the prices for publications and the level of fees, the trustees are concerned to make what we have to offer as accessible and as affordable as possible throughout the United Kingdom.

All that we do is accessible to all of the wider public, and many benefit from BRF's charitable activities. BRF's charitable activities resource individual adults, children and families, parents, ordained and lay leaders in churches, Messy Church leaders and Anna Chaplains and others in equivalent roles. We do so through producing Bible reading notes, books and

other resources, offering conferences, providing training and consultancy and through our specific ministries and websites.

### **Councillors' responsibilities in relation to the financial statements**

The Council members (who are also the charity trustees and the directors of the company for the purposes of company law) are responsible for preparing the Report of Council and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice (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
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

The Council members are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### **Statement as to disclosure to our auditors**

In so far as the Council members are aware, at the time of approving our Councils' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the company's auditor is unaware, and
- the Council members, having made enquiries of fellow directors and the company's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

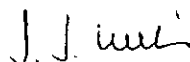
This report was approved by the Council on Thursday 22 September 2022 and signed on its behalf by:



The Rt Revd Colin Fletcher – Council member

Date:

22/9/22



Mr Julian Hills – Council member

Date:

22/9/22

**INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF Bible Reading Fellowship**

**Opinion**

We have audited the financial statements of Bible Reading Fellowship (the 'charitable company') for the year ended 31 March 2022 which comprise; The Statement of Financial Activities Incorporating an Income and Expenditure Account, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company'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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

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

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

**Other information**

The Council members are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the Report of the Council, prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Council has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Council.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

**Responsibilities of the Council**

As explained more fully in the Council responsibilities statement, the Council members (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Council 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 Council members are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council 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**

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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [frc.org.uk/auditorsresponsibilities](http://frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.



In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement arising from fraud is also higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

#### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Azets Audit Services*

Paul Creasey (Senior Statutory Auditor)

For and on behalf of Azets Audit Services  
Statutory Auditor  
Chartered Accountants  
Gladstone House,  
77-79 High Street,  
Egham, Surrey  
TW20 9HY

Date *22 September 2022*

## Bible Reading Fellowship

STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING AN INCOME  
AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 total £	2021 total £
<b>Income from:</b>					
Donations and legacies					
Donations		382,284	209,305	591,589	570,890
Grants		33,007	569,266	602,273	747,619
Legacies		146,058	-	146,058	4,207
Charitable activities					
Working with individuals and churches		49,711	751,352	801,063	781,596
Working with primary schools		-	-	-	105
Investments					
Interest received		13,686	9,806	23,492	14,151
<b>Total income</b>		<u>624,746</u>	<u>1,539,729</u>	<u>2,164,475</u>	<u>2,118,568</u>
<b>Expenditure on:</b>					
Raising funds	5	128,103	129,717	257,820	232,009
Charitable activities	4	369,083	1,430,680	1,799,763	1,712,275
<b>Total expenditure</b>		<u>497,186</u>	<u>1,560,397</u>	<u>2,057,583</u>	<u>1,944,284</u>
<b>Net income/(expenditure) before investment gains</b>		127,560	(20,668)	106,892	174,284
Gain/(loss) on investment	12	(20,328)	-	(20,328)	156,847
<b>Net income/(expenditure)</b>		107,232	(20,668)	86,564	331,131
Transfers between funds	18	(5,269)	5,269	-	-
<b>Net movement in funds</b>	8	<u>101,963</u>	<u>(15,399)</u>	<u>86,564</u>	<u>331,131</u>
<b>Reconciliation of funds</b>					
<b>Total funds brought forward</b>		<u>2,057,806</u>	<u>87,012</u>	<u>2,144,818</u>	<u>1,813,687</u>
<b>Total funds carried forward</b>		<u>2,159,769</u>	<u>71,613</u>	<u>2,231,382</u>	<u>2,144,818</u>

None of the charity's major activities were acquired or discontinued during the above two financial periods. The charity has no recognised gains or losses other than the surplus for the above two financial periods.

The notes on pages 22 to 34 form part of these financial statements.

## Bible Reading Fellowship

STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING AN INCOME  
AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total £
<b>Income from:</b>				
Donations and legacies				
Donations		372,700	198,190	570,890
Grants		191,425	556,194	747,619
Legacies		4,207	-	4,207
Charitable activities				
Working with individuals and churches		745,641	35,955	781,596
Working with primary schools		-	105	105
Investments				
Interest received		14,151	-	14,151
<b>Total income</b>		<u>1,328,124</u>	<u>790,444</u>	<u>2,118,568</u>
<b>Expenditure on:</b>				
Raising funds	5	112,362	119,647	232,009
Charitable activities	4	977,640	734,635	1,712,275
<b>Total expenditure</b>		<u>1,090,002</u>	<u>854,282</u>	<u>1,944,284</u>
<b>Net income / (expenditure) before investment gains</b>		238,122	(63,838)	174,284
Gain on investment	12	156,847	-	156,847
<b>Net income / (expenditure)</b>		394,969	(63,838)	331,131
Transfers between funds		(92,572)	92,572	-
<b>Net movement in funds</b>	8	302,397	28,734	331,131
<b>Reconciliation of funds</b>				
<b>Total funds brought forward</b>		<u>1,755,409</u>	<u>58,278</u>	<u>1,813,687</u>
<b>Total funds carried forward</b>		<u>2,057,806</u>	<u>87,012</u>	<u>2,144,818</u>

The notes on pages 22 to 34 form part of these financial statements.

**Bible Reading Fellowship**  
(Company registration number 00301324) (Charity registration number 233280)

**BALANCE SHEET**  
**AS AT 31 MARCH 2022**

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	11	388,825	410,239
Investments	12	901,223	921,551
		<hr/> 1,290,048	<hr/> 1,331,790
<b>Current assets</b>			
Stocks	13	86,950	115,707
Debtors	14	179,817	163,486
Cash at bank and in hand		1,013,020	808,150
		<hr/> 1,279,787	<hr/> 1,087,343
<b>Creditors: amounts falling due within one year</b>	15	321,967	261,596
<b>Net current assets</b>		<hr/> 957,820	<hr/> 825,747
<b>Total assets less current liabilities</b>		<hr/> 2,247,868	<hr/> 2,157,537
<b>Creditors: amounts falling due after more than one year</b>	16	16,486	12,719
<b>Net assets</b>		<hr/> 2,231,382	<hr/> 2,144,818
<b>Charity funds</b>			
Restricted funds	17	71,613	87,012
Unrestricted funds	18	1,569,938	1,447,364
Designated funds		589,831	610,442
<b>Total charity funds</b>		<hr/> 2,231,382	<hr/> 2,144,818

The financial statements were approved and authorised for issue by the Council on 22 September 2022 and signed on its behalf by:

*C W Fletcher*

*The Rt Revd C Fletcher*

*J. J. Hills*

*Mr J Hills*

Council members

The notes on pages 22 to 34 form part of these financial statements.

## Bible Reading Fellowship

STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	2021 £
<b>Cash flows from operating activities</b>			
Net income/(expenditure) for the reporting period		86,564	331,131
<b>Adjustments to cash flows from non-cash items</b>			
Depreciation	11	37,654	34,286
Realised (gain) on disposal of investments	12	-	(11,357)
Unrealised (gain)/loss on revaluation of investments	12	20,328	(145,490)
		<hr/> 144,546	<hr/> 208,570
<b>Working capital adjustments</b>			
Decrease/(increase) in stock and work in progress	13	28,757	37,088
Decrease/(increase) in debtors	14	(16,331)	19,272
(Decrease)/increase in creditors	15	64,138	(5,795)
		<hr/> 221,110	<hr/> 259,135
<b>Net cash flow from operating activities</b>			
		<hr/> 221,110	<hr/> 259,135
<b>Cash flows from investing activities</b>			
Payments for tangible assets	11	(16,240)	(64,285)
Sale proceeds of investments	12	-	107,841
		<hr/> (16,240)	<hr/> 43,556
<b>Net cash flow used in investing activities</b>			
		<hr/> (16,240)	<hr/> 43,556
<b>Net increase in cash and cash equivalents</b>		204,870	302,691
Cash and cash equivalents at 1 April 2021		808,150	505,459
		<hr/> 808,150	<hr/> 505,459
Cash and cash equivalents at 31 March 2022		<hr/> 1,013,020	<hr/> 808,150
<b>Analysis of cash and cash equivalents</b>			
Cash and bank		1,013,020	808,150
		<hr/> 1,013,020	<hr/> 808,150

The notes on pages 22 to 34 form part of these financial statements.

## Bible Reading Fellowship

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**1 CHARITY DETAILS**

BRF (Bible Reading Fellowship) is a company limited by guarantee, incorporated in England and Wales, company registration number 00301324, charity registration number 233280. The company is a public benefit entity.

Its registered office is: 15 The Chambers  
Vineyard  
Abingdon  
Oxfordshire OX14 3FE

**2 ACCOUNTING POLICIES****Basis of accounting**

The financial statements have been prepared using the historical cost convention and in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

**Incoming resources**

All incoming resources are included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- **Donations, legacies and grants**

Income from donations, legacies and grants is accounted for on the earliest of receipt or notification of the amount to be received, except as follows:

- When donors specify that funds provided must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to such income, the income is deferred and not included in incoming resources until the preconditions for use have been met.

- **Publications deferred income**

Income invoiced in respect of advance publications is deferred and included in incoming resources at the date of despatch of the relevant publication.

- **Investment income**

Investment income is included when receivable.

**Resources expended**

Resources expended are included in the Statement of Financial Activities on an accruals basis inclusive of any VAT which cannot be recovered.

Certain expenditure is directly attributable to specific activities and has been included in those cost categories. Certain other costs, which are attributable to more than one activity, are apportioned across cost categories on the basis of the number of staff engaged in that activity.

**Depreciation of tangible fixed assets**

Depreciation is provided in equal annual instalments over the estimated lives of the assets. The rates of depreciation are as follows:

Long leasehold property	50 years
Office equipment and furniture	5 years
Computer software and hardware	3 years
Computer server	6 years

Each class of asset is included at cost. Equipment costing less than £500 is taken to the Statement of Financial Activities in the year of purchase.

**Foreign currencies and presentational currency**

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Assets and liabilities denominated in foreign currencies are converted at the year-end exchange rate. All exchange differences are reflected in the income and expenditure account. The presentation currency used is Sterling.

**Stock and work in progress**

Stocks are stated at the lower of cost and net realisable value. Provision is made for slow-moving and obsolete stocks.

**Pension scheme**

Contributions to defined contribution pension schemes are charged to the income and expenditure account for the year in which they are payable to the schemes.

**Fund accounting**

Funds held by the charity are either:

- Unrestricted funds: these are funds that can be used in accordance with the charitable objects at the discretion of the trustees.
- Restricted funds: these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**Operating leases**

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the revenue account on a straight-line basis.

**Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term, highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

**Fixed asset investments**

Investments held with Cofunds (Aegon UK) are included in the accounts at market value at 31 March 2022.

**Trade creditors**

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charitable company does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised at the transaction price.

**Provisions**

Provisions are recognised when the company has an obligation at the reporting date as a result of a past event. It is probable that the company will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

**Going concern**

There are no material uncertainties that cast significant doubt upon the charity's ability to continue as a going concern. Forecasts have been prepared and reviewed for future periods. A key judgement in making the assessment is the ability to continue to fundraise income. Accordingly, it is appropriate to continue to adopt the going concern basis in preparing these financial statements.

**Financial instruments**

The Charitable Company has chosen to adopt Sections eleven and twelve of FRS 102 in respect of financial instruments.

**(i) Financial assets**

Basic financial assets, including trade and other receivables, cash and bank balances and investments in commercial paper, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party, or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

**(ii) Financial liabilities**

Basic financial liabilities, including trade and other payables, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.



Financial liabilities are derecognised when the liability is extinguished, that is, when the contractual obligation is discharged, cancelled or expires.

(iii) Offsetting

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

### **3      TURNOVER**

Turnover is the total amount receivable by the charity in the ordinary course of business with outside customers for goods supplied and services provided, excluding VAT.

**4 CHARITABLE ACTIVITIES**

	<b>Total</b>		<b>Direct costs</b>		<b>Salaries and staff costs</b>		<b>Support costs</b>	
	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>
	£	£	£	£	£	£	£	£
<b>Working with individuals and churches</b>								
General charity activities	344,932	244,807	83,402	55,732	222,246	164,259	39,284	24,816
Living Faith	737,334	717,630	373,452	359,808	319,687	297,971	44,195	59,851
Messy Church	217,500	197,180	11,427	9,586	179,883	168,193	26,190	19,401
Anna Chaplaincy	168,677	150,221	4,970	12,430	142,428	122,609	21,279	15,182
Parenting for Faith	281,614	302,856	16,534	96,538	232,343	185,229	32,737	21,089
Centenary	3,745	1,100	3,745	1,100	-	-	-	-
	1,753,802	1,613,795	493,530	535,196	1,096,587	938,261	163,685	140,338
<b>Working with primary schools</b>								
Barnabas in Schools	-	66,793	-	9,547	-	53,035	-	4,211
<b>Governance costs (note 7)</b>								
	45,961	31,687	10,568	9,546	35,393	22,141	-	-
<b>Total expenditure on charitable activities</b>	<b>1,799,763</b>	<b>1,712,275</b>	<b>504,098</b>	<b>554,289</b>	<b>1,131,980</b>	<b>1,013,437</b>	<b>163,685</b>	<b>144,549</b>

**5 RAISING FUNDS**

	<b>Total</b>		<b>Direct costs</b>		<b>Salaries and staff costs</b>		<b>Support costs</b>	
	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>
	£	£	£	£	£	£	£	£
<b>Staff</b>								
	238,831	218,167	-	-	238,831	218,167	-	-
<b>Fundraising costs</b>								
	18,989	13,842	18,989	13,842	-	-	-	-
	257,820	232,009	18,989	13,842	238,831	218,167	-	-

**6 ANALYSIS OF SUPPORT COSTS**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
IT	40,706	39,127
Accommodation	34,403	28,159
Legal and professional	1,159	1,777
Telephone	10,672	11,665
Depreciation	37,654	34,286
Bank charges	13,730	12,588
Printing, postage and stationery	8,941	6,207
Sundry administration	16,420	10,740
	<u>163,685</u>	<u>144,549</u>

**7 GOVERNANCE COSTS**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Audit and accountancy	10,450	9,500
Staff costs	35,393	22,141
Trustee meetings and other	118	46
	<u>45,961</u>	<u>31,687</u>

**8 NET MOVEMENT IN FUNDS**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
The movement for the year is stated after charging:		
Depreciation	37,654	34,286
Payments under operating leases	3,168	3,951
Auditors' remuneration	9,000	8,000

**9 COUNCIL MEMBERS REMUNERATION AND EXPENSES**

No fees or emoluments were paid to any member of the Council during the year (2021: £nil) in their role as a member of the Council. A total of £278 (2021: £nil) was reimbursed to five (2021: nil) members of the Council in respect of travel costs incurred while engaged on the charity's business.

Donations of £8,526 were received from Council members during the year (2021: £10,905).

**10 EMPLOYEE REMUNERATION**

	2022 £	2021 £
Wages and salaries	1,134,529	1,011,002
Social security costs	100,989	84,747
Other pension costs	84,830	80,730
	<u>1,320,348</u>	<u>1,176,479</u>

The average number of persons employed was 44 (2021: 42).

One employee received remuneration of more than £60,000 per annum (2021: None).

The number of staff to whom retirement benefits are accruing under deferred annuity schemes is 40 (2021: 39).

The employee benefits of key management personnel was £345,636 (2021: £307,165). Key management personnel are staff members who served on the senior management team during the year.

**11 TANGIBLE ASSETS**

	Long leasehold land and buildings £	Computer equipment £	Furniture and office equipment £	Total £
<b>Cost</b>				
At 1 April 2021	460,000	132,381	88,577	680,958
Additions	-	12,448	3,792	16,240
Disposals	-	(1,584)	(12,378)	(13,962)
	<u>460,000</u>	<u>143,245</u>	<u>79,991</u>	<u>683,236</u>
At 31 March 2022	460,000	143,245	79,991	683,236
<b>Depreciation</b>				
At 1 April 2021	125,404	67,959	77,356	270,719
Charge for the year	9,204	21,635	6,815	37,654
Released on disposals	-	(1,584)	(12,378)	(13,962)
	<u>134,608</u>	<u>88,010</u>	<u>71,793</u>	<u>294,411</u>
At 31 March 2022	134,608	88,010	71,793	294,411
<b>Net book value</b>				
At 31 March 2022	<u>325,392</u>	<u>55,235</u>	<u>8,198</u>	<u>388,825</u>
At 31 March 2021	<u>334,596</u>	<u>64,422</u>	<u>11,221</u>	<u>410,239</u>

**12 FIXED ASSET INVESTMENTS (Listed investments)**

	<b>2022</b> £	<b>2021</b> £
Valuation 1 April 2021	921,551	872,545
Additions	-	-
Disposals (sale proceeds)	-	(107,841)
Realised gain on disposal	-	11,357
Unrealised gain/(loss) on revaluation	(20,328)	145,490
	<hr/>	<hr/>
Valuation 31 March 2022	901,223	921,551
	<hr/>	<hr/>

**13 STOCKS AND WORK IN PROGRESS**

	<b>2022</b> £	<b>2021</b> £
Publications for sale	52,225	79,857
Work in progress	34,725	35,850
	<hr/>	<hr/>
	86,950	115,707
	<hr/>	<hr/>

**14 DEBTORS**

	<b>2022</b> £	<b>2021</b> £
Trade debtors	63,345	92,834
Other debtors	8,587	6,560
Prepayments and accrued income	71,344	16,436
Amounts owed by book distributors	36,541	47,656
	<hr/>	<hr/>
	179,817	163,486
	<hr/>	<hr/>

**15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>2022</b> £	<b>2021</b> £
Trade creditors	59,216	38,606
Taxation and social security	31,234	22,630
Accruals	90,205	54,020
Deferred income – publications invoiced in advance	141,234	146,340
Other Creditors	78	-
	<hr/>	<hr/>
	321,967	261,596
	<hr/>	<hr/>

	2022 £	2021 £
An analysis of the movement on the deferred income account is as follows:		
Deferred income brought forward	159,059	158,651
Released to income during the year	(150,688)	(148,841)
Deferred in the year	149,349	149,249
	<hr/>	<hr/>
Deferred income carried forward	157,720	159,059
	<hr/>	<hr/>
Deferred income due within one year	141,234	146,340
Deferred income due after one year	16,486	12,719
	<hr/>	<hr/>
	157,720	159,059
	<hr/>	<hr/>

#### 16 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2022 £	2021 £
Deferred income	16,486	12,719
	<hr/>	<hr/>
	16,486	12,719
	<hr/>	<hr/>

**17 RESTRICTED INCOME FUNDS**

	Living Faith £	Parenting for Faith £	Messy Church £	Anna Chaplaincy £	Developing countries £	Total 2022 £	Total 2021 £
Balance at 1 April 2021	-	75,258	-	-	11,754	87,012	58,278
Donations	40,656	8,466	72,052	87,687	444	209,305	198,190
Grants	4,500	259,207	189,022	116,537	-	569,266	556,194
Legacies	-	-	-	-	-	-	-
Training, events, interest and other income	731,105	15,985	4,388	9,680	-	761,158	36,060
Raising funds	(38,915)	(12,972)	(38,915)	(38,915)	-	(129,717)	(119,647)
Charitable activities	(734,965)	(281,614)	(217,500)	(168,677)	-	(1,402,756)	(717,050)
Governance costs	(6,981)	(6,981)	(6,981)	(6,981)	-	(27,924)	(17,585)
Movement in funds for year	(4,600)	(17,909)	2,066	(669)	444	(20,668)	(63,838)
Transfer from unrestricted	4,600	-	-	669	-	5,269	92,572
Balance at 31 March 2022	-	57,349	2,066	-	12,198	71,613	87,012

a) **Living Faith** – The fund supports BRF's work resourcing individuals on their spiritual journey

b) **Parenting for Faith** – The fund supports BRF's work equipping parents to raise God-connected children and teens.

c) **Messy Church** – The fund supports BRF's work helping churches to engage with their wider community.

d) **Anna Chaplaincy** – The fund supports BRF's work offering spiritual care to older people.

f) **Developing countries** – The fund enables BRF to provide resources to help clergy, church groups and organisations involved in training Christian publishers in developing countries.

## 18 UNRESTRICTED FUNDS

	General funds £	Develop- ment fund £	Centenary fund £	Property fund £	Total £
Unrestricted funds at 1 April 2021	1,447,364	251,946	23,900	334,596	2,057,806
Surplus/(Deficit) for the year	131,305	-	(3,745)	-	127,560
(Losses)/gains on investments	(12,666)	(7,662)	-	-	(20,328)
Transfer from development fund	-	-	-	-	-
Transfer to restricted funds	(5,269)	-	-	-	(5,269)
Transfer from property fund	9,204	-	-	(9,204)	-
Unrestricted funds carried forward at 31 March 2022	1,569,938	244,284	20,155	325,392	2,159,769

The property fund is a designated fund representing the net book value of the charity's leasehold property. The purpose of the development fund, which has been invested, is to provide designated funding for two senior management posts over five years. There are two to three years remaining. The centenary fund has been created to fund events to mark the charity's centenary in 2022 and to fund new initiatives.

Transfers to restricted funds took place to eliminate deficits on some restricted funds (see note 17).

## 19 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted funds £	General funds £	Property fund £	Centenary & development funds £	Total £
<u>Net assets at 31 March 2022</u>					
Tangible fixed assets		63,433	325,392		388,825
Fixed asset investments		656,939		244,284	901,223
Cash at bank and in hand	73,278	919,587		20,155	1,013,020
Stocks, work in progress and debtors	5,777	260,990			266,767
Creditors falling due within one year	(7,442)	(314,525)			(321,967)
Creditors falling due after one year		(16,486)			(16,486)
	<u>71,613</u>	<u>1,569,938</u>	<u>325,392</u>	<u>264,439</u>	<u>2,231,382</u>



	Restricted funds	General funds	Property fund	Centenary & development funds	Total
	£	£	£	£	£
<u>Net assets at 31 March 2021</u>					
Tangible fixed assets	-	75,643	334,596	-	410,239
Fixed asset investments	-	669,605	-	251,946	921,551
Cash at bank and in hand	83,368	700,882	-	23,900	808,150
Stocks, work in progress and debtors	4,634	274,559	-	-	279,193
Creditors falling due within one year	(990)	(260,606)	-	-	(261,596)
Creditors falling due after one year	-	(12,719)	-	-	(12,719)
	<u>87,012</u>	<u>1,447,364</u>	<u>334,596</u>	<u>275,846</u>	<u>2,144,818</u>

## 20 COMMITMENTS UNDER OPERATING LEASES

At 31 March 2022, BRF had commitments under operating leases of £1,504 (2021: £2,305) payable within one year, and £4,513 (2021: £nil) in respect of operating leases expiring in two to five years.

## 21 PENSION SCHEME

For eligible salaried employees, BRF participates in the Pension Builder Scheme section of CWPF for lay staff. The Scheme is administered by the Church of England Pensions Board, which holds the assets of the schemes separately from those of the employer and the other participating employers.

### Pension Builder Classic

The Pension Builder Scheme of the Church Workers Pension Fund is made up of two sections, Pension Builder Classic and Pension Builder 2014, both of which are classed as defined benefit schemes. BRF is part of the Pension Builder Classic part of the Pension Fund.

Pension Builder Classic provides a pension for members for payment from retirement, accumulated from contributions paid and converted into a deferred annuity during employment based on terms set and reviewed by the Church of England Pensions Board from time to time. Bonuses may also be declared, depending upon the investment returns and other factors.

There is no subdivision of assets between employers in each section of the Pension Builder Scheme.

The scheme is considered to be a multi-employer scheme as described in Section 28 of FRS 102. This is because it is not possible to attribute the Pension Builder Scheme's assets and liabilities to specific employers and that contributions are accounted for as if the scheme were a defined contribution scheme. The pensions costs charged to the Statement of Financial Activities in the year are contributions payable (2022: £84,830; 2021: £80,730).

A valuation of the Pension Builder Classic scheme is carried out once every three years. The most recent scheme valuation completed was carried out as of 31 December 2019. This revealed, on the ongoing assumptions used, a deficit of £9.3m. There is no requirement for deficit payments at the current time as the scheme intends to recover through holding back discretionary bonuses.

There were contributions of £7,753 outstanding at the year end (2021: £6,711).

BRF had 39 active members and 27 deferred members and 7 pensioners at 31 March 2022 (2021: 37 active members and 22 deferred members and 7 pensioners).

## 22 FINANCIAL INSTRUMENTS

	2022 £	2021 £
Financial assets measured at fair value through profit or loss (investments)	901,223	921,551

For a breakdown of the fair value of the investments as well as the element charged to the statement of financial activity, see note 12.

## 23 ANALYSIS OF CHANGES IN NET FUNDS

	At start of year £	Cashflows £	At end of year £
<u>Net funds at 31 March 2022</u>			
Cash	808,150	204,870	1,013,020

## 24 FINANCIAL COMMITMENT

The charity has a third party that holds and sells stock on behalf of BRF. The risks and responsibilities of the stock belongs with the third party and hence the balances have not been recognised in stock. A financial commitment exists at the year end with a valuation of £15,594 (2021: £Nil) being the cost valuation of the remaining stock.