

Annual Report & Consolidated Financial Statements

For the year ended 31 August 2020

CWR

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CWR
Year ended 31 August 2020

REFERENCE AND ADMINISTRATIVE INFORMATION

Charity name	CWR
Charity registration number	294387
Company registration number	1990308
Registered Office	Waverley Abbey House Waverley Lane Farnham Surrey GU9 8EP UK
Directors and Trustees	Stephen P. Apted (Chair) Andrea Barker (appointed 19 November 2019) Derek Holbird Bob Peet (appointed 19 November 2019) Stephen J. Bradley (resigned 16 July 2020) Sean P. Gubb (Deputy Chair) (resigned 19 May 2020) June Morell (appointed 5 December 2019 resigned 22 April 2020) Graham Sopp (resigned 29 September 2020)
Chief Executive	Michael Brooks (01.08.19- 31.03.20)
Executive Director	Mark Markiewicz (appointed 1.07.20) Fiona Stevenson (01.08.19- 30.06.20)
Bankers	Barclays Bank plc Farnham Branch 22 The Borough Farnham Surrey GU9 7NH
Independent Auditors	Mazars LLP Chartered Accountants 2 nd Floor 6 Sutton Plaza Sutton Court Road Sutton SM1 4FS
Solicitors	Moore Barlow LLP The Oriel Sydenham Road Guildford GU1 3SR

CWR

Directors' report for the year ended 31 August 2020

The Directors, who are the Trustees of the Charity, have pleasure in presenting their report and the consolidated financial statements for the year ended 31 August 2020.

Purpose and Aim

The Charity's purpose is to benefit the public through the advancement of the Christian faith and education worldwide, bringing about lasting change for good in people's lives through our Publishing and Training programmes. The charity's trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to Public Benefit guidance published by the Charity Commission.

The ministry of CWR was founded by the late Rev Dr Selwyn Hughes in 1965. The aim of the Charity is to advance the Christian faith by promoting Biblically based solutions to everyday life and relationships.

Our focus

CWR has served Christians and the Church for over 55 years. Bible reading and prayer are both the heart and the foundation that CWR builds all its work on. CWR encourages personal prayer, the restoration and revival of relationships with God and each other, and seeks to bring about lasting change for good in the lives of individuals and communities. CWR achieves this through the provision of Christian literature, resources and daily Bible reading notes, as well as through teaching, learning and training in Christian Counselling and other important relational life issues at our centres, locally, regionally and internationally.

Review of our work

The charity reviews its goals and activities each year. This review looks at outcomes of our work during the period, including the benefits brought to those groups of people we set out to help. The review also ensures that our aims, objectives and activities remain focused on our stated purpose. As required by Section 4 of the Charities Act 2011, we give due regard to the guidance contained in the Charity Commission's General Guidance on Public Benefit when engaging in this review and in planning our future activities. In particular, the trustees have considered how our planned activities will contribute to the objectives they have set.

Public benefit

Since its inception CWR has served the church, the nation and the world, with devotional resources - helping people to live God's way: every day. This is taking place through printed materials and all other available channels of communication, including live presentations and mass media platforms. Our aim is to make our resources available to the widest possible audience; children, teenagers, young adults, parents and the more mature. The charity provides resources to churches and individuals across the UK and also worldwide, serving every walk of life from students, professionals, ministers, leaders, prisoners and young offenders. It has been our privilege to provide free copies of our dated devotionals into prisons and secure training facilities in the UK and Australasia in the past year. CWR's courses, seminars and teaching materials together with daily bible reading publications for all age groups are suitable for a wide range of academic ability. The charity relies on voluntary and trading income and is particularly thankful for the CWR partners whose prayers, committed financial support, continual encouragement and kind heartedness help sustain the charity.

PRINCIPAL ACTIVITIES

Serving the Church

During this period CWR has continued to originate and supply in excess of 1 million printed and digital resources to assist, challenge, develop and inspire people to live the Christian life; it is important to remember that each resource represents at least one life touched and influenced for good. Every two months we send some 5,000 copies of our daily bible reading notes into prisons and young offender institutions in the UK and a further 7,000 into prisons in Australia and New Zealand.

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Directors' report for the year ended 31 August 2020

The ministry curates a variety of resources developed to support a church, ministry, small group, or individual in their Christian faith. With the Covid-19 pandemic impacting on the period, CWR endeavoured to ensure resources remained available and accessible to support and encourage people during a time of international crisis. Approximately 30,000 people visited the Connected Always website offering complimentary resources to encourage people to find God in their every day, despite circumstance. A wide range of free resources are available for adults and children ranging from free downloads from CWR books, digital devotions, free audio story readings from some of our most popular children's series, puzzles and games.

We have created Jeff Lucas podcasts Life Every Day – Extras as an extension to the suite of dated devotionals; an accessible resource offering insight, understanding and practical application from God's Word.

We are grateful for the partnerships already established with other organisations and authors which enhance the ministry offering. We have again collaborated with HOPE Together and KingsGate to create God's Plan For Your Wellbeing by Dave Smith; a resource for churches and communities to embark on The Wellbeing Journey and address the challenging impact of the 2020 Covid-19 pandemic.

Our partnership with Kintsugi Hope has continued to flourish. The success of the partnership is attributed to the shared vision of the two ministries. Those attending the Kintsugi Hope led events are introduced to the additional opportunities available through CWR such as Honesty Over Silence conferences, Insight Days, the Introduction in Christian Care and Counselling course, and ultimately Higher Education programmes.

We have also inputted into the content of the Kintsugi Hope Wellbeing groups; a peer-mentoring style group cultivating safe and supportive spaces for people who feel or have felt overwhelmed and offering tools for self-management. The launch of Every Day Insights; a devotional series based on the core Insight range including Anxiety, Disappointment & Loss, Self-Acceptance will add to the CWR suite of mental health aids and resources and compliment the Kintsugi Hope wellbeing group material.

We collaborated with 24-7 Prayer to create the Lectio 365 daily devotional app that helps users prayerfully engage with the bible every day. Lectio 365 is inspired by Lectio Divina, a way of meditating on the Bible that's been used by Christians for centuries. Since its launch, the app has been downloaded 120,000 times.

We developed and updated our core teaching resource, Christ Empowered Living, as a short course, a book and a digital resource. Re-titled These Three Things, the resource offers an easy to understand approach to deepening people's dependence on God to meet their need for security, self-worth and significance. Free online video teaching, small group studies and sermon outlines accompany the book so individuals, small groups, or a whole church can grow together and learn from each other.

Our courses range in duration from whole weeks to evenings and cover many topics from caring and counselling (non HE) to topics in our Insight range and our ministry for women. The impact of Covid-19 resulted in a reduced short course programme revealing new opportunities to explore online course delivery. The online Spiritual Direction course attracted 75 attendees extending beyond the usual geographical reach and highlighted new digital opportunities to be explored in 2021.

Future Objectives

- To move from being a publishing house of physical and e-books, to establishing ourselves as curators of content and marketing this content across a variety of physical and digital platforms to serve consumer choice.
- To reduce the breadth of our reach and focus upon five core strands; Bible engagement, prayer, spiritual formation, mental health & wellbeing, leadership.

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Directors' report for the year ended 31 August 2020

- To build our in-house competency in content production as well as develop working relationships with full service and specialist digital agencies.
- To work to expand and deepen audience engagement through Every Day With Jesus & Inspiring Women Every Day, developing email correspondence and prayerful support for our support base.
- To build effective partnerships with individual content providers, other ministries working alongside us in our core ministry focus and other publishers in building resources that will enable the church to fulfil its Christian mandate to carry the gospel to the ends of the earth.
- To work closely with Waverley Abbey College in the identification, creation and production of resources to serve the WAC educational programmes and student body.
- To build on our existing relationship with 24/7 to develop Lectio 365 with an evening prayer addition and to work with The Mustard Seed Global Community from within Waverley Abbey House to encourage 24/7 prayer. This will include establishing and servicing Waverley Abbey's prayer network.
- To expand short courses and retreats, face to face and online.
- To work with the Chaplain general of the prison service, the annual prison week event and a network of prison chaplains to serve the prison population.

Serving the Nation

Waverley Abbey College

Waverley Abbey College has been delivering higher education courses since 2010 and since that time has increased the range and scope of courses offered and has seen a steady growth in student numbers.

The prime focus of the college is the delivery of counselling courses which is what the majority of students' study. The Spiritual Formation programme introduced two years ago is growing well.

During the year the college sought and gained permission to open a learning hub in Bradford where we will offer a Higher Education Diploma in Counselling and other introductory college. This is part of our overall strategy to help extend the reach of the college to other parts of the UK.

The college counselling courses include the only UK single-honours counselling degree which is underpinned with a Christian worldview and also offers both an MA in Counselling and an MA in Therapeutic Counselling Psychotherapy, which enables established practitioners to further develop their skills and practices in specific areas. The college badges its courses against the Gold Standard of the British Association of Counsellors and Psychotherapists (BACP) and has plans to seek formal accreditation of its programmes by the BACP in the future.

Many Waverley Abbey College alumni go on to establish successful counselling practices both in the UK and around the world, providing significant support, benefits and skills to many communities who look to them for help and hope. Because of our alumni's reputation and in order to support them in their professional careers, we have now established a 'find-a-counsellor' website which is beneficial both for our alumni and those who are seeking to find a Christian counsellor trained in the Waverley Integrative Framework.

The college gained 'Approved Fee Cap' registration with the Office for Students in July 2020 and this will allow our undergraduate students to access a higher level of financial support if they so wish. Approved Fee Cap status also enables students in Wales, Northern Ireland and, potentially, Scotland to access student loans without a separate designation status.

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Directors' report for the year ended 31 August 2020

The results from the National Student Survey for 2020 were very pleasing as for a third successive year 100% of the students expressed satisfaction with the college and the courses they were on. We performed well in comparison to the HE sector in general. It is notable that, while the HE sector drops slightly in performance between 18/19 and 19/20, WAC remains the same or improves its performance in most areas.

The impact of Covid-19 on the college saw an immediate move to online teaching with minimal disruption to students

Venue hire

Waverley Abbey House is a grade II* listed building situated in Surrey. In addition to hosting Waverley Abbey College courses, the building is also available as a conferencing centre to external clients, attracting group bookings ranging from Christian charities, local schools, local authorities and businesses.

Waverley Abbey House is also considered a venue of historical importance. As part of the annual National Heritage Open Days initiative and to promote interest in the local communities, we held an open day in the year attracting in excess of 700 members of the public. Free history tours of the house were provided.

A number of local churches use the Waverley Woodlands to host summer camp activities for young people.

Future Objectives

- To consolidate and build upon our experience of pastoral care and counselling and spiritual formation by exploring new ways of delivery with particular emphasis on digital delivery, distance learning and day-release programmes
- To build on our strong foundation to enable the addition of further new faculties and programmes
- To continue to develop our courses at our northern hub in Bradford and to use this model to expand elsewhere in the UK
- To explore the possibilities afforded by the Higher Education and Research Act 2017 to further develop the provision of the college
- To establish Waverley Abbey House as a natural choice for conferencing guests and ensure it continues to deliver excellent service in quality surroundings
- To establish a nationally recognised chaplaincy accreditation programme for chaplains and prison visitors in collaboration with Waverley Abbey Resources.

Serving the World

CWR's resources continue to be requested, purchased, distributed and valued around the world for their practical guidance and down to earth application.

With recognised distributors in 24 nations, CWR not only distributes and supplies internationally but enables local partnerships to translate and print locally. This provision allows for both cultural relevance and local pricing and thereby increases the opportunity for communities to access Christian materials.

CWR Asia Care and Counselling

Our Singapore-based activities continue to grow and have been primarily focused around five teaching modules which deliver Introduction to Christian Counselling and Pastoral Care. Students who have passed all five modules have the equivalent qualification of the Waverley Certificate in Counselling.

Members of Waverley Abbey College faculty helped to deliver training in counselling in Australia, Singapore and Cambodia during the year. In Cambodia, these modules are now being successfully taught in the local language of Khmer and delivered by local tutors. The first Introduction to Care and Counselling hosted in Australia went ahead within the period prior to global lockdown and was very successful.

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Directors' report for the year ended 31 August 2020

The successful move by Waverley Abbey College to mixed delivery teaching presents fresh opportunities to revisit distance learning and could enhance CWR's international reach.

Future Objectives

- To further increase the current students' learning and skills
- To ensure that our courses in both Singapore and Cambodia can be run locally to an agreed standard and quality
- To extend further out across south-east Asia and Australasia
- To build partnerships with Church denominations, charities and trust funds in the region
- To enhance our offering with digital and distance learning
- To work with our international partners and distributors to ensure high quality resources are available globally in a form and at an affordable price.

STRUCTURE, GOVERNANCE and MANAGEMENT

Governing Document

The organisation is incorporated as a charitable company, limited by guarantee and governed by its Memorandum and Articles of Association.

Statement of Directors' Responsibilities

Law applicable to charities in England and Wales requires the Directors to prepare financial statements for each financial year that give a true and fair view of the Charity's financial activities during the year and of its financial position at the end of the year. In preparing financial statements giving a true and fair view, the Directors should follow best practice and:

- follow suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom 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 operation;
- set and monitor financial controls and policy, ensuring the charity properly stewards its resources and secures value for money; and
- make judgments and estimates that are reasonable and prudent.

The Directors are responsible for keeping proper accounting records which disclose, with reasonable accuracy at any time, the financial position of the Charity and which enable them to ensure that the financial statements comply with applicable law. 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.

Directors

Directors are appointed by the Board from among the Members of the Company. The Directors set out below held office for the whole of the period from 1 September 2019 to the date of this report, unless otherwise stated.

Stephen P. Apted	(Chair of the Board)
Andrea Barker	(appointed 19 November 2019)
Derek Holbird	
Robert Peet	(appointed 19 November 2019)

Recruitment and Appointment of Trustees

A skills review has been undertaken in the year to identify under-represented skills among trustees. New Trustees are recruited to meet the skill needs of the organisation and to ensure a blend of culture carriers to champion the mission and heritage of the Charity. Trustees are recruited through advertising or personal recommendation, followed by interview with two or three members of the Board; potential trustees are invited to observe a Board meeting in advance of appointment. Trustees give of their time voluntarily and receive no remuneration from the Charity. Any expenses or fees for other services claimed from the Charity are set out in note 11 to the financial statements.

Trustee Induction and Training

Prospective Trustees are given a copy of the Trustees' Handbook, which includes a broad background to the ministry, the governance and finances of the Charity; information from the Charity Commission setting out Trustee responsibilities and a form to make a declaration of their eligibility to become a Trustee. All newly appointed Trustees, along with new staff members, attend an Induction Day in order to understand more fully the ethos, governance and heritage of the Charity. Trustees also sign a form agreeing to abide by the Codes and Policies set out in the Trustees' Handbook, complete a statement of their professional and personal business interests each year and sign HM Revenue & Customs' Fit and Proper Persons declaration.

Our trustees ensure they maintain a current and up-to-date knowledge of applicable rules and regulations regarding the sector. Collective training on the introduction and requirements of GDPR was provided in 2018 and the trustees have been kept informed of all changes and developments in this regard.

Organisational Structure

The members of the Board of Directors, who are the charitable Trustees of CWR, have the ultimate responsibility for directing the affairs of the Charity, ensuring that it is solvent, well-run and delivers its charitable outcomes.

Formal Board meetings are held at least three times a year in April, July and December; during the last year, the board has met monthly to assist the management team with strategic issues. A separate Board Development day usually takes place annually but was unable to occur in the year due to Covid-19.

The Board is assisted in its work by four Advisory Groups, which cover: Governance, Finance, Ministry (publishing and short courses), and Waverley Abbey College. A minimum of two Trustees are members of each Advisory Group, one of whom acts as the Chair. The Groups include appropriate executives and outside advisers. Each Advisory Group generally meets before the three primary Board meetings, with the Chair having discretion to call additional meetings as and when considered necessary.

Responsibility for carrying out the day-to-day management of the Charity is delegated by the Trustees to the Executive Director, who having commenced a fixed term contract January 2019 to 30 June 2020 was responsible for all routine operations and results. The year was a period of transition for the CEO Mick Brooks, who attended Waverley Abbey College Advisory Group and Board meetings, whilst the Executive Director attended all Advisory Groups and Board meetings.

The Charity is in the midst of organisational and cultural change. In response to the impact of Covid-19 and projected financial losses, the Board of Trustees appointed a new CEO and a new Finance and Operations Director. Strong mitigating action has been taken to reduce costs (primarily staff) and increase income. The benefits of a new Leadership structure and Team, Fundraising and Marketing Strategy and Digital 'First' Strategy are anticipated in 2021 and beyond.

The Trustees continue to appreciate the outstanding leadership of both the Chief Executive and Executive Director, and acknowledges the significant contribution of the management team, staff and previous trustees.

CWR

Directors' report for the year ended 31 August 2020

Staff

Regular staff communication meetings continue across the Charity to share news and vision updates with staff. All new members of staff complete the Charity's induction process. An Appraisal and Individual Development Plan is prepared annually for all members of staff.

More focussed leadership training continues for managers and team leaders and the staff-wide team-building meetings ensure a greater cohesiveness within the staff body.

Key management remuneration

Remuneration of senior members of staff is set having due regard to the need to retain and attract the appropriate level of skills and attributes, and is benchmarked against the wider charitable sector.

STRATEGIC REPORT

Financial Review

Principal funding streams for the Charity are the Education, Training and Publishing activities as well as voluntary donations.

The 2020 financial year was extremely challenging for CWR, impacted as it was by the national lockdown for the Covid-19 pandemic; and by ongoing underlying trends, notably in reduced demand for traditional publications and under-utilisation of our property.

Close attention to cash flow and the restructuring of operations are a key focus for the newly appointed Chief Executive and management team to address inherited short-comings.

CWR's cash resources were significantly depleted during the financial year, with cash-on-hand impacted by reduced donations and legacies, trading and the repayment of debt. Balances fell from £872,641 as the year opened, to £141,698 at the close. Of that decrease of £730,943, some £324,641 is reflected in reduced borrowings, which stood at £391,392 at the year-end. The balancing outflow reflects underlying issues and the impact of the pandemic. Clearly with an ongoing situation, action was necessary. Upon appointment, the new CEO took immediate steps to reduce fixed costs. Management has also worked on re-financing by way of both small short-term loans (including a Corona-virus bounce back loan), and a longer-term more substantial mortgage on the property, reflected as a post-balance sheet event. Incoming funds will be utilised to repay a proportion of existing debt, restore restricted funds, and for working capital, including required maintenance work on Waverley Abbey House. Management and trustees believe these initiatives secure the Charity's status as a going concern, despite our poor trading performance during the year to 31 August 2020.

During the financial year, CWR's overall deficit widened to £677,498 (2019: £146,273) on income of £2,730,331 (2019: £3,161,664), down 13.6%. Two-thirds of that decrease of £431,333 arose from donations and legacies, down £289,985 (31%) to £635,066, largely attributable to reduced legacies – and of course directly impacting the bottom line. Costs increased by £100,373 (3%) to £3,407,829, and included £46,906 related to restructuring, notably in Publishing.

Fundraising

The charity does raise funds from members of the public, through occasional appeals, the receipt of legacies and its partnership programme. The Charity was and remains registered with both the Fundraising Regulator and Fundraising Preference Service; there were no failures to comply with the fundraising standards. We received one complaint within the period relating to unwanted communication. We are committed to ensuring that no individual feels subject to unreasonable intrusion of privacy or persistent or undue pressure to donate. Requests are made generally via mail only to people who are already customers or supporters of the charity, and we routinely offer options to unsubscribe.

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Directors' report for the year ended 31 August 2020

We work hard to comply with the Fundraising Regulator's voluntary regulation scheme and require our suppliers and agents to do the same (although we did not utilise such services from third parties during this financial year). We are ever thankful to God for the generous donors and partners who make the ministry possible and we continue to recover UK Gift Aid where we can from the government for donations from UK taxpayers.

Reserves

Taking into account the tangible fixed assets and amounts falling due to creditors in more than one year, the free reserves at 31 August 2020 were £ (396,725) (2019: £393,058). The Trustees are mindful of the need to utilise the resources made available to the Charity but recognise the importance of re-establishing a level of reserves sufficient to withstand periods of fluctuating income and expenditure, such as that experienced during the Covid-19 pandemic.

Going Concern

The Trustee Board has recognized the depletion of resources evident over recent years, but continues closely to monitor the situation and is confident that the steps taken by the new Chief Executive and his team – including post- balance sheet refinancing via a long-term secured loan and restructuring – mean that the going concern basis remains appropriate for the accounts, as detailed in the accounting policies.

Risk Management

The major risks to which the Charity are exposed are reviewed and scored for probability and impact. Risks, including Health and Safety issues, are formally reviewed each year; any new project or change is also assessed for risk during the period by management. A schedule of the current controls, further action required to regulate and mitigate those risks, and the person responsible at an operational level is monitored and amended as appropriate. A business continuity plan is in place and is reviewed at regular intervals.

The four most significant risks identified, and the mitigating actions being taken, are:

- Impact on facilities or staff of events outside organisation's control; e.g. pandemic (particularly the current Covid-19 outbreak), fire, flood, terrorism, etc – appropriate safety measures taken and asset/business continuity insurances in place;
- Failure to maintain accreditation for the HE courses continued cultivation of the relationship with our accrediting University is closely monitored;
- Inability to service loans secured against our assets- continued monitoring of cash position and flows to provoke necessary management actions;
- Threat from systems failure/cyber attack - appropriate back-ups and safety measures in place including staff awareness.

The Directors do not believe there will be any detrimental impact from the UK leaving the European Union, due to the nature of the charity's operations and support base.

THE FUTURE

The Charity plans to continue with the activities as outlined in the sections above, subject to satisfactory funding and resources.

The charity plans to move from being a publishing house of physical and e-books, to establishing itself as a curator of content and marketing this content across a variety of physical and digital platforms to serve consumer choice.

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Directors' report for the year ended 31 August 2020

The Covid-19 pandemic is continuing to impact the Charity's operations, however, mitigating actions are in place such as the delivery of programmes online. The extension of the Government's job retention scheme is also alleviating some of the financial pressures.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

We have taken all the necessary steps to make ourselves, as Directors, aware of any relevant audit information and to establish that the auditors are aware of that information. As far as the Directors are aware, there is no relevant audit information of which the Charity's auditors are unaware.

The auditors, Mazars LLP have signified their willingness to continue in office and a resolution to reappoint them as independent auditors to the Charity and to authorise the Directors to fix their remuneration will be proposed at the annual general meeting.

In approving the Directors' report, we are approving the strategic report in our capacity as directors.

Approved by the Board on: Mar 3, 2021

Signed on its behalf by:

S. P. Apted
S. P. Apted, Mar 3, 2021 16:58:54 J.D.
S. P. Apted, Director

Independent auditor's report to the members of CWR

Opinion

We have audited the financial statements of CWR (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 August 2020 which comprise Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets, Consolidated Statement of Cash Flow 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 FRS 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 group's and of the parent charity's affairs as at 31 August 2020 and of the group's income and expenditure 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 charity 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

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees' have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees 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.

Independent auditor's report to the members of CWR

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 Trustees' Report which includes the Strategic Report and the Directors' Report 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 Strategic Report and the Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included within the Trustees' Report.

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

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 7, the trustees (who are also the directors of the parent charity 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 trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Independent auditor's report to the members of CWR

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 www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of the audit report

This report is made solely to the charity'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 charity'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 charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.

Signed: NJ Wakefield
#Nicola Wakefield (Mar 10, 2021 15:34 GMT)

Name: Nicola Wakefield
(Senior Statutory Auditor)

for and on behalf of Mazars LLP
Chartered Accountants and Statutory Auditor
Address: 2nd Floor, 6 Sutton Plaza, Sutton Court Road, Sutton, SM1 4FS

Mar 10, 2021

Consolidated statement of financial activities for the year ended 31 August 2020

		Unrestricted funds	Restricted Funds	2020 Total Funds	2019 Total funds
	Notes	£	£	£	£
Income					
Donations and legacies		448,381	186,685	635,066	925,051
<i>Income from charitable activities</i>					
Publications		873,344	-	873,344	1,069,048
Training		1,065,297	-	1,065,297	1,014,064
Income from other trading activities		28,982	-	28,982	78,310
Investment income		1,097	-	1,097	4,323
Other income		126,545	-	126,545	70,868
Total income	3	2,543,646	186,685	2,730,331	3,161,664
Expenditure					
Expenditure on raising funds	4	357,466	3,821	361,287	333,800
Expenditure on trading activities	5	28,052	-	28,052	76,893
<i>Expenditure on charitable activities</i>					
Publications costs	6	1,417,624	58,632	1,476,256	1,539,054
Training costs	7	1,470,809	71,426	1,542,235	1,357,709
Total expenditure		3,273,951	133,879	3,407,830	3,307,456
Net (expenditure) / income		(730,305)	52,806	(677,499)	(145,792)
Transfers between funds	19/20	26,049	(26,049)	-	-
(Loss) on disposal of tangible assets		-	-	-	(481)
Net movement in funds		(704,256)	26,757	(677,499)	(146,273)
Reconciliation of funds					
Total funds brought forward		2,995,400	204,473	3,199,873	3,346,146
Total funds carried forward	19/20	2,291,144	231,230	2,522,374	3,199,873

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 18 to 34 form part of these financial statements.

Consolidated and charity balance sheets at 31 August 2020

		Group 2020	Group 2019	Charity 2020	Charity 2019
	Notes	£	£	£	£
Fixed assets					
Intangible assets	12	195,689	210,695	195,689	210,695
Tangible assets	13	2,707,198	2,707,679	2,707,198	2,707,679
Total fixed assets		<u>2,902,887</u>	<u>2,918,374</u>	<u>2,902,887</u>	<u>2,918,374</u>
Current assets					
Stocks	14	210,601	234,159	210,601	234,159
Debtors	15	1,045,312	927,954	1,085,200	970,407
Cash at bank and in hand		141,698	872,641	100,630	828,426
Total current assets		<u>1,397,611</u>	<u>2,034,754</u>	<u>1,396,431</u>	<u>2,032,992</u>
Liabilities					
Creditors falling due within one year	16	(1,563,106)	(1,499,217)	(1,558,337)	(1,495,903)
Net current (liabilities) / assets		<u>(165,495)</u>	<u>535,537</u>	<u>(161,906)</u>	<u>537,089</u>
Total assets less current liabilities		<u>2,737,392</u>	<u>3,453,911</u>	<u>2,740,981</u>	<u>3,455,463</u>
Creditors falling due after more than one year	17	(215,018)	(254,038)	(215,018)	(254,038)
Net assets		<u><u>2,522,374</u></u>	<u><u>3,199,873</u></u>	<u><u>2,525,963</u></u>	<u><u>3,201,425</u></u>
Funds of the charity					
Unrestricted	19	2,291,144	2,995,400	2,294,733	2,996,952
Restricted	20	231,230	204,473	231,230	204,473
		<u><u>2,522,374</u></u>	<u><u>3,199,873</u></u>	<u><u>2,525,963</u></u>	<u><u>3,201,425</u></u>

Approved by the Board on: Mar 3, 2021
Signed on its behalf by

S. P. Apted
S. P. Apted (Mar 3, 2021 16:54 GMT+00:00)
S. P. Apted, Director

The notes on pages 18 to 34 form part of these financial statements.

CWR

Consolidated statement of cash flows for the year ended 31 August 2020

		2020	2019
	Notes	£	£
Net cash (used in) / from operating activities	27	(296,892)	1,604,661
Cash flows from investing activities:			
Purchases of property and equipment		(76,041)	(103,424)
Purchases of intangible assets		(27,358)	(49,153)
Interest received		1,097	4,323
Net cash from investing activities		(102,302)	(148,254)
Cash flows from financing activities:			
Interest paid		(7,108)	(9,496)
Repayment of borrowings	(i)	(324,641)	(909,853)
Net cash used in financing activities		(331,749)	(919,349)
Change in cash & cash equivalents in the year	(i)	(730,943)	537,058
Cash & cash equivalents at the beginning of the year		872,641	335,583
Cash & cash equivalents at the end of the year		141,698	872,641
(i) Analysis of changes in net debt			
	At 1 Sept 2019	Cash flows	At 31 Aug 2020
	£	£	£
Cash and cash equivalents			
Cash	872,641	(730,943)	141,698
Borrowings			
Debt due within one year	(461,995)	285,621	(176,374)
Debt due after one year	(254,038)	39,020	(215,018)
	(716,033)	324,641	(391,392)
Total	156,608	(406,302)	(249,694)

The notes on pages 18 to 34 form part of these financial statements.

CWR
Notes to the consolidated financial statements
For the year ended 31 August 2020

1 Accounting policies

1.1 Charity information

CWR is a company limited by guarantee and registered in England and Wales, registration number 1990308, and a registered charity, number 294387. The registered office is Waverley Abbey House, Waverley Lane, Farnham, Surrey GU9 8EP.

1.2 Basis of preparation of financial statements

The financial statements have been prepared 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 2015) – (Charities SORP (FRS 102)), and the Companies Act 2006.

CWR meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The financial statements are prepared in sterling (£), and rounded to the nearest pound. The financial statements consolidate the results of the Charity with its wholly owned subsidiary companies (see note 21) on a line by line basis. CWR controls its subsidiaries through 100% ownership of shares except for The Stapleford Centre which is through common control of those charged with governance. A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

The financial performance of the charity alone is:

	2020	2019
	£	£
Net movement in funds	(675,462)	(136,741)
Total funds brought forward	3,201,425	3,338,166
	<hr/>	<hr/>
Total funds carried forward	2,525,963	3,201,425
	<hr/>	<hr/>

Key accounting estimates and judgements

The Charity makes certain estimates and assumptions regarding the future. Estimates and judgements are continually evaluated based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. In the future, actual experience may differ from these estimates and assumptions.

Stocks are reviewed on a line by line basis, having due regard to quantities held and recent sales history. Provisions are established where, in the opinion of management, the full value of stock may not be realised.

CWR
Notes to the consolidated financial statements
For the year ended 31 August 2020

1.3 Going concern

The Charity's financial statements have been prepared on a going concern basis. The trustees have carefully considered the forecasts for the next twelve months and are of the opinion that CWR can meet its liabilities for at least twelve months from the date of signing, given the steps taken to secure additional long term funding via a mortgage on CWR's property and to restructure operations.

1.4 Income

Donations are credited to the Statement of Financial Activities as received, except that provision is made for income tax recoverable in respect of donations received under Gift Aid. Legacy income is recognised when it is probable that it will be received.

Most subscriptions received and some training course fees relate partly to the following year. The amount credited to the Statement of Financial Activities is that relating to the year ended 31 August 2020 and the balance is carried forward.

1.5 Allocation of costs

Costs of charitable activities of the Charity comprise expenditure directly relating to the objects of CWR. It includes the direct cost of publications and courses, staff, depreciation, premises and other appropriate costs.

Support costs comprise costs incurred directly in support of expenditure on the objects of CWR. It includes appropriate staff and overhead costs, as well as governance costs. These costs are apportioned on the bases of staff numbers and computer usage in each area of activity. Costs are apportioned to restricted funds as they are incurred in generating and fulfilling the requirements of these funds.

1.6 Fund accounting

Following the requirements of the Statement of Recommended Practice all funds of CWR have been analysed over the different types of funds, which are:

Unrestricted funds

Unrestricted funds are those funds not subject to any restrictions regarding their use and are available to spend on activities that further any of the purposes of the charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity. The purpose of any restricted funds is stated in note 20 of the financial statements.

CWR
Notes to the consolidated financial statements
For the year ended 31 August 2020

1.7 Depreciation – Property, plant and equipment

Individual fixed assets costing £500 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Freehold property	100 years
Windows, doors and electrical work	10 years
Computers, office and kitchen equipment	3–5 years

1.8 Development of software

Costs directly attributable to the development of computer software are capitalised as intangible assets only when technical feasibility of the project is demonstrated, the Group has an intention and ability to complete and use the software and the costs can be measured reliably. Such costs include purchases of materials and services. Research costs are recognised as an expense when incurred. On completion, assets are amortised over their estimated economic lives on a straight line basis as follows:

Software	5 years
----------	---------

1.9 Stocks

Stock and work in progress is valued at the lower of cost and estimated net realisable value.

1.10 Foreign currency

Assets expressed in foreign currency and sales transactions to be settled in foreign currency are translated into sterling at an average exchange rate for the period, since in the opinion of the Directors the amounts involved are insignificant except for monetary assets that are translated at the rate ruling at the balance sheet date. Differences arising on the translation of such items are dealt with in the Statement of Financial Activities.

1.11 Leases

Operating leases – Rentals payable under operating leases are charged on a straight line basis over the term of the lease.

1.12 Pension costs

The Charity operates a defined contribution pension scheme. Contributions payable to this pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

1.13 Redundancy policy

The charity recognises redundancy costs in the financial year during which the employee(s) are notified of the termination of their employment, and provides for those costs when the effective date and cash payment crosses into the following financial year.

CWR
Notes to the consolidated financial statements
For the year ended 31 August 2020

1.14 Financial instruments

The charity only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or in case of an out-right short-term loan that is not at market rate, the financial asset or liability is measured, initially at the present value of future cash flows discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost, unless it qualifies as a loan from a director in the case of a small company, or a public benefit entity concessionary loan.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the statement of financial activities.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the charity would receive for the asset if it were to be sold at the reporting date.

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is an 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.

CWR
Notes to the consolidated financial statements
For the year ended 31 August 2020

2 Comparative statement of financial activities

		Unrestricted funds	Restricted funds	2019 Total funds
	notes	£	£	£
Income				
Donations and legacies		647,041	278,010	925,051
<i>Income from charitable activities</i>				
Publications		1,069,048	-	1,069,048
Training		1,014,064	-	1,014,064
Income from other trading activities		78,310	-	78,310
Investment income		4,323	-	4,323
Other income		70,868	-	70,868
Total income	3	2,883,654	278,010	3,161,664
Expenditure				
Expenditure on raising funds	4	317,692	16,108	333,800
Expenditure on trading activities	5	76,893	-	76,893
<i>Expenditure on charitable activities</i>				
Publications costs	6	1,415,026	124,028	1,539,054
Training costs	7	1,288,034	69,675	1,357,709
Total expenditure		3,097,645	209,811	3,307,456
Net (expenditure) / income		(213,991)	68,199	(145,792)
Transfers between funds		43,687	(43,687)	-
Loss on disposal of tangible assets		(481)	-	(481)
Net movement in funds		(170,785)	24,512	(146,273)
Reconciliation of funds				
Total funds brought forward		3,166,185	179,961	3,346,146
Total funds carried forward	19/20	2,995,400	204,473	3,199,873

3 Income

The income and movement in funds are attributable to the principal activity of contributing to the spiritual growth of Christians throughout the world by publishing Bible materials, and teaching and training through seminars and courses.

The whole of the income arises in the UK with the exception of overseas course fees, product sales and royalties of £177,728 (2019: £239,330).

Analysis of income

Income	Unrestricted funds	Restricted funds	2020 Total	2019 Total
	£	£	£	£
Donations	440,300	186,685	626,985	708,880
Legacies	8,081	-	8,081	216,171
Total donations, legacies and grants	448,381	186,685	635,066	925,051
Publications income	873,344	-	873,344	1,069,048
Training income	1,065,297	-	1,065,297	1,014,064
Total income from charitable activities	1,938,641	-	1,938,641	2,083,112
Income from other trading activities	28,982	-	28,982	78,310
Investment income – deposit interest	1,097	-	1,097	4,323
Other income	126,545	-	126,545	70,868
Total income	2,543,646	186,685	2,730,331	3,161,664

Publications income derives mainly from the sale of printed and digital products. It also includes income from royalties and packaging.

Training income is predominantly student fees from the higher education counselling programmes as well as from short courses and regional seminars.

Trading income comes from conferencing and events held at the charity's venue located in Surrey.

Other income includes rentals of spare office capacity and vacant land, and sundry income from photocopying and postage. This financial year it also includes claims for wages through the government's coronavirus job retention scheme for staff on furlough.

CWR
Notes to the consolidated financial statements
For the year ended 31 August 2020

4 Expenditure on raising funds

	2020	2019
	£	£
Salaries	13,316	-
Printing appeals	4,391	9,101
Distribution and postage	2,232	7,610
Fulfilment and other costs	5,428	6,502
Support costs (note 8)	335,920	310,587
	<u>361,287</u>	<u>333,800</u>

5 Expenditure on trading activities

	2020	2019
	£	£
Salaries	-	18,045
Food expenses	4,739	18,508
Repairs and maintenance	6,862	19,004
Other costs	4,221	9,134
Support costs (note 8)	12,230	12,202
	<u>28,052</u>	<u>76,893</u>

6 Publications costs

	2020	2019
	£	£
Publications salaries	295,695	299,461
Cost of publications	281,061	326,048
Sales and marketing expenses	62,127	85,265
Other costs	3,071	5,990
Distribution costs	205,842	202,640
Support costs (note 8)	628,460	619,650
	<u>1,476,256</u>	<u>1,539,054</u>

CWR
Notes to the consolidated financial statements
For the year ended 31 August 2020

7 Training costs

	2020 £	2019 £
Training salaries	586,432	508,430
Marketing expenses	10,166	16,053
Course and events activity costs	294,452	231,575
Other costs	26,574	78,092
Support costs (note 8)	624,611	523,559
	<u>1,542,235</u>	<u>1,357,709</u>

8 Analysis of support and governance costs

	Raising funds costs	Trading activities costs	Publication costs	Training costs	Total 2020	Total 2019
	£	£	£	£	£	£
Support and other costs include the following:						
Support staff costs	251,989	7,314	328,938	230,049	818,290	782,401
Administration and insurance	9,116	-	40,331	62,394	111,841	76,022
Bank charges and interest payable	4,816	-	13,404	12,533	30,753	37,225
Depreciation and amortisation	22,019	-	30,388	37,081	89,489	68,414
Office and equipment maintenance	14,112	3,576	62,908	96,596	177,192	193,634
Distribution, stationery and printing	1,558	-	6,891	10,661	19,110	26,372
Governance costs	10,162	1,340	41,472	47,772	100,746	92,454
Other support costs	22,148	-	104,128	127,524	253,800	189,476
	<u>335,920</u>	<u>12,230</u>	<u>628,460</u>	<u>624,611</u>	<u>1,601,221</u>	<u>1,465,998</u>

9	Net income / (expenditure) for the year	2020 £	2019 £
	This is stated after charging:		
	Auditors' remuneration: audit fees	10,500	10,000
	taxation services	815	775
	other services	605	565
	Interest payable: mortgage	7,108	9,496
	Depreciation/amortisation of owned fixed assets	89,489	68,414
	Hire of other assets – operating leases	12,998	15,077

	2020	2019
	£	£
Salaries and wages	1,506,362	1,409,384
Pension costs	168,413	153,755
Social security costs	123,802	116,803
	<u>1,798,577</u>	<u>1,679,942</u>

The key management personnel of the charity and the group comprise the Chief Executive Officer, interim Executive Officer, Director of Operations and Finance, International Director, Director of Ministry, Director of Resources, Director of Higher Education and Head of Communications. The total employee benefits of the key management personnel were £345,737 (2019: £304,522).

The average head count for the year was 64 staff (2019: 67 staff). The total number of Directors at the year end, and the number of employees during the year, calculated on a full time equivalent basis was:

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CWR
Notes to the consolidated financial statements
For the year ended 31 August 2020

11 Directors and related parties

Of the Directors who served during the year, none (2019: none) received any remuneration for their services as directors. Payments amounting to £597 (2019: £808) were made to reimburse Directors for travelling and other expenses during the year. During the year one director was paid £4,626 (2019: £9,450) for work in advancing the ministry in Asia for the benefit of the Charity. The Charity Commission gave approval for this arrangement.

During the year the following income transactions occurred between related parties in which some of the charity's directors also were independently involved with:

- Jubilee Church, Farnham - £68.16 for books (2019: £230 for room hire)
- Clarion Call - £4,400 for higher education course

There were no balances outstanding at year end.

The Charity has an unsecured loan of £115,000 (2019: £400,000) from one of the directors of its subsidiary CWR Care and Counselling (Asia) Limited (note 16).

12 Intangible fixed assets

<u>Group and Charity</u>	Software £	Under construction £	Total £
Cost			
At 1 September 2019	120,865	125,950	246,815
Additions	6,600	20,758	27,358
Transfer	-	(16,725)	(16,725)
At 31 August 2020	127,465	129,983	257,448
Amortisation			
At 1 September 2019	36,120	-	36,120
Charge for the year	25,639	-	25,639
At 31 August 2020	61,759	-	61,759
Net book values			
At 31 August 2020	65,706	129,983	195,689
At 31 August 2019	84,745	125,950	210,695
Amortisation rates per annum	20%		

CWR
Notes to the consolidated financial statements
For the year ended 31 August 2020

13 Tangible fixed assets

<u>Group and Charity</u>	Freehold property	Office furniture and equipment	Under construction	Total
	£	£	£	£
Cost				
At 1 September 2019	3,151,862	498,805	36,078	3,686,745
Additions	-	41,466	34,575	76,041
Transfers	-	57,981	(41,256)	16,725
Disposals	-	-	(29,397)	(29,397)
At 31 August 2020	3,151,862	598,252	-	3,750,114
Depreciation				
At 1 September 2019	556,458	422,608	-	979,066
Charge for the year	25,941	37,909	-	63,850
Disposals	-	-	-	-
At 31 August 2020	582,399	460,517	-	1,042,916
Net book values				
At 31 August 2020	2,569,463	137,735	-	2,707,198
At 31 August 2019	2,595,404	76,197	36,078	2,707,679
Depreciation rates per annum	1% to 10% on property additions	20% to 33.3%		

The tangible fixed assets are all held for charitable purposes.

14 Stocks

Group and Charity	2020 £	2019 £
Work in progress	10,839	10,437
Publications for sale	199,762	223,722
	<u>210,601</u>	<u>234,159</u>

The value of stocks expensed during the year was £316,910 (2019: £369,313).

CWR
Notes to the consolidated financial statements
For the year ended 31 August 2020

15 Debtors

	2020 Group £	2019 Group £	2020 Charity £	2019 Charity £
Due within one year:				
Trade debtors	939,941	645,204	939,941	645,204
Other debtors	31,201	50,187	30,582	49,256
Balances due from group companies	-	-	40,507	43,384
Prepayments and accrued income	74,170	232,563	74,170	232,563
	<u>1,045,312</u>	<u>927,954</u>	<u>1,085,200</u>	<u>970,407</u>

16 Creditors falling due within one year

	2020 Group £	2019 Group £	2020 Charity £	2019 Charity £
Commercial mortgage	61,374	61,994	61,374	61,994
Bank and short term loans	115,000	400,000	115,000	400,000
Trade creditors	127,135	80,750	127,135	80,750
Deferred income	1,105,496	855,845	1,105,496	855,845
Taxation and social security	29,734	32,488	29,734	32,488
Other creditors and accruals	124,367	68,140	119,598	64,826
	<u>1,563,106</u>	<u>1,499,217</u>	<u>1,558,337</u>	<u>1,495,903</u>

Reconciliation of movement in deferred income during the year

Group	2020 £	2019 £
Beginning of the year	855,845	925,891
Received during the year	1,600,428	1,221,758
Released to statement of financial activities	(1,350,777)	(1,291,804)
End of the year	<u>1,105,496</u>	<u>855,845</u>

Deferred income relates to student fees and dated product subscriptions received in advance.

CWR
Notes to the consolidated financial statements
For the year ended 31 August 2020

17 Creditors falling due in more than one year

	2020	2019
<u>Group and Charity</u>	<u>£</u>	<u>£</u>
Commercial mortgage, repayable		
In one to two years	74,421	63,709
In three to five years	140,597	190,329
	<u>215,018</u>	<u>254,038</u>

The Commercial Mortgage (notes 16 and 17) is secured by a charge on a freehold property and is being repaid over 20 years from June 2005. The rate of interest on the mortgage is 2% above base rate.

18 Financial instruments

	2020	2019
	£	£
Financial assets		
Cash and cash equivalents	141,698	872,641
Financial assets that are debt instruments	970,523	694,717
	<u>1,112,221</u>	<u>1,567,358</u>
Financial liabilities	<u>527,984</u>	<u>464,923</u>

Financial assets measured at amortised cost comprise trade and other receivables and amounts owed by group undertakings.

Financial liabilities measured at amortised cost comprise trade payables, amounts owed to parent undertaking and other creditors.

19 Unrestricted funds

	Group	Charity
	£	£
Balance at 1 September 2019	2,995,400	2,996,952
Income	2,543,646	2,512,696
Expenditure	(3,273,951)	(3,240,964)
Transfer between funds	26,049	26,049
	<u>2,291,144</u>	<u>2,294,733</u>
Balance at 31 August 2020	<u>2,291,144</u>	<u>2,294,733</u>

CWR
Notes to the consolidated financial statements
For the year ended 31 August 2020

20 Restricted funds

Group and Charity

Funds	Balance at 31 Aug 2019 £	Income £	Expenses £	Transfers £	Balance at 31 Aug 2020 £
Prisons Ministry	80,478	19,413	(45,721)	21,082	75,252
Asia Ministry	81,496	131,500	(64,267)	-	148,729
Christmas 2017 appeal (SE Asia)	16,795	30	-	(16,825)	-
Easter 2018 appeal (Insight)	9,169	55	-	(9,224)	-
Summer 2019 appeal (Counselling)	16,535	4,046	(13,332)	-	7,249
Christmas 2019 appeal (Prisons)	-	31,641	(10,559)	(21,082)	-
	<u>204,473</u>	<u>186,685</u>	<u>(133,879)</u>	<u>(26,049)</u>	<u>231,230</u>

The Prison Ministry fund contributes towards the costs of printing and distributing bible readings notes into prisons predominantly around the UK and also in Australia and New Zealand.

The Asia Ministry fund continues to fund the translation and printing of key CWR titles in Mandarin and other languages for distribution to churches and individuals in China and countries across South East Asia as well as supporting the cost of running core counselling modules in Singapore and Cambodia.

The 2017 Christmas appeal raised funds for the translation of our resources into a number of Asian languages and to provide training in care and counselling in particular in Cambodia and Nepal.

The 2018 Easter appeal raised funds towards expanding the outreach of our Insight courses and resources with digital resources, development of the resources for a younger audience and the desire to hold more seminars and courses regionally around the UK

The 2019 summer appeal raised funds to make Christian counselling support accessible to all those who need it no matter what their financial circumstances are by training more Christian counsellors. As CWR looks to the future, our vision is to see counselling centres opening up across the UK, giving more people access where they may not be offered support.

The 2019 Christmas appeal raised funds enabling us to provide to Angel Tree Prison Fellowship personalised gifts for the children of prisoners and young offenders who may otherwise not have received a present from their parent.

CWR
Notes to the consolidated financial statements
For the year ended 31 August 2020

20 Restricted funds (continued)

As stated in all appeals literature, any surplus funds remaining after projects have been fulfilled and completed are transferred for use in the ongoing operations of the charity.

21 Subsidiary Companies

Subsidiaries	Activities	% of capital held	Net assets / (liabilities) at		Surplus / (deficit) for the year ended	
			2020	2019	2020	2019
			£	£	£	£
CWR Care and Counselling Asia Limited (a company incorporated in Singapore) (Co no. 200923041W)	Training	100% subsidiary	(38,051)	(34,883)	(3,168)	(9,383)
CWR Trading Limited (a company incorporated in UK) (Co no. 07818060)	Conferencing and events	100% subsidiary	-	-	-	-
The Stapleford Centre Limited (a company incorporated in UK) (Co no. 03371977) (Charity no. 1063856)	Education and training	Common control	34,462	33,331	1,131	(149)
Waverley Abbey College Limited (a non-trading company incorporated in UK) (Co no. 09153329)	Education and training	100% subsidiary	-	-	-	-

Registered addresses

CWR Care and Counselling Asia Limited
133 Cecil Street, #16-01 Keck Seng Tower, Singapore 069535

CWR Trading Limited / The Stapleford Centre Limited / Waverley Abbey College Limited
Waverley Abbey House, Waverley Lane, Farnham, Surrey, GU9 8EP, UK

For the year ending 31 August 2020 the following subsidiaries were entitled to exemption from audit under section 479A of the Companies Act 2006 relating to subsidiary companies: CWR Trading Limited, The Stapleford Centre and Waverley Abbey College Limited.

CWR**Notes to the consolidated financial statements****For the year ended 31 August 2020****22 Analysis of net assets between funds - Group**

	Unrestricted	Restricted	Total funds 2020	Total funds 2019
	£	£	£	£
Fixed assets	2,902,887	-	2,902,887	2,918,374
Cash at bank	-	141,698	141,698	872,641
Other current assets	1,166,381	89,532	1,255,913	1,162,113
Current liabilities	(1,563,106)	-	(1,563,106)	(1,499,217)
Long term liabilities	(215,018)	-	(215,018)	(254,038)
	<u>2,291,144</u>	<u>231,230</u>	<u>2,522,374</u>	<u>3,199,873</u>

23 Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £168,413 for the year (2019: £153,755). At 31 August 2020 pension contributions of £13,111 were due for payment (2019: £nil).

24 Capital commitments

At 31 August 2020 the Group had no commitments to capital expenditure (2019: £92,139) which were not provided for.

25 Other financial commitments

At 31 August 2020 the Group was committed to making the following lease payments under non-cancellable operating leases:

	2020 £	2019 £
During the next year	11,772	13,407
Due in two to four years	43,163	23,463
	<u>54,935</u>	<u>36,870</u>

CWR**Notes to the consolidated financial statements****For the year ended 31 August 2020**

26 Subsequent Events

Subsequent to the year-end CWR applied to Stewardship for a loan and a formal offer has been received for a 15 year mortgage loan to be extended in two tranches: £1,185,000 at 5% and a facility of £355,000 at 1% until drawn down and 5.25% thereafter. The loan process is progressing through legal due diligence and is set to complete early in 2021.

27 Reconciliation of net movement in funds for the year to net cash (outflow) / inflow from operating activities

	Group 2020 £	Group 2019 £
Cash flows from operating activities		
Net movement in funds	(677,499)	(146,273)
Adjustments for:		
Depreciation of property and equipment	63,850	68,414
Amortisation of intangible assets	25,639	
Interest received	(1,097)	(4,323)
Interest paid	7,108	9,496
Loss on disposal of equipment	29,397	481
(Increase) Decrease in debtors	(117,358)	1,885,259
Decrease in stock	23,558	28,163
Increase (Decrease) in creditors	349,510	(236,556)
Cash (used in) / generated from operating activities	(296,892)	1,604,661