

ANNUAL REPORT 2020–21

and Financial Statements / Year ended 31 March 2021

2021

evangelical alliance
together making Jesus known



A dark, moody photograph of a person's hands holding an open book. The person is wearing a light-colored shirt. The background is blurred, showing what appears to be a desk or table with other papers. The overall tone is blue and black.

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A WORD FROM
our CEO



It's been a year like no other. Less than six months into my role leading the Evangelical Alliance, I couldn't have imagined that a pandemic would sweep across the UK, changing so much in every way. With church buildings closed, and people in such great need, the church found itself needing to reimagine its witness.

Just over a year ago, online church seemed a niche offering, yet now most churches have learnt to be broadcasters. It's been amazing to see how many of our members have adapted and seized this opportunity to make Jesus known, however challenging the landscape.

We have sought to support the church through our Changing Church reports and suite of resources, regular contact with members, UK day of prayer and much more, all the while adjusting our ministry too.

In the last year, as the church strived to remain spiritually active in lockdown and share the gospel, we created innovative resources to facilitate mission, and we showcased unparalleled stories of community impact from churches across the country.

The church has stepped up this year, serving communities in a staggering number of selfless acts of kindness, and we've made political representatives aware by highlighting this outstanding service.

The biblical vision for humanity has continued to be contested, so our Being Human project has continued to grow, inspiring everyday Christians to engage our culture.

Amidst great adversity, there have been huge opportunities too. We produced *Is the 'missing generation' still missing?*, a report for navigating mission to 20s and 30s, after learning that many young adults had prayed and attended online church services during the pandemic.

We've spoken up as a brave and kind voice into the corridors of power, promoted considerate and informed conversations about coronavirus regulations and vaccinations, and called the UK church to face the challenges of the pandemic on our knees in prayer to our good God.

Not only that, but this year saw our first ever leadership conference, full of insights and encouragements, laying the foundations for more to come; we can't wait to see what God will do in 2022.

I'm deeply grateful for the team I get to serve with – all have been amazing this past year – and for those who have stood and prayed with us. It's incredible to see what the Lord has done.

Looking forward, we are keen to help with the social and spiritual rebuilding of the UK post-pandemic and to work alongside all our members in making Jesus known.

Thank you for your support and prayers.

Every blessing,

Gavin Calver
CEO



Report of the board of trustees

The board of trustees presents its annual report and audited financial statements for the year to 31 March 2021. The financial statements comply with current statutory requirements, with the requirements of the Evangelical Alliance governing document, the Articles of Association (approved on 24 September 2015) and the Statement of Recommended Practice for Accounting and Reporting by Charities (FRS 102).

Aims and objectives

The Evangelical Alliance's purposes, as set out in the doctrinal basis and principles contained in the charity's Articles of Association, are to advance the evangelical Christian faith in all parts of the world by such means being charitable as the Evangelical Alliance may determine. Our mission is to bring evangelical Christians together, strengthen their voice and inspire them for mission. We aim to do this by:

- speaking with confidence to government and the media, to present God's truth with grace.
- following Jesus and serving the church: working together to see our lives and communities changed.

How our work delivers our aims

Activities are reflected in the Statement of Financial Activities and in this report in the following ways:

- **Advocacy: Speaking on issues that matter.** In churches, in the media, into government, and in public conversations, we provide a hope-filled, trustworthy and confident voice, speaking prophetically about what is happening across the UK and the hope that Jesus brings. We champion and equip a wide range of voices in the evangelical community, so that together we can make Jesus known.
- **Unity and mission: Bringing together people, churches and organisations in the name of Jesus.** Since 1846 we have brought together different people, churches and organisations, because we believe that it is together that we make Jesus known. We connect people from across the UK, from different ethnicities, different walks of life and different church streams, so that we can grow together and see lives transformed through the power of the gospel.

The gospel is central to everything we do. We celebrate and share – in person, through the media, online, and in print – the stories of transformed lives and communities from across the church and throughout the UK. We help our members have the confidence, the tools and the

language to share the good news of Jesus to all.

- **Communications and membership: Serving the church, supporting our members.** We are an alliance of evangelicals; we exist to serve the church and support each other. We encourage our members by spotlighting issues and connecting people to expertise, great ideas and resources, and inspiring stories from around the church. We affirm and promote the value of membership to Christians and the local church, and the value of the Evangelical Alliance to the wider church and society at large.
- **Fundraising:** Working with members, supporters and trusts who are committed to our goal to raise financial resources to enable the Evangelical Alliance to meet its aims and objectives.

How our activities deliver public benefit

The trustees confirm they have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's

aims and objectives and when planning future activities.

We believe the Christian faith we profess – and which underpins everything we do – is for the common good of every member of society. We therefore believe the Evangelical Alliance fulfils the public benefit test required of charities.

Some of the work we do is of specific benefit to our individual, church and organisation members. We are, however, an outward-looking organisation: we are committed to the positive transformation of all people in society. We therefore strive to make sure the benefits we work for are not exclusive to our members or to evangelical Christians.

As trustees of the Evangelical Alliance, we firmly believe that following Christ changes lives for the better. However, we accept the right of individuals to have, and to express, differing beliefs or no belief. A central part of the Christian faith is the desire to see justice for all, regardless of age, ethnicity, sex, class or religion.

During the reporting year, the Evangelical Alliance continued working for the good of society through our ongoing programmes, which are outlined in more detail in the following pages.

A photograph of a man and a woman sitting at a wooden table, both laughing heartily. The man, on the left, is wearing a grey hoodie over a blue and white checkered shirt. The woman, on the right, is wearing a light blue long-sleeved shirt. They are both holding white ceramic mugs. The background is slightly blurred, showing a wooden shelf with some items. The entire image has a dark blue overlay, and the text is in white.

IN A YEAR OF BAD NEWS,

together we shared
the gospel

Inspiring Christians to share their faith during the coronavirus crisis

Story Bearer

How to
share your faith
with your friends

Phil Knox

Foreword by Gavin Calver

'Daringly transparent'
Leonard Sweet



Story Bearer sessions

The situation

During the pandemic, non-Christians appeared to be more spiritually open to conversations about faith, and they were asking questions. But many in Christian ministry didn't know how to share and explain the gospel online in an accessible and understandable way.

How we stepped in

We launched Story Bearer sessions, a weekly interactive Facebook Live event to equip and inspire Christians to share their faith with their friends in the changing circumstances. For over two months, we broadcast weekly live conversations where evangelists and leaders shared wisdom, experience and advice to encourage Christians to make Jesus known.

“

Thank you all so much!
Very inspirational and practical. I don't hear enough about modern-day miracles.

– Liz

”

“

Such a helpful breakdown... Thank you.

– Catrin

40,000+
VIEWS ON
FACEBOOK

”

Our impact

The live conversations generated more than 40,000 views on Facebook and resulted in churches running evangelism training in the autumn, using the Story Bearer book and resources as a guide.

“I have more confidence to speak about my faith with friends and family. God is moving His people to pray and be more bold.”

– Marilyn

Guest contributors included evangelists and others, including J. John, Les Isaac OBE, Sarah Yardley and Miriam Swanson.

Helping the church navigate the changing landscape of mission to young adults



Is the ‘missing generation’ still missing?

The situation

In past years, young adults were often missing from our churches, resulting in them being dubbed the ‘missing generation’. But, during the pandemic, Savanta: Comres research revealed that large numbers of young adults had prayed regularly or joined church services online. This led us to ask the question: is the ‘missing generation’ still missing, and if not, how can they be disciplined well?

“It’s been a massive blessing and I am sure you have helped a lot of church leaders (and a lot of the young adults who will be impacted by their leadership) through this.” – Andy Symonds, Soul Survivor Watford

How we stepped in

We produced *Is the ‘missing generation’ still missing?*, an online report, and complementary blogs and video content, to help local churches reflect on the changes and opportunities brought about by coronavirus.

The project pulled together in-depth analysis of societal trends and interviews with hundreds of church leaders, young adults, practitioners and academics. It covered issues from social media to racial injustice, and cultural trends to transformative innovations. We analysed research, told hope-filled stories and posed questions to facilitate the church as it sought to navigate mission to young adults.



Our impact

Here’s what people had to say:

“

I checked out the report about what God is doing with young adults from the Evangelical Alliance. It completely made my day yesterday. It filled me with a renewed sense of joy and hope at how God redeems situations for His purposes, and I’m excited for what is to come.

– Anna Wooding, Christian Aid

”

Enabling leaders to inspire a new generation of first-time evangelists



GREAT
COMMISSION

Great Commission

We believe that sharing stories about the goodness of God builds confidence and equips people to share Jesus. Through the work of the Great Commission we have sought to inspire and enable the church to share the hope we have in Him.

Remember When

The situation

With fewer events and church programmes to invite people to, owing to the pandemic, the Great Commission team recognised that peer evangelism would be an effective way to share the Christian faith. But many Christians feel they don't have the right words to say or something significant to share.

How we stepped in

We developed Remember When, a sermon series and small group resource that doesn't assume any prior experience in evangelism but encourages people to reflect on their journey of faith and use those stories to witness among friends and family.

Through our social media campaign, we've been encouraging church leaders and small groups to sign up to access a suite of free resources, and we've been journeying with them as they've begun remembering and sharing their stories as a community.

Our impact

Not only did the initiative reach over 28,000 accounts on Facebook, but we've had more than 300 small group sign-ups and 200 church leader sign-ups to receive regular

#RememberWhen updates and inspiration, empowering churches and small groups to witness to Jesus, perhaps for the first time.

Here's what people had to say:

“

The material prompted a very easy and honest conversation amongst our group of men who rarely talk so openly about faith issues.

– Douglas, Men's Fellowship group

”





“All group members have enjoyed the challenge of the course and two have already reported back adventures into sharing their #RememberWhen memories with non-believers.”

– John Elliott

“

This resource helps to change people’s perspectives of evangelism from being something evangelists do to something they can do.

– Marcus Mak, Christ Church Felixstowe

”



A photograph of two people standing outdoors. On the left, a person with blonde hair tied back wears dark sunglasses and a green and white patterned face mask. They are wearing a white t-shirt with a red and white plaid shirt draped over their shoulders. On the right, a person with short, curly blonde hair wears a black face mask and a light blue button-down shirt over a white t-shirt. The background is a blurred city street. A white rectangular box contains the text 'IN A YEAR OF CONTENTION,'.

IN A YEAR OF CONTENTION,

together we've raised
our voices



A background image featuring a man on the left and a woman on the right, both looking towards the camera. The image is overlaid with a semi-transparent blue filter. The man is wearing a plaid shirt, and the woman is wearing a dark jacket.

Standing with the church as it responded to a crisis

“THE CORONAVIRUS
CONVERSATIONS”

Coronavirus conversations

The situation

At the start of the UK lockdown, church leaders were left reeling from the total upending of all normal practices and means of ministry. None of us had been trained to lead in a pandemic; no one knew how to care, support and minister to people when we couldn't meet in person. This was uncharted territory. And yet, we were all going through the same thing, and thanks to the gift of social media, we didn't have to go through everything alone. We could share ideas, prophetic insight and expertise with each other.

How we stepped in

Gavin Calver and Jo Frost hosted four coronavirus conversations live on Facebook and YouTube, with guests: Peter Lynas, Rev Celia Apeagyei-Collins, John Kirkby and Rt Rev Jill Duff. The live content included stories about what God was doing in the church across the UK, how leaders could respond in the immediate crisis and what could be reimaged as we look ahead. With live Q&A included, people could ask their legislative, practical and theological questions directly and get immediate advice.

Our impact

Here is what our viewers on Facebook had to say:

“Good to share this time with you. Thanks for providing this helpful space.”

“

Excellent. Plenty of distilled wisdom in these discussions.

”

“Thank you so much for this – really encouraging and positive. We need this leadership right now, and we look to God for the future.”

“

“Thank you for this! Through your conversation, you've provided a very helpful overview of the challenges the church is facing and have highlighted some of the opportunities God is opening up for us to be a positive influence for Him in our communities.”

”

Speaking out as a
brave and kind voice
at every level
of society



The situation

The coronavirus pandemic meant unprecedented restrictions on church activities as services moved online. For part of the last year, congregations were prohibited from gathering in person; and when they could meet, it was with significant restrictions.

How we spoke out

Throughout the pandemic we have spoken up on behalf of evangelical churches across the UK. In every nation we have been involved in private consultations and regular forums to discuss the impact of changes on churches, and we have consistently pressed for regulations that do not unduly restrict religious freedom. We have worked to ensure governments understand how churches operate and what is necessary for them to provide the vital spiritual and practical support for communities. We have also raised our voice publicly when churches were shut without good reason, such as in November 2020 in England and in March 2021 in Scotland.

Our impact

We have had frequent positive engagement with government ministers and officials across the UK, and have seen key shifts in regulations, including churches being permitted to remain open in early 2021. We have also been able to consistently effect minor but vital amendments to regulations, to ensure that they work for churches and are consistent with the governments' approach to other sectors.



Public policy

We engaged with policy development on marriage laws and hate crime, plus government consultations, parliamentary enquiries and policy development on a wide range of issues, including responding to consultations on gambling laws and at-home abortion.

Addressing vaccine concerns and misinformation

The situation

At the news that there would be vaccines available for COVID-19, many people had questions and concerns, from ethical questions to uncertainty around the safety and testing rigour of the vaccines. The Scientific Advisory Group for Emergencies (SAGE) raised concerns over vaccine uptake, with 72 per cent of black people reportedly unlikely to take the jab. Historical issues of unethical healthcare research, institutional racism and conspiracy theories have been identified as some of the reasons for hesitancy from people of black heritage. This disparity, and the concerns of the black community, needed to be addressed.

What we did

- Evangelical Alliance Northern Ireland hosted 'Making ethical decisions that value human life', a conversation with experts from the fields of medicine, medical ethics, public policy and bio-science on the ethics around a COVID-19 vaccine.
- With YourNeighbour, we organised a webinar and Q&A, as well as resources to inform and educate. The minister for vaccines attended to answer questions, along with other faith leaders.
- We organised a series of conversations across denominations, led by key members of the Evangelical Alliance's One People Commission (OPC)

and NHS England's director of health inequalities, and engaged with the minister for faith on the vaccines.

- We partnered with Public Health Wales (PHW), Track, Trace and Protect Wales (TTP Wales), and Cytûn to host a vaccination webinar in March 2021, including a presentation from PHW, a theological reflection from Goa-born Dominic De Souza, pastor of City Church Cardiff, and a Q&A session with expert clinicians who are evangelical Christians.

Our impact

- One OPC member church put their venue out to facilitate the administration of vaccines. This attracted the media, political leaders and set a precedent for other religious centres.
- The recording of the vaccine and ethics webinar on YouTube has more than 900 views.
- The live Welsh webinar was attended by people from all over Wales and multiple ethnic and linguistic communities and was commended by the Welsh Government's COVID-19 vaccine team.



400+
participants joined
the webinar addressing
the disparity and
concerns of the black
community, attended
by the minister for
vaccines.

Serving our public leaders as they speak out in society

The situation

In the early chaos of lockdown there was a necessity to support our public leaders who themselves were having to lead in incredibly challenging circumstances. This was done initially by running a series of spring webinars (some pivoted from in-person events). One of these events, Leadership in Crisis, with Tim Cross, was made available publicly for any leader to access.

How we offered support

Online webinars ran alongside localised support for the national Public Leadership networks. These included online gatherings, prayer support networks and individual support. We wanted to support those leading on the frontline and many have since told us how vital this was at the time.



Impact

UK Public Leadership

- 4 UK-wide network webinars with senior leaders from the military, global business, academia and cultural analysis. A new initiative allowing us to strengthen links across the UK; 131 participants have attended these webinars in total, with almost 60 per cent of alumni attending.

Scottish Public Leadership

- Four online events for the 2019/20 cohort, including an additional weekend event and extension of programme to autumn 2020.
- Six online prayer gatherings for previous cohort groups hosted by alumni. These were attended by 40 per cent of alumni, with two year groups having 50 per cent attendance.
- Support offered to all past participants with cards and phone calls from members of the Scotland Public Leadership steering group.
- In total 68 per cent of alumni attended at least one online webinar or prayer gathering.
- Christmas online gathering with Kate Forbes MSP with around 50 network members attending (approx. 50 per cent of wider network).

Mobilising the church for racial justice



Racial justice

The situation

One story rose above the blanket pandemic coverage of 2020 – the murder of George Floyd. His death sparked global protests and riots, soul-searching and questions. Long overdue conversations in the church were needed. Questions arose around how to acknowledge the pain and trauma experienced by people of colour in our communities and how to move forward towards reconciliation and unity.

How we stepped up

- We hosted a conversation between Gavin Calver and RCCG chairman Pastor Agu Irukwu on the pursuit of racial justice.
- We reduced the cost of our workbook for leaders *The [Im]possible Dream* and made it available both online and in print, removing any barrier to people's access.
- We recruited our first full-time One People Commission director, Rev Israel Olofinjana.

Impact

Our commitment to racial justice and unity through ethnic diversity was established at our founding in 1846 and remains core to who we are. We are committed to provoking conversation, modelling good practice and speaking up on behalf of our brothers and sisters at all times.



Connecting South Asian Christians



South Asian Forum (SAF) champions

The situation

We wanted to connect with more South Asian Christians across the UK, including those in ministry to South Asians of other faiths.

How we stepped in

We launched SAF champions (regional representatives), appointing 11 champions so far, who will help us establish networks of South Asian Christians to reach out to South Asians of other faiths in their areas and integrate South Asian Christian communities into the wider UK church.

Our impact

Our champions are able to help us plan events and develop resources. We have connected South Asian Christians with our SAF champions, and now they can work together in ministry with a more coordinated approach.

“

SAF is a great network to be a part of, for encouragement, fellowship and sharing amongst South Asian churches and leaders. It is so important to know that you can be part of a bigger family of churches here in the UK, uniting to further the gospel of Jesus Christ. – Surekha Hulugalle, national leader, Foursquare Church UK

”

Inspiring
and equipping
everyday Christians
to understand
and share the
God-story



Being Human

The situation

Amidst a global pandemic, Black Lives Matter movement, contentious elections and accelerating climate change, there has been a constant cacophony of voices telling us who we are, what's true, what's real, what's wrong, and what will make us happy and how to get it. These voices tell stories, both big and small, that shape how we live. What it is to be human is arguably the most profound but also most contested question in our culture today.

How we are responding

Alongside the research phase of the wider three-year Being Human project, which seeks to help everyday Christians understand, articulate and participate in the biblical vision of what it means to be human, we also released season two of the Being Human podcast. Tracking the overarching narrative of the Bible, hosts Peter Lynas and Jo Frost interwove biblical insights with cultural critique, giving listeners a fresh perspective on the world in which we live, the stories that are shaping us and how to be followers of Jesus in our daily lives.

Impact



Excellent. Just love the content. Highly relevant, so helpful. Glad you are talking about this. Thank you.

– iTunes review



Thought-provoking. Very relevant and topical; love the way current issues in our society

are linked to biblical truth.

– iTunes review



Wales: Penally asylum seekers

The situation

When a condemned army barracks was repurposed by the Foreign Office as a camp for more than 100 Middle Eastern and north-east African male asylum seekers, we and others saw the need for support. Their arrival triggered unease locally and people arrived from all over the country to protest against the asylum seekers. We wanted to welcome them, show them the love of God, and provide pastoral support and connections to fellowship in their own language.

How we stepped in

- We partnered with Rob James, chair of Evangelical Alliance Wales' executive committee, Cytûn, DPIA (Displaced People in Action) and leaders from local denominations in order to set up a chaplaincy for the Christians in the camp.
- Rallying the local churches also helped to allay fear and suspicion within local communities.

Our impact (in partnership)

- Chaplains were able to provide pastoral support as well as English or Farsi Bibles and CDs of Christian music.
- Since the closure of the camp in March 2021, many of the men have been placed in Cardiff and many are attending local churches.
- The organisations worked together to provide tablets and Wi-Fi so that the men could contact their families.

Wales: media and government

We have had unprecedented favour with the Welsh Government and the Senedd over the past year, and have met with and are frequently contacted by public representatives in Wales. We have been part of the working advisory groups around the proposed Religion, Values and Ethics and Relationships and Sexuality Education curricula.

Our impact

When the Curriculum Bill was voted for in March, some of the amendments we had pushed for had been included. Together with colleagues from Cytûn (Churches Together in Wales), we ensured that two representatives from black-led churches became full members of the Faith Communities Forum.

Our strong level of engagement with media included an interview with ITV about our Changing Church research and recording a service for BBC Radio Cymru.



I would like to take this opportunity to convey my personal thanks to you and everybody at the Evangelical Alliance for giving your time to provide resources, care and company to the most vulnerable in our society.

– Jane Hutt, deputy minister and chief whip



Hate Crime and Public Order (Scotland) Bill

The situation

People must be free to debate, accept or reject the gospel. We had various concerns about the proposed Scottish Hate Crime Bill in its original form in 2020, including its inadequate or entirely missing freedom of expression provisions.

How we spoke out

We pushed for guarantees on freedom of expression: we met regularly with government representatives, expressing concerns and proposing solutions, representing the views and evidence provided by our members. This included three different meetings with the Scottish Government's justice secretary and two different appearances before the Scottish Parliament's Justice Committee.

Our impact

Considering the state of the Bill at its introduction, we can see how much it's changed (it was enacted March 2021). Intent must now be proved, a reasonable person test was added, the freedom of expression provisions became significantly stronger, and the possession of inflammatory material section was removed.

“This shows how a combination of prayer and practical action can really make a tangible difference to legislation... it is our privilege to speak on behalf of our members in this way.” – Kieran Turner, public policy officer, Evangelical Alliance Scotland

Gambling legislation (England)

The situation

Gambling-related harm can escalate to family breakdown and loss of home and life. Gambling comes under the Department for Digital, Culture, Media and Sport but considering the scale of gambling-related harm, we believe it should be approached as a public health priority rather than as a leisure activity.

Our impact

We are encouraged by some of the measures already proposed by the Government, including upping the minimum legal age to play the National Lottery and removing access to some gambling machines for children. We want the Government to go further and fully update gambling laws so they can protect lives, and not delay in changing the law to do so.

How we spoke out

We worked with churches and Christian organisations to urge the Government to reform gambling regulation. The Government held a wide-ranging consultation on gambling laws early in 2021. We encouraged Christians to engage around gambling advertising, online protections for players, a mandatory levy and banning any form of gambling for children.



Northern Ireland: advocacy

We served as part of an NGO emergency response group on COVID-19 to make sure the most vulnerable groups were heard and served. We regularly spoke up on important debates in the local media and our views are sought on a wide range of issues.



Both Lives Matter (Northern Ireland)

The situation

After such huge changes to Northern Ireland's abortion law in 2019, and due to the continuing pandemic, day-to-day life has looked very different for the campaign. Plans were disrupted, and events and speaking engagements were cancelled. We are now developing new resources including a whole-life pro-both curriculum for churches and lessons for schools, to create and tell a better story than abortion.





IN A YEAR OF CHALLENGES,

together we prayed



A woman with long brown hair, wearing a white face mask and a dark jacket, is shown in profile, looking down with her hands clasped in prayer. The image has a teal overlay on the left side.

Uniting the UK church to pray during the coronavirus crisis

UK day of prayer

The situation

Our members asked for a UK-wide day of prayer in response to the ongoing coronavirus crisis and the second wave of infections that gripped the UK and beyond.

What we did

The Evangelical Alliance called a UK day of prayer on 13 November. We worked together with networks, denominations and churches to bring people together to pray. Church communities and individual Christians across the UK were encouraged to unite, in one Spirit, and call on the one who saves to bring light in dark places, to be the hope to the nations, to bring healing to our lands.

Our impact



Thank you @EAUKnews for calling a #UKDayOfPrayer today. I join my prayers with yours as we bring our cares, and those of the nation, before God. Come Holy Spirit, bring your love, comfort and hope.

– Archbishop of Canterbury on Twitter



“Today we’re joining with churches and Christians from throughout the UK for a national day of prayer. Why not join us? Check out this brilliant suggested schedule from @EAUKnews to help guide your prayers.”

– CreationFest



**We’re delighted to be
joining @EAUKnews for
#UKDayOfPrayer
– Premier Christian**



Equipping churches to stay spiritually active during lockdown



Walk, Pray, Talk

The situation

During lockdown, we were forced to stay local, walk more and reconnect with our home neighbourhoods. We had a new opportunity to pray for our local streets, but we didn't always know what or how to pray.

What we did

- We produced Walk & Pray, a simple prayer walk resource specific to the impact of coronavirus on our local communities.
- To unpack biblical concepts of discipleship, spirituality and mission, we followed this up with a small group resource, Walk, Pray, Talk.
- We sought to maximise the opportunities brought about by lockdowns and daily walks by empowering Christians to understand and practise worship outside of the church building and make mission part of their everyday lives.

Our impact

Church leaders told stories of how these resources provided an active tool for discipleship and mission, while fuelling community spirit, in a very challenging and isolating time.

Brilliant resource! – Laura Williams on Facebook

Downloads:

Walk, Pray, Talk: 2,059 downloads

Walk and Pray: 3,810 downloads



Thanks for sharing this great initiative!
– St Ann's Church, Tottenham, on Instagram



A man with a beard is shown in profile, looking down. The image is overlaid with a teal gradient that fades from the left to the right. The text is positioned in the upper left corner, within white rectangular boxes.

Supporting the UK church in addressing the grief caused by the pandemic

Lament

The situation

The UK church was in the midst of addressing the grief and challenges caused by the pandemic, and it was crucial for us to recognise this by helping churches express lament as well as the hope found in Christ.

What we did

- Our director of prayer and Scotland, Fred Drummond, wrote an introduction to the theology of lament in the summer called Lament: One big idea, and a number of supplementary materials on leadership and self-care.
- Phil Knox, our director of mission to young adults, wrote and performed a spoken word poem to reflect on that which had been lost during the pandemic. Lament is a cry of grief which also expresses the hope found in the Christian faith. The film is freely available for churches to download and use to help Christians stop, grieve and reflect on the hope of the gospel in challenging times.

Wow – I’m speechless.

This is incredibly powerful. – Sarah

Our impact

**LAMENT:
ONE BIG
IDEA WAS
VIEWED
2,760
TIMES**

Lament:
A spoken word had

848

downloads and

18,388

total views (3,857 views on
YouTube and 14,531 views
on Facebook)

“

At this morning’s online prayer meeting at Budleigh Salterton Baptist Church we watched Phil Knox’s Lament. It literally moved me to tears – so well written, so beautifully produced, so deep and telling in its honesty (like so many of the psalms), so therapeutic in expressing what many of us are feeling now. Thank you – well done and praise the Lord! – Pat

”

“

The video is absolutely stunning – a faithful, real, personal and wide-ranging narrative, clearly from your heart. A modern psalm – thank you. It is a blessing, and I will link people to it. – Guy

”

Uplifting the local church in hard times: Calling members

In the past year, we reached out to all our member churches and organisations, to build relationships and offer prayer and support. As a membership organisation, we sought to celebrate the local church at a time of increased pressure and challenge, and find out how we could help and resource them.

This call is a godsend.

– Church leader

“

If I didn't cry I nearly did.

– Church leader

”

“

I just wanted to say a larger thank you to the team after my call today. I have to say, it made my day [...] and was so good to share God's goodness here at Hope during this time.

– Emma Lewis, Hope Church Newtown

”

A photograph of two Black women sitting at a table in what appears to be a library or study area. The woman on the left is smiling and looking towards the right. The woman on the right is also smiling and clapping her hands. In the background, there are bookshelves filled with books. The image has a soft, slightly blurred quality with a blueish tint.

IN A YEAR OF ADVERSITY,

together we've been
a blessing

Three white, hand-drawn style wavy lines are positioned below the main text, adding a decorative element to the layout.

Uniting the church to bless towns and cities



GATHER: For such a time as this

The situation

Unity groups, church leaders and individuals needed support to respond in a strategic and coordinated way to the coronavirus crisis. They also needed encouragement to work in unity to meet the extreme needs in their towns and cities through a programme of social action.

How we stepped in

In April 2020 we ran live Zoom events to cover some of the most pressing issues facing our networks and church leaders. Supported by brilliant partners, with inspiring stories from unity leaders across the UK, the sessions covered issues such as food distribution, debt, engaging with civic authorities and mental health.

Our impact

- More than 500 attendees altogether.
- Attendees were encouraged and empowered to respond to the crises in their cities. Here's what they had to say:

Absolutely brilliant series of meetings this week.

– Greg Hall, Derbyshire

“

I was very much empowered throughout the week.

– Annie Deche, minister,
Newry Methodist Circuit

”



GATHER
unity for mission movements

Movement for Recovery (M4R)

The situation

Most cities have a good level of social action to support the most needy, but they need help to work together in a strategic and coordinated way.

How we stepped in

- We started M4R in Greater Manchester following a call with the mayor, Andy Burnham, who challenged us to provide a single point of contact for his office to engage with.
- M4R is about the whole church in a town or city working together to help rebuild its future on biblical principles and values and enable more people to find faith in Jesus. Long term, this is about a social, spiritual and cultural renewal of our places.

Our impact

- Following its success in Greater Manchester, we offered M4R as a model to other cities, introducing the concept to a number of unity leaders and their teams. Several cities said they wanted to adopt the M4R model.
- We're working with a cohort of 13 cities to support M4R in their city, and we will start with a new cohort later in 2021.



Highlighting the impact of the UK church during lockdown

Stories of Hope Scotland

The situation

During the pandemic, Scottish churches served their local community tirelessly, but they needed encouragement and inspiration to keep going and to see what was possible on a national scale. The Government also needed to know that the church was giving outstanding service.

How we stepped in

We launched Stories of Hope Scotland, a report revealing that the church in Scotland delivered more than 200,000 acts of support to more than 55,000 people. There were stories of local community partnerships and powerful testimonies.

Our impact

The report was picked up by the media, presented to the Government and ended in a debate and commendation in the Scottish Parliament.



I was very pleased to hold a members' debate on the @EAScotland report, Stories of Hope, that shows the huge impact churches have had in delivering support and responding to the needs of their communities during lockdown. – MSP Jeremy Balfour on Twitter

“

Brilliant to watch the Holyrood debate on the @EAScotland Stories of Hope report. As John Mason MSP noted, the report itself represented just the tip of the iceberg, because the recorded stories of churches serving their communities during COVID can be multiplied many times over.

– Andrew Hunter, FIEC Scotland and North of England director on Twitter

”

Stories of Hope (UK)

The situation

Following the success of Stories of Hope Scotland, we wanted to share some of the amazing stories from churches from across the UK.

How we stepped in

To mark the end of 2020, a year of hardship, we wanted hope to have the last word. Stories of Hope (UK) shared a snapshot of the abundant outpouring of love and compassion by the church in this season. We gathered stories that tell of the hope Jesus has brought, both practically and spiritually, to people this year, and demonstrated how the UK evangelical church has been vital in sharing this hope with those in need. Even in the most difficult times, there is still much to give thanks for.

**Thank you for sharing
these stories, just what
I needed to hear at the
moment. – Rachel Osborne
on Facebook**

Our impact

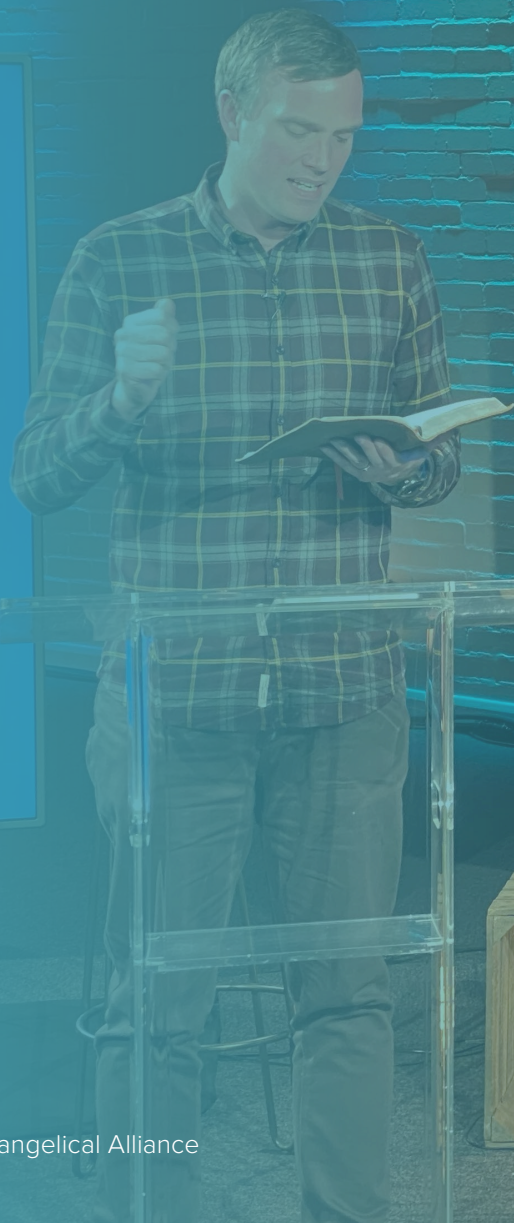


People's resilience is amazing – a really challenging time, but churches are still able to reach their communities. Great story of hope – thanks for sharing.
– Mahabba Network on Instagram

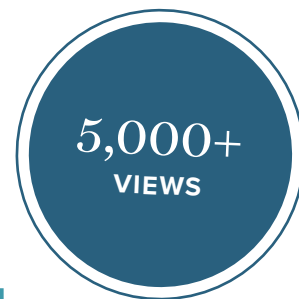
221
DOWNLOADS
OF STORIES
OF HOPE (UK)



Inspiring Christians in leadership



Evangelical Alliance Leadership Conference



The situation

Christians in positions of leadership, both in the church and other spheres of society, were navigating the challenges of coronavirus and preparing for a new chapter in 2021. But it is often hard to see beyond the immediate, to pray into what is happening in the UK, what God is saying to His church, and gain insights about the current spiritual and cultural landscape.

How we stepped in

We hosted an evening full of interviews, worship, prayer and talks, with contributions from evangelical Christian leaders from across the UK and beyond. We're excited for the future of the leadership conference as we look ahead to launching a full programme in 2022.

Our impact

Well done @EAUknews
#EALC. A whole household
edified and blessed this
evening. Thank you.
– Will Briggs, vicar at the
Vine Sheffield, on Twitter



Additional events

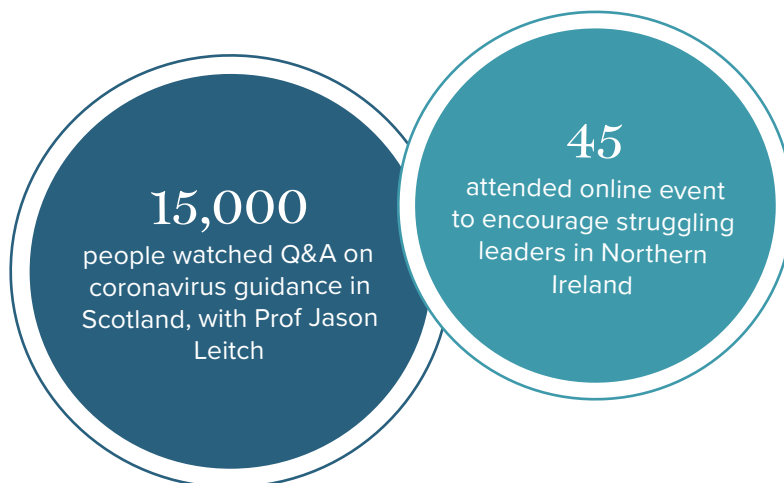
Weary but hopeful: Evangelical Alliance Northern Ireland online coffee break

Sensing an almost tangible heaviness in the air among leaders in January, our Northern Ireland team hosted a Zoom event to bring struggling leaders together to share burdens and encourage each other. Around 45 leaders attended, many of whom we didn't have previous relationship with. "Honestly, it caught me completely off guard and made me cry! [...] Its thoughtfulness was unexpected and perhaps unusual in these days, so thank you," said an invitee in response to her invite.

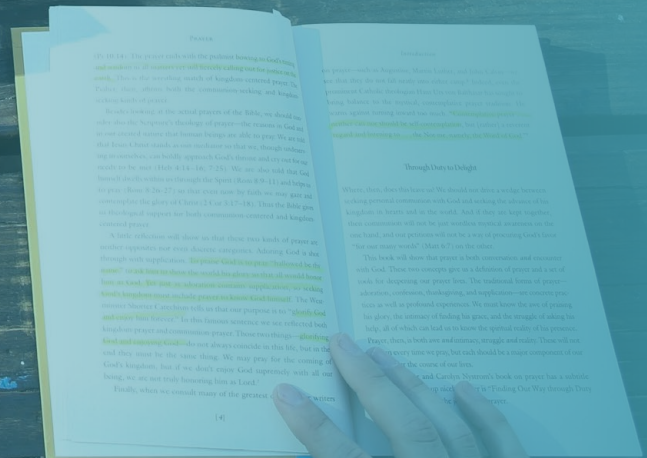
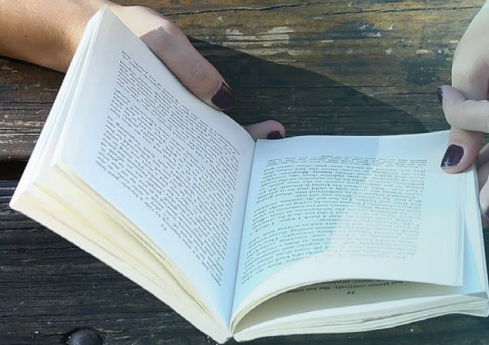
Q&A with Prof Jason Leitch, national clinical director for the Scottish Government

This Q&A about the guidance in Scotland has been watched by more than 15,000 people.

**Extremely helpful; thanks so
much for offering this to us.
– Don Palmer on YouTube**



Breaking down barriers to discipleship



What kind of follower? study guide

The situation

Churches told us that developing resilient and consistent disciples is one of the biggest challenges they face. There needed to be a simple way to discuss discipleship, because many people are finding following Jesus tough and are becoming disengaged.

How we stepped in

We produced a reflective, easy-to-follow study guide, with videos, to inspire every believer to have the space for honest conversations about walking with Jesus.

Our impact

The resource was shared by Alpha Scotland, which said:

Our friends at Evangelical Alliance Scotland have created this incredible new resource which looks at the challenges of modern discipleship.

So glad to find it is also available to those in the field by downloading.

– Peter Vernon-Magner on Facebook

“

Such an important message. Presented tenderly and eloquently. Compulsory message in an acceleratingly aggressive secularist society. However, the best is yet to come. Thank you for your heart and great communication skills.” – Eddie Lyle, president, Open Doors UK and Ireland, commenting on the first of the four videos

”



“

The films are beautifully produced. Short, simple, scene-setting. The four headings – invite, community, cost, restoration – are spot on. The narrative and questions for reflection are framed well. But most important, would I – as a local minister – use it? Yes, I would! In fact, when I get back to my parish, I will use it.

– The Rt Rev Dr Martin Fair, moderator of the General Assembly of the Church of Scotland

”



756
DOWNLOADS
OF WHAT KIND
OF FOLLOWER?



Helping churches to navigate restrictions and economic change



Coronavirus

Coronavirus hub

The situation

With coronavirus regulations and the economy constantly changing, the church needed a central hub with the latest coronavirus updates and finance and operations advice. This would help them tackle the shifting guidelines and look after church staff, members and their community in strained circumstances.

How we stepped in

- **Understanding coronavirus:** We provided advice, support and guidance to help the church navigate government regulations as they changed, including guidance on reopening and operating safely.
- **Digital church:** We provided guidance and advice to help churches run online services, covering everything from licensing information to streaming worship music, to safeguarding and security, to running small groups.

- **Signposting information about the furlough scheme:** In June we supplemented government guidance with useful information and guidance for employers that were furloughing staff during the COVID-19 crisis. We also produced advice and encouragement for furloughed employees.
- **Family support:** We provided and signposted to advice, resources, encouragement and guidance for families navigating school closures and the cancellation of in-person children's ministry.

Our impact

More than 40,000 users have visited the coronavirus hub in the past year, which had more than 85,000 page views.

We saw significant engagement with our online content containing coronavirus regulations advice for churches.

Giving vision and advice to the church in a year of great change

Our impact

2,400+
DOWNLOADS
FOR REPORT
FROM FIRST
SURVEY

21,651
VISITS

4,000+
downloads of our Top ten
tips and Five key questions
resources, including
1,000+
downloads of 10 top tips
for reopening church

We engaged
with
250
people through the
Changing church
survey webinars

Changing church: report and resource suite

The situation

As circumstances continued to change rapidly, the UK church needed support and representation. But, in order to equip the church as fully as possible, we needed to see the big picture of how the church was moving. Not only that, but when re-entry to church life with fewer restrictions became possible, churches needed a framework to envision a safe and unifying re-entry process which could be applied to their context.

How we stepped in

We undertook research to inform a suite of resources to meet the church's needs.

- **Surveys and reports:** In partnership with Stewardship and Eido Research, we launched surveys in May and October 2020 to understand the big picture of what churches were doing, particularly in relation to their main weekly gathering and local outreach. Across both surveys we heard from 2,507 people, including church and organisation leaders and individual Christians.
- **Webinars:** We hosted four webinars that explored the results, such as how

the pandemic was shaping local church gatherings, discipleship, evangelism and community transformation. We also hosted a webinar about reopening church buildings.

- **Resources:** We provided relevant resources, videos and toolkits to address the specific challenges and opportunities churches were facing, covering topics such as lament, creative worship and children's ministry ideas amid the restrictions. We also developed resources to help churches prepare for the challenge of re-entry.
- **Representation:** We represented evangelical churches to government and pressed for sensible measures that permit church activity in a safe and responsible manner and avoid unnecessary restrictions.



We heard from almost
1,000
church and organisation leaders in our May survey.

Mentoring and developing young adults in a time of unemployment



The Evangelical Alliance graduate scheme

The situation

Many employment opportunities had fallen through due to coronavirus and many young adults were looking for work. For the last few years, we have run successful internship schemes, providing valuable experience for talented young adults.

How we stepped in

In 2020 we centralised the graduate training we offer to provide a greater sense of community and collaboration, as well as a shared sense of journey and higher quality training. We recruited a cohort of 10 gifted, passionate young adults to serve in varied roles across the Evangelical Alliance.

Our impact

Each graduate made an extremely valuable contribution to their area of work and benefited from weekly training in leadership, theology, communication, mission, cultural awareness and more. The work of the Evangelical Alliance has been enhanced by their contributions. Here's what two of the graduate trainees had to say:

The graduate scheme has been brilliant. From day one, it was clear the Evangelical Alliance wanted to provide us with every opportunity to grow, and I have been challenged to push myself. I've had the chance to do things this year that I never would have expected. – Jo

“

This grad scheme came as a huge blessing to me amid the turmoil of graduating during the pandemic. I have been given so many valuable opportunities for professional development while being supported and mentored by incredible members of staff. I am hugely appreciative of how the Evangelical Alliance has invested in me this year.

– Emma

”

Sharing stories from
across the church
that encourage,
inspire and inform



The situation

idea magazine, the Evangelical Alliance's flagship publication, has long been viewed by members as a trusted, dependable source of information and stories that holds fast to biblical truths in a culture of change. In a year when in-person events and engagements were cancelled, and churches, communities and wider society were rocked by unexpected and unimaginable challenges, idea was critical in bringing together the hope-filled voice of the global church to encourage, inspire and inform.

How we stepped in

Recognising that idea is a crucial channel of communication, especially for elderly Christians who aren't shored up digitally, we revamped the magazine in winter to improve the look, feel and content and make it more readable for those whose eyesight is deteriorating. We complemented the physical refresh with the launch of idea online, a digital extension of the magazine which extends the voice of evangelicals and provides an alternative means of engagement for the increasing number of people who prefer to connect online.

“

Dr Karen Fulton's article was great. It was relevant, factual, informative, with good theology (to teach something to, I guess, pretty well everyone), exposition and up-to-date examples. More of this, please. Thank you. – Martin

”

Just to say, thank you for the excellent edition of idea on freedom, especially Dr Modupe Omideyi's article on freedom in communities. Being from Northern Ireland, it resonated so much in how we tried to implement the same strategies to bring freedom to our very broken community. – Priscilla

“

What an encouragement the idea magazine articles are; they keep me up to date with happenings in God's world and ours. The focus on sometimes contentious issues is also a great help. During this difficult time, regarding employment, finance etc, I really appreciate the work of Evangelical Alliance. – Teresa

”

Thank you!

We are an alliance of evangelicals. Together we have made Jesus known in incredibly challenging and unexpected times.

This year we welcomed into membership more than 900 individuals, churches and organisations. The call of unity is a powerful one. A united church is an expression of God's love to the world.

Thank you for being a part of this alliance; thank you for standing with us.

Structure, management and governance

The organisation, originally formed in 1846, is a charitable company limited by guarantee, incorporated on 26 July 1912 and registered as a charity on 19 December 1962. The members of the board of trustees are also the directors of the company and so have the legal, financial and fiduciary responsibility for the governance of the company. The board is elected by a council of full members of the Evangelical Alliance, 75 in number at 31 March 2021. The strategic policy of the Evangelical Alliance is informed by this wider, representative council.

Governance including recruitment and induction of trustees

The Evangelical Alliance is governed by its Articles of Association, approved in September 2015, which requires the board to take responsibility for the business of the Evangelical Alliance. The members who form the board are shown on page 67. Members of the council are elected at a general meeting and are intended to be representative of the evangelical community in the UK. Potential members of the council are considered by a nominations sub-committee of the board. Consideration

is given to the geographical location, gender, ethnicity, age and denominational background of members. Individuals hold office for four years, with discretion for reappointment for one further four-year term. The council held a virtual summit and general meeting in September 2020, but the planned prayer and listening day scheduled for March 2021 was cancelled due to the COVID-19 travel and hospitality restrictions.

The board is appointed by the Evangelical Alliance council. Trustees are appointed for a three-year term and may serve a maximum of three terms without a break in service. The board may appoint a person who is willing to be a board member, either to fill a vacancy or as an additional board member, provided that the appointment does not cause the number of board members to exceed the maximum number fixed by the Memorandum and Articles of Association. A board member, so appointed, holds office only until the next general meeting, whereupon he or she is eligible for formal appointment provided he or she has also been appointed to the council. The chair of trustees and the director of finance and operations arrange an induction for new trustees, covering topics such as responsibilities of the board and its trustees, legal framework, organisational structure, history, vision and mission, strategic plan, funding, and interpretation of financial

statements. Council members are given a similar induction booklet outlining the governance of the Evangelical Alliance as part of their appointment process. The Evangelical Alliance's Articles of Association permits the board to delegate any of its powers to committees consisting of such persons that the board thinks suitable. There are currently committees comprising both trustees and council members who consider matters concerning the specialist areas of finance, leadership team remuneration, nominations and membership.

Responsibilities of the board

The trustees (who are also directors of the Evangelical Alliance for the purposes of company law) are responsible for preparing the report of the trustees and the financial statements in accordance with applicable law and UK Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the 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 these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and statements of recommended practice 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.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware: there is no relevant audit information of which the charitable company's auditors are unaware; and the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the

maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. The board met four times during the year.

Chair of board of trustees

Rev Dr Tani Omideyi

Chair of council

Mr John Risbridger

CEO

Rev Gavin Calver

Company secretary

Mr Emrys Jones

Honorary treasurer

Mr Peter Jeffrey (*to 23 September 2020*)

Mrs Sarah Powley (*from 21 January 2021*)

Trustees

Mrs Ruth Afolabi

Rev Stephen Cave

Mrs Tracy Cotterell (*vice-chair of board*)

Rev John Coyne

(*resigned 23 September 2020*)

Mr Patrick Goh

Rev Dr David Hilborn

Mrs Chloe Swart

(*appointed 23 September 2020*)

Rev Rob James (*resigned 23 September 2020*)

Rev Steve James

Mr Peter Jeffrey (*honorary treasurer,
resigned 3 November 2020*)

Mrs Debbie Laycock (*appointed 9 June 2020*)

Rev Dr Tani Omideyi (*chair of board of trustees*)

Mrs Rachel Phillips

Mr John Risbridger (*chair of council*)

Rev Tim Roberts (*appointed 13 May 2020*)

Mrs Arlene Small

Ms Ruth Walker

Mrs Sarah Powley (*honorary treasurer
appointed 21 January 2021*)

Organisational structure

The board is responsible for appointing the leadership team of the Evangelical Alliance which, overseen by the board of trustees, is responsible for agreeing, implementing and developing strategies, as well as motivating and developing staff.

The current leadership team comprises: Gavin Calver (CEO), Peter Lynas (UK director), Fred Drummond (national director in Scotland and prayer), Jo Frost (director of communications and engagement), Emrys Jones (director of finance and operations), Siân Rees (national director in Wales and of coalitions) and Israel Olofinjana (director of the One People Commission).

Remuneration for the leadership team is agreed by the remuneration sub-committee of the board with reference to the agreed pay principles for all staff.

The Evangelical Alliance has a subsidiary trading company, the Evangelical Alliance

Developments Limited, through which some aspects of the work of the Evangelical Alliance are carried out. In appropriate circumstances this company transfers surpluses to the Evangelical Alliance. Details are given in note three of the financial statements.

Membership of the board

Mr Peter Jeffrey stood down from the board during the year after nine years' service as honorary treasurer. The trustees are extremely grateful to him for the experience and wisdom he brought to the board.

Mrs Sarah Powley was appointed as a board trustee and honorary treasurer during the year. Rev Tim Roberts, Mrs Debbie Laycock and Mrs Chloe Swart were also appointed as a board trustees during the year.

Risk assessment

As a consequence of the risk policy, the board has considered the risks and opportunities facing the organisation, and during the year considered new risks to the organisation posed by the COVID-19 pandemic.

The Evangelical Alliance's risk policy recognises that the plan for managing such risks requires it to adopt strategies that include, as applicable: accepting and monitoring the risk; avoiding the risk by stopping the activity; transferring the risk by insurance cover or

contracting out; developing response plans to mitigate the effects; reducing the likelihood of an adverse risk; taking management action to increase the chances of success.

The five most significant risks identified, together with mitigating actions are:

Risk: Reputational damage arising from actions of member organisations

Mitigation: Whilst being a membership organisation carries with it the risk of reputational harm arising from the action of those members, we have a membership policy requiring satisfactory references for prospective member organisations and a procedure for dealing with complaints about existing member organisations. The Chair of the membership committee is a member of the trustee board.

Risk: Misalignment and disunity within the evangelical church

Mitigation: Our 2021/22 Strategic Plan emphasises our focus on the promotion of evangelical unity. Particularly, we have committed to recruiting a strong staff team during the year to create new relationships, and build on established ones, across ethnicities, age groups, denominations, and networks. We have also adopted a reactive response model where our senior leadership intervene earlier, de-escalating risks as they emerge.

Risk: Increasing faith illiteracy in civil society and the media

Mitigation: We have recognised, in the 2021/22 Strategic Plan the increased need to be attentive to today's cultural conversations and challenges

so that we can carry the voices, the concerns and the hope of the church into national conversations, public policy and new initiatives.

Risk: Customer relationship management (CRM) database implementation challenges

Mitigation: We have created strong governance processes and recruited a motivated internal implementation team led by an experienced CRM project manager. Contracts with key vendors have been negotiated using professional procurement expertise and we believe that a realistic and sufficient budget has been set aside in designated funds to allow for a successful implementation.

Risk: A reduction in voluntary income particularly in the context of the pandemic.

Mitigation: During the period of the pandemic, we have introduced weekly income monitoring to give us more real-time information and greater opportunity to respond quickly to a decline in income. We have recently appointed a very experienced Head of Fundraising and have plans to further recruit capacity to this team.

Bankers

National Westminster Bank plc
290 Walworth Road
London
SE17 3RQ

CCLA Investment Management Ltd
St Alphage House
2 Fore Street
London
EC2Y 5AQ

Giving

The majority of donation income is from regular donations from personal, church and organisation members and supporters. This does not require direct fundraising activity. Other voluntary income is sought by a small staff team. The Evangelical Alliance does not use external fundraisers. We are a charity registered with the Fundraising Regulator and adhere to their Code of Fundraising Practice and Fundraising Promise. This is reflected in our fundraising policy, which also explains how we protect people in vulnerable circumstances and has been approved by our board of trustees. The charity has received no complaints in respect of its fundraising activities.

Advertising income was significantly negatively impacted by the pandemic, resulting in revenue of £64,606, giving a return on investment of 0.9. During the year the management arrangements for advertising were restructured, which will result in a reduction in fixed costs in future years.

Auditor

Sayer Vincent LLP
Invicta House
108–114 Golden Lane
London
EC1Y 0TL

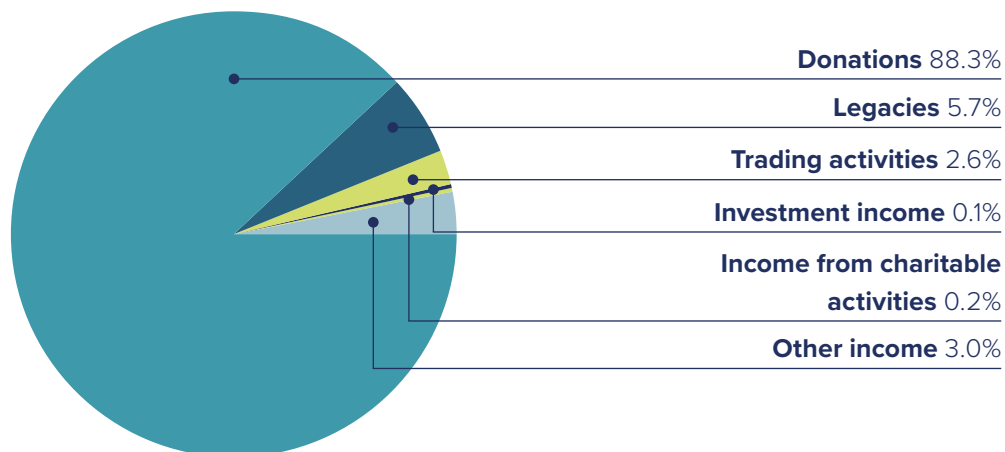
Financial review

Financial review

INCOME

£2,673,547

up from £2,640,451
last year



EXPENDITURE

£2,132,308

down from £2,615,919 last year



The Statement of Financial Activities on pages 80–81 shows net incoming resources of the combined unrestricted and restricted funds for the Group (incorporating the charity and the trading subsidiary, the Evangelical Alliance Developments Limited). It reports net incoming resources for both restricted and unrestricted funds of £541,462 compared with £25,014 in the previous year.

Income

Total income for the Group amounted to £2,673,547, (last year: £ 2,640, 451). 88% of this was from donations.

An analysis is given in note two of the financial statements.

Expenditure

Total expenditure for the year was £2,132,308 (last year: £2,615,919). 95% of expenditure related to charitable activities, with the balance of 5% attributed to the cost of publicity and generating funds. A detailed analysis of expenditure is given in note five. Advocacy initiatives accounted for 21% of expenditure, with unity initiatives amounting to 41% and communications and membership 30%. Property and IT projects accounted for 3% of expenditure. Charity accounting regulations mean that governance and support costs are allocated across the areas of activity.

Management Accounts are reviewed each month and distributed to the Finance

Committee of the board, ensuring that finances are regularly monitored. Updated forecasts are prepared quarterly.

Balance sheet and reserves

The balance sheet in the financial statements shows that funds for the Group at 31 March 2021 totalled £3,620,156 of which £3,339,700 is unrestricted and £280,456 is restricted (last year: £3,078,694 of which £2,814,805 is unrestricted and £263,889 is restricted). This includes net current assets of £1,619,930 (last year: £1,080,051) and unrestricted general funds of £558,385 (last year: £360,787)

The reserves policy was reviewed by the Finance Committee during the year and remains unchanged with the reserves range between £350,000 and £450,000. This is based on a calculation taking into account a number of factors including the levels of monthly regular giving and monthly payroll costs. The policy states that the board believes it is prudent to hold a cash reserve providing working capital to cover the seasonal fluctuations in its budget and to provide sufficient funds to cover the occurrence of genuine risks as identified in the risk register. Note eighteen shows the free reserves at 31 March 2021 to be £558,385, which is above the reserves policy range. The current investment policy is to hold funds on interest bearing deposit accounts with banks.

The board has reviewed budgets and

forecasts for the 12 months that follow the signing of the Annual Report and Financial statements including the review of cashflow and free reserves. The charity has no debt and the majority of its income is derived from the regular giving of a large donor base and any items of exceptionally large expenditure are typically paid for from designated funds. Consequently, the board are satisfied that there are no significant uncertainties over going concern.

The future

2020–2021 was a year that caught everyone by surprise. An emergency strategic plan was required to help us navigate quickly and effectively as the world changed. We know that every organisation has been radically affected by the coronavirus pandemic. We have all been forced to change how we work, reprioritise what's important for the coming season, and respond to the immediate challenges and opportunities we face.

Beyond the initial emergency caused by the pandemic, we have developed a new strategic plan for the 2021–2022 financial year that reinforces our commitment to Unity, Gospel, Voice and Membership by emphasising the seven ways by which we will make Jesus known.

We remain vigilant to the changing needs of the church, and to the economic outlook and its impact on our income, as the UK moves to a post-pandemic world. During 2021–22 we

plan to implement our new CRM database which is intended to allow us to improve our engagement with, and better understand, our members.

Preparation of this report

The report of the trustees has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Rev Dr Tani Omidayi
Chair of board of trustees
17 June 2021

Independent auditor's report to the members of the Evangelical Alliance

Opinion

We have audited the financial statements of Evangelical Alliance (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including 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 charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended

- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulation 2006 (as amended)

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 group 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 Evangelical Alliance's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report 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 group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company 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; or
- The directors were not entitled to prepare the financial statements in accordance

with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 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 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 trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is also greater regarding irregularities occurring due to fraud rather than error, as

fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. 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.

Noelia Serrano (Senior statutory auditor)

Date 4 August 2021

for and on behalf of Sayer Vincent LLP,
Statutory Auditor

Invicta House, 108–114 Golden Lane,
LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006



CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating an income and expenditure account)

Year ended 31 March 2021

		2021			2020		
		RESTRICTED	UNRESTRICTED	TOTAL	RESTRICTED	UNRESTRICTED	TOTAL
Income from:	NOTE	£	£	£	£	£	£
Donations and legacies							
Donations	2	303,999	2,055,889	2,359,888	470,113	1,856,000	2,326,113
Legacies		50,000	103,464	153,464	-	65,913	65,913
Other trading activities							
Serviced desks		-	5,898	5,898	-	20,523	20,523
Advertising revenue		-	64,606	64,606	-	129,409	129,409
Income from investments							
Interest and dividends receivable		14	3,647	3,661	129	5,596	5,725
Income from charitable activities							
Advocacy initiatives		(433)	1,541	1,108	9,750	21,566	31,316
Unity and mission initiatives		-	3,831	3,831	35,472	18,242	53,714
Other income							
Other income		-	3,530	3,530	-	7,738	7,738
JRS grants		-	77,561	77,561	-	-	-
Total income		353,580	2,319,967	2,673,547	515,464	2,124,987	2,640,451

Expenditure on:	NOTE	2021			2020		
		RESTRICTED	UNRESTRICTED	TOTAL	RESTRICTED	UNRESTRICTED	TOTAL
		£	£	£	£	£	£
Fundraising and publicity		-	37,202	37,202	-	165,952	165,952
Generation of advertising revenue		-	65,267	65,267	-	60,520	60,520
Charitable activities							
Advocacy initiatives		55,411	395,763	451,174	110,515	562,760	673,275
Unity and mission initiatives		231,304	632,949	864,253	346,026	682,751	1,028,777
Communications and membership		-	645,237	645,237	-	643,003	643,003
Property and IT projects		(5,354)	74,529	69,175	13,699	30,693	44,392
Total expenditure	5	281,361	1,850,947	2,132,308	470,240	2,145,679	2,615,919
Gains and losses	13	-	223	223	-	482	482
Net income / (expenditure)	6	72,219	469,243	541,462	45,224	(20,210)	25,014
Transfer between funds	20	(55,652)	55,652	-	(109,645)	109,645	-
Net movement in funds		16,567	524,895	541,462	(64,421)	89,435	25,014
Funds at 1 April		263,889	2,814,805	3,078,694	328,310	2,725,370	3,053,680
Funds at 31 March		280,456	3,339,700	3,620,156	263,889	2,814,805	3,078,694

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 20 to the financial statements.

BALANCE SHEETS

Company No. 123448

As at 31 March 2021

		THE GROUP		THE EVANGELICAL ALLIANCE	
		2021	2020	2021	2020
	NOTE	£	£	£	£
Fixed assets					
Intangible fixed assets	11	32,292	-	32,292	-
Tangible fixed assets	12	1,954,184	1,985,116	1,954,184	1,985,116
Investments	13	13,750	13,527	13,752	13,529
		2,000,226	1,998,643	2,000,228	1,998,645
Current assets					
Debtors	15	193,218	119,134	185,418	107,167
Short term deposits	14	532,680	532,541	532,680	532,541
Cash at bank and in hand	14	1,070,514	582,474	1,044,897	572,939
		1,796,412	1,234,149	1,762,995	1,212,647
Liabilities					
Creditors: amounts falling due within one year	16	176,482	154,098	148,733	151,580
Net current assets		1,619,930	1,080,051	1,614,262	1,061,067
Net assets	18	3,620,156	3,078,694	3,614,490	3,059,712
Funds					
Restricted funds		280,456	263,889	280,456	263,889
Designated fixed asset funds		1,986,476	1,985,116	1,986,476	1,985,116
Designated fund – non-charitable trading funds		5,666	18,982	-	-
Designated funds – others		789,173	449,920	789,173	449,920
Unrestricted general funds		558,385	360,787	558,385	360,787
Total funds	20	3,620,156	3,078,694	3,614,490	3,059,712

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

Approved by the board of trustees on 17 June 2021 and signed on their behalf by **Sarah Powley, treasurer**

STATEMENT OF CASH FLOWS

Year ended 31 March 2021

	NOTE	2021 £	2020 £
Cash flow from operating activities	21	544,911	23,741
Net cash provided by operating activities		544,911	23,741
Cash flows from investing activities			
Purchase of property, plant and equipment		(28,101)	(11,114)
Purchase of intangibles		(32,292)	-
Interest received		3,661	5,725
Net cash used in investing activities		(56,732)	(5,389)
Change in cash and cash equivalents		488,179	18,352
Cash and cash equivalents at 1st April 2020		1,115,015	1,096,663
Cash and cash equivalents at 31st March 2021		1,603,194	1,115,015
Cash and cash equivalents consist of:			
Cash at bank and in hand	14	1,070,514	582,474
Short term deposits	14	532,680	532,541
Cash and cash equivalents at 31st March 2021		1,603,194	1,115,015

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 March 2021

1. Accounting policies

a) General information and basis of preparation

The Evangelical Alliance is a charitable company limited by guarantee in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £5 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are to unite churches and organisations in our shared mission to see a transformed society and to present a confident and effective evangelical voice to government and the media by presenting Jesus as good news for spiritual, social and physical transformation.

The charity constitutes a public benefit entity as defined by FRS 102. 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), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include listed investments at fair value and the trustees believe that no material uncertainties relating to the charity's ability to continue as a going

concern exist. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern, with consideration of the impact of the Coronavirus pandemic.

b) The financial statements include the accounts of the national teams in England, Wales, Scotland and Northern Ireland. The group accounts consolidate the accounts of the charity and its subsidiary undertaking, the Evangelical Alliance Developments Limited. No income and expenditure account is presented for the Evangelical Alliance as provided by Section 408 of the Companies Act 2006. Consolidation has been undertaken on a line by line basis.

c) Intangible fixed assets acquired separately from the charity are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Intangible assets comprise of a CRM system in development and yet to go live hence no amortisation has been charged in the year.

d) Depreciation is calculated at rates and on bases to

write off the cost, less estimated residual value, of fixed assets over their expected useful lives. Assets are depreciated as follows:

- Interests in long leasehold buildings
 - over 50 years straight line
- Office equipment (including computers)
 - 25 per cent per annum

Items are only capitalised if their purchase price exceeds £1,000. All assets will be reviewed for impairment if circumstances indicate their recoverable value to be materially lower than their value disclosed in the accounts.

e) Voluntary income is received by way of donations and gifts and is included in full together with any associated recoverable Gift Aid in the Statement of Financial Activities when receivable. Donated services are recognised as income where the provider of the service has incurred a financial cost, which is material. Volunteer time is not included in the financial statements. Gifts in kind are valued at an estimate of their gross value to the Alliance.

f) Legacy income is accounted for only once the will has been reviewed, grant of probate certified and it has been confirmed that there is entitlement to a sum, which can be measured reliably and it is probable that it will be received.

g) Expenditure is allocated to the different categories in the statement of financial activities on a basis which reflects the day to day operations of the Group. Salary costs are allocated on a basis which reflects the responsibilities of the individual employees.

h) Pension contributions are paid into an auto-enrolment compliant Group Personal Pension Plan with Aviva on behalf of all eligible employees who elect to have such

a pension arrangement. This is an individual defined contribution arrangement. The Group's liability is limited to the employer's contributions. The amounts contributed are based on length of service and salary levels. All employees are eligible after three months of employment. The assets of the pension scheme are held in funds which are administered independently of the Group.

i) Investments are held at mid market value at the balance sheet date. The gain or loss for the period is taken to the Statement of Financial Activities. All investments are mixed motive investments.

j) Restricted funds are to be used for specific purposes laid down by the donor. Expenditure which meets these criteria is charged to the fund. Transfers from restricted funds represent charges by the charity for core budget staff or support, based on a reasonable percentage of restricted income received for the year. No further costs are allocated to restricted funds.

k) Unrestricted funds are donations and other income receivable or generated for the objects of the charity.

l) Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

m) The cost of raising funds relates to the costs incurred by the charitable trading company in raising funds for the charitable work.

n) Grants payable are charged to the Statement of Financial Activities in the year in which the offer is conveyed to the recipient except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions are fulfilled.

o) Governance costs include costs relating to the management of the charitable company's assets, organisational management and compliance with

- constitutional and statutory requirements.
- p) Expenditure includes attributable VAT which cannot be recovered.
- q) Exceptional items are transactions that fall within the ordinary activities of the group but are presented separately due to their size or incidence.
- r) Where employees are informed of redundancies by the balance sheet date, provisions are included in the financial statements.

- s) Offices in Belfast, Cardiff and Glasgow are accounted for as operating leases with rent paid as invoiced in accordance with the terms of the lease.
- t) Government grants are accounted for under the accruals model. The deferred element of grants is included in creditors as deferred income. Grants of a revenue nature are recognised in the Statement of Comprehensive income in the same period as the related expenditure.

2. Donations

	RESTRICTED	UNRESTRICTED	2021	2020
	£	£	TOTAL	TOTAL
	£	£	£	£
Individual donors	112,400	1,151,759	1,264,159	1,331,671
Income tax recoverable	13,699	164,207	177,906	187,575
Charitable trusts	92,500	265,350	357,850	249,510
Churches	18,641	405,906	424,547	460,535
Organisations	66,759	68,667	135,426	96,822
Total donations	303,999	2,055,889	2,359,888	2,326,113

3. Net income of trading subsidiary

The Alliance has a wholly owned trading subsidiary which is incorporated in England and Wales, Company Number 03181440. The Evangelical Alliance Developments Limited manages the production and distribution of publications and conducts trading activities for the Alliance. It has the same registered office as the charity.

A summary of trading results is shown below.

Audited accounts of the Evangelical Alliance Developments Limited will be filed with Companies House.

	2021	2020
	£	£
Turnover	163,483	245,256
Cost of sales	(116,184)	(106,181)
Gross profit	47,299	139,075
Administration	(60,615)	(100,099)
Net (loss)/profit before distribution to the Alliance	(13,316)	38,976
Aggregate funds at 31 March 2021	5,668	18,984

During the year, the Evangelical Alliance Developments Limited made distributions to the charity (the Alliance) of £nil (2020: £38,976). At 31 March 2021, the Evangelical Alliance Developments Limited had aggregate assets of £33,596 (2020: £21,640) and aggregate liabilities of £27,928 (2020: £2,656).

During the year, the Evangelical Alliance Developments

Limited fulfilled print and distribution services to the charity at a cost of £98,877 (2020: £115,847) and the Charity charged the Evangelical Alliance Developments Limited the sum of £55,737 (2020: £96,609) for professional services and office accommodation.

The parent undertaking's gross income and the results for the year are disclosed as follows:

	2021	2020
	£	£
Gross income	2,664,678	2,646,627
Results for the year	554,778	25,014

4. Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in paragraph 1 schedule 6 Finance Act 2010 and meets the definition of a charitable

company for UK tax purposes. In 2020/21 the Evangelical Alliance Developments Limited, a 100% owned trading subsidiary of the Evangelical Alliance, paid £nil in Corporation Tax (2019/20: £nil).

5. Total expenditure

CURRENT YEAR	STAFF RELATED COSTS	PROPERTY, EQUIPMENT AND OFFICE EXPENSES	MEMBERSHIP MATERIALS AND RESOURCES	ACTIVITIES AND PROGRAMMES
Cost of raising funds	£	£	£	£
Fundraising and publicity	16,137	18	10,877	-
Generation of advertising revenue	47,425	-	-	-
Charitable activities				
Advocacy Initiatives	323,007	14,518	-	5,459
Unity and Mission Initiatives	584,916	14,065	-	56,649
Communications & Membership	336,733	-	132,117	-
Property & IT Projects	51,127	3,291	-	-
Support costs	256,365	172,963	-	-
Governance	22,722	-	-	-
Total expenditure (2020/2021)	1,638,432	204,855	142,994	62,108

FINANCIAL COSTS INC VAT	GRANTS MADE	2021 SUBTOTAL	ALLOCATED SUPPORT COSTS	ALLOCATED GOVERNANCE COSTS	2021 TOTAL
£	£	£	£	£	£
-	-	27,032	9,358	812	37,202
-	-	47,425	16,416	1,426	65,267
-	-	342,984	99,548	8,642	451,174
-	35,595	691,225	159,206	13,822	864,253
-	-	468,850	162,297	14,090	645,237
(5,616)	-	48,802	18,746	1,627	69,175
36,243	-	465,571	(465,571)	-	-
17,697	-	40,419	-	(40,419)	-
48,324	35,595	2,132,308	-	-	2,132,308

PRIOR YEAR	STAFF RELATED COSTS	PROPERTY, EQUIPMENT AND OFFICE EXPENSES	MEMBERSHIP MATERIALS AND RESOURCES	ACTIVITIES AND PROGRAMMES
Cost of raising funds	£	£	£	£
Fundraising and publicity	70,716	18	44,068	-
Generation of advertising revenue	41,867	-	-	-
Charitable activities				
Advocacy Initiatives	414,924	19,686	-	65,211
Unity and Mission Initiatives	635,297	16,561	-	130,482
Communications & Membership	315,494	642	128,279	402
Property & IT Projects	7,709	34,133	-	-
Support costs	307,953	250,979	-	-
Governance	31,152	8,056	-	-
Total expenditure (2019/2020)	1,825,112	330,075	172,347	196,095

Staff related costs includes £18,591 (2020: £139,505) in respect of staff expenses, recruitment, welfare and training and £171,554 (2020: £104,977) in respect of amounts paid to contractors who are not employees of the Alliance.

Property, equipment and office expenses includes £59,033 (2020: £61,004) depreciation in respect of buildings and equipment of the Group.

Governance costs in the consolidated statement of financial activities includes the tax charge of £nil (2020: £nil) relating to the liability in the Evangelical Alliance Developments Limited.

Support costs and governance costs, including the salary cost of staff with support responsibilities, have been allocated to other unrestricted expenditure headings on a pro rata of costs basis.

FINANCIAL COSTS INC VAT	GRANTS MADE	2020 SUBTOTAL	ALLOCATED SUPPORT COSTS	ALLOCATED GOVERNANCE COSTS	2020	TOTAL
£	£	£	£	£		£
-	-	114,802	47,007	4,143		165,952
-	-	41,867	17,143	1,510		60,520
-	-	499,821	159,406	14,048		673,275
-	36,000	818,340	193,394	17,043		1,028,777
-	-	444,817	182,135	16,051		643,003
(6,910)	-	34,932	8,694	766		44,392
48,847	-	607,779	(607,779)	-		-
14,353	-	53,561	-	(53,561)		-
56,290	36,000	2,615,919	-	-		2,615,919

6. Net incoming resources for the year

	2021	2020
	£	£
THIS IS STATED AFTER CHARGING:		
Depreciation – owned assets	59,033	61,004
Operating leases – property	14,351	13,475
Trustee expenses	-	4,717
Trustee remuneration	-	-
Auditors' remuneration – audit fees	11,200	10,500
Auditors' remuneration – other fees	5,150	1,353

During the year no members of the board of trustees received reimbursement for travel expenses (2020: 7).

There is a trustees' indemnity policy which is permitted by the Articles of Association of the Evangelical Alliance.

7. Staff costs and numbers

	2021	2020
	£	£
STAFF COSTS WERE AS FOLLOWS:		
Salaries	1,218,737	1,341,335
Social security costs	113,091	107,355
Pension costs	100,839	109,400
Death in service benefits	3,849	6,148
Other staff related costs	18,591	139,505
Termination payments	11,771	16,392
Payments to contractors	171,554	104,977
	1,638,432	1,825,112

1 employee received salary payments of between £60,000 and £70,000 during the year (2020: 1).

The trustees consider that the key management personnel of the charity are the 7 members of the Leadership Team. The total employment costs, including employers National Insurance and pension contributions, for the Leadership Team was £436,291 (2020: 8

members £493,391).

Termination payments of £11,771 were paid in respect of four members of staff (2020: 1 member £16,392).

The cost to the Group of providing pension and death in service benefits during the year ended 31 March 2021 was £104,688 (2020: £115,548). There was an accrual of £nil in respect of pension contributions at the year end

(2020: £nil) and an accrual of £23,095 (2020: £12,993) in respect of untaken staff annual leave.

The monthly average number of employees employed under contracts of service during the year was as follows:

	2021 ACTUAL NO.	2021 FTE NO.	2020 ACTUAL NO.	2020 FTE NO.
Fundraising and publicity	0.5	0.5	1.9	1.7
Generation of advertising revenue	0.4	0.4	1.0	1.0
Advocacy initiatives	8.8	8.2	10.7	9.7
Unity and mission initiatives	17.2	12.1	18.2	13.2
Communications & membership	9.6	9.1	8.9	8.2
Support team	5.4	5.4	6.5	6.1
Governance	0.4	0.4	0.6	0.5
	42.3	36.1	47.8	40.4

8. Grants payable

During the year the Evangelical Alliance made grants from unrestricted funds to two organisations with similar objects to its own. These organisations are not under the control of the Evangelical Alliance and they are each separately administered. The grants totalled £16,345 (2020: £18,500). These are included within unity initiatives as unrestricted expenditure. A payment of

£15,345 was made to the European Evangelical Alliance (EEA) and a grant of £1,000 was made to the World Evangelical Alliance.

Grants of £19,250 were made from restricted funds: All of these were made to Bible and theological colleges to support 13 UK lay ministers in training (2020: £17,500 to 14 lay ministers).

9. Related party transactions

During the year 14 (2020: 10) members of the board of trustees gave unconditional donations to the Evangelical Alliance of £11,727 (2020: £28,497).

10. Working arrangements

Where a working arrangement has a restricted fund, it is explained in note 20.

11. Intangible fixed assets

THE GROUP AND THE EVANGELICAL ALLIANCE	CRM SYSTEM	TOTAL
Cost	£	£
At 1 April 2020	-	-
Additions in the year	32,292	32,292
At 31 March 2021	32,292	32,292

The CRM system is in development and yet to go live hence no amortisation has been charged in the year.

12. Tangible fixed assets

THE GROUP AND THE EVANGELICAL ALLIANCE	INTERESTED IN LEASEHOLD PROPERTY	OFFICE EQUIPMENT	TOTAL
Cost	£	£	£
At 1 April 2020	2,281,459	440,238	2,721,697
Additions in the year	-	28,101	28,101
Disposals in the year	-	(164,854)	(164,854)
At 31 March 2021	2,281,459	303,485	2,584,944
Depreciation			
At 1 April 2020	318,926	417,655	736,581
Charge for the year	45,629	13,404	59,033
Disposals in the year	-	(164,854)	(164,854)
At 31 March 2021	364,555	266,205	630,760
Net Book Value			
At 31 March 2021	1,916,904	37,280	1,954,184
At 31 March 2020	1,962,533	22,583	1,985,116

13. Investments

	THE GROUP		THE EVANGELICAL ALLIANCE	
	AS AT	AS AT	AS AT	AS AT
	31 MARCH 2021	31 MARCH 2020	31 MARCH 2021	31 MARCH 2020
	£	£	£	£
COIF Charities Fixed Investment Fund	13,527	13,045	13,527	13,045
Revaluation	223	482	223	482
Shares in subsidiary undertakings	-	-	2	2
	13,750	13,527	13,752	13,529

Details of the subsidiary undertaking are set out in note 3.

Investments are held at market value.

The historic cost of the COIF Investment Fund was £10,000 in October 2012.

14. Short term deposits

Short term deposits are held on an interest bearing COIF Charities Deposit Fund and a number of different interest bearing deposit accounts. Cash at bank is

primarily held in an interest bearing account at National Westminster Bank PLC.

15. Debtors

	THE GROUP		THE EVANGELICAL ALLIANCE	
	2021	2020	2021	2020
	£	£	£	£
Tax recoverable	19,510	31,952	14,016	25,076
Amounts owed by trading subsidiary	-	-	-	138
Trade debtors	2,750	5,742	579	650
Other debtors	144,586	45,978	144,586	45,978
Prepayments	26,372	35,462	26,237	35,325
	193,218	119,134	185,418	107,167

16. Creditors: amounts falling due within one year

	THE GROUP		THE EVANGELICAL ALLIANCE	
	2021	2020	2021	2020
	£	£	£	£
Taxation and social security costs	31,506	33,375	31,506	33,375
Trade creditors	50,037	42,452	24,839	42,452
Accruals	66,704	56,101	64,154	53,583
Other creditors	28,235	22,170	28,234	22,170
	176,482	154,098	148,733	151,580

17. Operating lease commitments payable as a lessee

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods.

	THE GROUP		THE EVANGELICAL ALLIANCE	
	PROPERTY		PROPERTY	
	2021	2020	2021	2020
	£	£	£	£
Within one year	10,233	13,475	10,233	13,475
Between one and five years	30,733	27,583	30,733	27,583
	40,966	41,058	40,966	41,058

18. Analysis of net assets between funds of the group

CURRENT YEAR	DESIGNATED FUNDS	GENERAL FUNDS	RESTRICTED FUNDS	TOTAL
	£	£	£	£
Fixed assets	1,986,476	-	-	1,986,476
Investments	-	13,750	-	13,750
Net current assets	794,839	544,635	280,456	1,619,930
Net assets	2,781,315	558,385	280,456	3,620,156

It is the Net Current Assets plus Investments General Fund balance of £558,385 (2020: £360,787) that is

considered to be “free reserves” for the purposes of the Reserves Policy.

PRIOR YEAR	DESIGNATED FUNDS	GENERAL FUNDS	RESTRICTED FUNDS	TOTAL
	£	£	£	£
Fixed assets	1,985,116	-	-	1,985,116
Investments	-	13,527	-	13,527
Net current assets	468,902	347,260	263,889	1,080,051
Net assets	2,454,018	360,787	263,889	3,078,694

19. Limitation by guarantee

The guarantee of members is limited to £5 each. There were 75 members at 31 March 2021 (2020: 64).

20. Consolidated movement in funds

CURRENT YEAR	AT 1 APRIL 2020	INCOME	EXPENDITURE	GAINS AND LOSSES	TRANSFERS	AT 31 MARCH 2021
Restricted funds	£	£	£	£	£	£
Advocacy	-	9,925	(9,925)	-	-	-
Both Lives Matter	16,852	31,316	(11,862)	-	-	36,306
C I C C	1,441	225	-	-	-	1,666
Coalition on Drugs	2,909	2	-	-	-	2,911
Covid 19 Rapid Response Fund	-	41,000	(41,000)	-	-	-
Education Fund	28,632	-	(4,435)	-	(8,894)	15,303
Gather	-	23,333	(23,333)	-	-	-
Great Commission	42,328	3,333	(2,893)	-	-	42,768
GWEINI	6,413	303	(180)	-	-	6,536
H M Gooch Memorial Fund	12,557	10	-	-	(10)	12,557
Restricted IT Fund	28,801	-	-	-	(28,801)	-
Leadership Summit Research Project	9,274	-	(2,081)	-	-	7,193
Mission	-	4,754	(4,754)	-	-	-
Missional Leadership	338	9,091	(9,030)	-	-	399
Northern Ireland	-	28,300	(28,300)	-	-	-
Northern Ireland Intern Fund	3,095	28,000	(3,303)	-	-	27,792
Office for Northern England	-	10,000	-	-	-	10,000
Printers	2,009	-	-	-	-	2,009
Public Leadership	-	29,500	(29,500)	-	-	-
Religious Liberty Commission	3,094	-	(1,000)	-	-	2,094
Restricted Property Project Fund	34,853	-	5,354	-	-	40,207
Scotland	-	5,300	(5,300)	-	-	-
Scottish Intern Fund	2,903	14,000	(12,261)	-	(1,562)	3,080
Scottish Public Leaders	40,258	7,525	(10,521)	-	(11,859)	25,403
S C Y W F	13,554	10,551	(11,865)	-	(250)	11,990
South Asian Forum	-	3,300	(3,300)	-	-	-

Speak Up	8,957	-	(30)	-	(5)	8,922
Student Bursary Fund	1,900	20,002	(19,265)	-	(1,500)	1,137
Video conferencing system	2,771	-	-	-	(2,771)	-
What Kind of Church	650	2,000	(920)	-	-	1,730
Wales	-	1,810	(1,810)	-	-	-
Welsh Public Leaders	300	-	-	-	-	300
Young Adults	-	70,000	(49,847)	-	-	20,153
Total restricted funds	263,889	353,580	(281,361)	-	(55,652)	280,456
Designated Fixed Asset Fund	1,985,116	-	(59,033)	-	60,393	1,986,476
Designated CEO Vision & Development Fund	111,000	-	(21,600)	-	300,000	389,400
Designated IT Fund	317,955	-	(50,864)	-	96,509	363,600
Designated Agility Fund	1,500	-	(1,500)	-	-	-
Designated Facilities Fund	19,465	-	(3,292)	-	20,000	36,173
Designated Non-Charitable Trading Fund	18,982	64,606	(77,922)	-	-	5,666
General Funds	360,787	2,255,361	(1,636,736)	223	(421,250)	558,385
Total unrestricted funds	2,814,805	2,319,967	(1,850,947)	223	55,652	3,339,700
Total funds	3,078,694	2,673,547	(2,132,308)	223	-	3,620,156

PRIOR YEAR	AT 1 APRIL 2019	INCOME	EXPENDITURE	GAINS AND LOSSES	TRANSFERS	AT 31 MARCH 2020
Restricted funds	£	£	£	£	£	£
Advocacy	-	35,715	(35,715)	-	-	-
Both Lives Matter	5,873	32,973	(21,994)	-	-	16,852
C I C C	1,353	219	(131)	-	-	1,441
Coalition on Drugs	3,287	18	(396)	-	-	2,909
Education	4,567	52,500	(19,736)	-	(8,699)	28,632
Gather	-	23,750	(23,750)	-	-	-
Great Commission	132,284	35,000	(64,008)	-	(60,948)	42,328
GWEINI	6,462	565	(614)	-	-	6,413
H M Gooch Memorial Fund	12,557	74	-	-	(74)	12,557
Restricted IT Fund	28,801	-	-	-	-	28,801
Leadership Summit Research Project	9,274	-	-	-	-	9,274
Mission	-	55,500	(55,500)	-	-	-
Missional Leadership	243	9,095	(9,000)	-	-	338
Northern Ireland	-	40,340	(40,340)	-	-	-
Northern Ireland Intern Fund	3,326	15,000	(15,231)	-	-	3,095
Printers	-	5,000	-	-	(2,991)	2,009
Public Leadership	-	30,850	(30,850)	-	-	-
Religious Liberty Commission	3,195	-	(101)	-	-	3,094
Restricted Property Project Fund	48,552	-	(13,699)	-	-	34,853
Scotland	-	10,000	(10,000)	-	-	-
Scottish Intern Fund	4,219	12,000	(11,579)	-	(1,737)	2,903
Scottish Public Leaders	30,082	60,293	(23,235)	-	(26,882)	40,258
S C Y W F	6,458	61,100	(52,504)	-	(1,500)	13,554
South Asian Forum	9,946	6,072	(16,018)	-	-	-
Speak Up	12,820	100	(878)	-	(3,085)	8,957
Student Bursary Fund	1,011	20,037	(17,648)	-	(1,500)	1,900
Video conferencing system	-	5,000	-	-	(2,229)	2,771
What Kind of Church	4,000	2,500	(5,850)	-	-	650

Wales	-	1,463	(1,463)	-	-	-
Welsh Public Leaders	-	300	-	-	-	300
Total restricted funds	328,310	515,464	(470,240)	-	(109,645)	263,889
		-	-		-	-
Designated Fixed Asset Fund	2,035,006	-	(61,004)	-	11,114	1,985,116
Designated CEO Vision & Development Fund	-	-	-	-	111,000	111,000
Designated IT Fund	220,392	-	(2,437)	-	100,000	317,955
Designated Agility Fund	20,000	-	(22,200)	-	3,700	1,500
Designated Facilities Fund	34,261	-	(18,796)	-	4,000	19,465
Designated Non-Charitable Trading Fund	18,982	129,409	(129,409)	-	-	18,982
General Funds	396,729	1,995,578	(1,911,833)	482	(120,169)	360,787
Total unrestricted funds	2,725,370	2,124,987	(2,145,679)	482	109,645	2,814,805
	-	-	-	-	-	-
Total funds	3,053,680	2,640,451	(2,615,919)	482	-	3,078,694

PURPOSE OF RESTRICTED FUNDS AND RELATED WORKING ARRANGEMENTS

The Advocacy restricted fund held donations given for initiatives specifically undertaken by the advocacy team. However, the majority of advocacy work was funded from unrestricted income.

Both Lives Matter is a movement of individuals and organisations (co-founded by the Evangelical Alliance, CARE and LIFE) seeking to reframe the abortion debate in Northern Ireland and beyond; to advocate for better care in pregnancy crisis, and to create a culture that values every woman and her unborn child.

The vision for the Cymru Institute of Contemporary Christianity (C I C C) is to see and help Christians in Wales engaging biblically with contemporary issues and people. There is a working arrangement for this initiative. The Coalition on Drugs raises awareness of drug issues

to church and society and provides a network of support for Christians in drug/alcohol related ministries.

The Covid 19 Rapid Response Fund – As the Covid 19 virus spread and the ability to meet as church communities was radically restricted by lockdown, funding was secured to rapidly respond to support our member churches and organisations: we developed and launched our coronavirus hub to help navigate the rapidly changing landscape; we facilitated conversations, gathered small groups of practitioners, and offered prophetic insights and practical resources to inspire and equip the local church; we provided a trustworthy and non-anxious Christian presence in the public square.

The Education restricted fund was set up to fund our Education Policy work which represents and resources the voice of Evangelicals in education by engaging with government and policy makers on key issues affecting

Christian schools, parents and children, and producing resources to support teachers, pupils and parents.

Gather is a programme of the Alliance. It is a national network of unity movements in towns, cities and villages across England which provides support and opportunities to exchange experience between local movements. The restricted fund holds donations specifically given to this programme. Programme costs from the core budget are charged to the fund. A significant part of the programme was funded from unrestricted funds.

The Great Commission restricted fund is for donations towards the Great Commission Web Portal Programme which is an initiative of the Alliance's Unity in Mission team.

GWEINI is an initiative of the Evangelical Alliance in Wales working with churches and organisations, to represent the Christian voluntary sector in Wales to all levels of government and to network at a local level. The finances are administered through two restricted funds in the accounts of the Evangelical Alliance. There is a working arrangement for this initiative.

The H M Gooch Memorial Fund was established in memory of a late general secretary of the Alliance. One half of the income from the fund in any year is used for the relief of distressed and persecuted Christians and the maintenance of religious liberty, with the remainder used for the general purposes of the Alliance.

The IT Fund was set up for donations for major IT projects, particularly the selection and implementation of a new CRM database. The transfer in the year reflects the fund being spent on capital expenditure now allocated to the Designated Fixed Asset Fund.

The Leadership Summit Research Project has a vision to see the UK reached with the power of the gospel leading

to spiritual and social transformation of the UK. This is a working agreement with Hope Together.

The Mission restricted fund is for donations for the work and programmes of the Alliance's Unity in Mission team, including the Great Commission Web Portal.

Missional Leadership is an initiative to work with Christians from the United States to share the Christian Gospel in Wales.

The Northern Ireland restricted fund held donations specifically given for work in the nation. However, the majority of funding for initiatives in Northern Ireland is shown as unrestricted expenditure.

The Northern Ireland Intern Fund is for donations specifically given for the Northern Irish Intern Programme.

The Office for Northern England fund supports our desire to invest in a tangible, visible presence in the north of England. We recognise that in order to deliver well on our priorities and ensure our impact is far more effective culturally, we need to become far less London-centric.

The Printers fund represents a donation received for the replacement of ageing printers across the four national offices.

Public Leadership is the Evangelical Alliance's programme to see more Christians inspired to serve and lead in public life. The restricted fund holds donations specifically given to this programme. Programme costs from the core budget are charged to the fund.

The Religious Liberty Commission brings together Open Doors, Release International and Christian Solidarity Worldwide working on behalf of persecuted Christians to speak with one voice and encourage the UK church to support persecuted Christians.

The Restricted Property Project Fund was set up for the move to new premises in Copenhagen Street in

2013. The balance is maintained to provide a working environment which is both fit for purpose and makes for more effective working.

The Scotland restricted fund held donations specifically given for work in the nation. However, the majority of funding for initiatives in Scotland is shown as unrestricted expenditure.

The Scottish Intern Fund is for donations specifically given for the Scottish Intern Programme.

Scottish Public Leaders programme is part of the main Public Leadership programme to see more Christians inspired to serve and lead in public life. The restricted fund holds donations specifically given to this programme. Programme costs from the core budget are charged to the fund.

Scottish Christian Youth Work Forum (S C Y W F) aims to encourage and enable the Church and wider Christian community in Scotland to help young people encounter Jesus, in particular through the annual Deep Impact event for Christian youth workers. A working arrangement exists for this initiative between the Alliance and a number of other organisations.

The South Asian Forum (SAF) provides a forum for South Asian Christians in the UK Church.

Speak Up is an accessible resource produced by the Alliance and the Lawyers Christian Fellowship to encourage Christians to speak about the good news of Jesus Christ in private, work and public life by reference to the law as it is today.

The Student Bursary Fund provides support for lay ministers in training at Bible and Theological Colleges. These funds are a grant from the Jerusalem Trust.

The Video Conferencing System funds arose from a restricted donation to allow the Alliance to acquire the

equipment to better enable online interaction between the four national offices, with our members and with the advocacy, unity and missional activities of the organisation.

What Kind of Church is a resource produced by the Alliance to provoke a discussion about the UK Church's values and praxis when compared to God's calling on us as individuals and what the Church should be to make a difference in the nation.

The Wales Fund held donations specifically given for work in the nation. However, the majority of funding for initiatives in Wales is shown as unrestricted expenditure.

Welsh Public Leaders programme was due to begin in autumn 2020 in the same way as the already established Scottish Public Leaders programme mentioned above, but delayed due to the Covid pandemic.

The Young Adults fund is for supporting churches to think again about engaging young adults in a life of faith and church where the church in the UK is missing a generation of young adults from our congregations.

Transfers from restricted funds represent charges by the Alliance for administrative services, these being contributions to the remuneration of shared project staff, support staff and other day-to-day running costs such as electricity, printing, postage & stationery etc. and any capital expenditure incurred. Transfers into restricted funds are the Alliance's contributions to shared programmes.

PURPOSE OF DESIGNATED FUNDS

The Designated Fixed Asset Fund reflects the net book value of all fixed assets held by the Evangelical Alliance. This includes the Alliance's interest in a long leasehold property, IT and office equipment held by the Alliance as per notes 11 and 12. The transfer to the fund in the

year from unrestricted general funds & restricted funds of £60,393 represents additions in the year funded by unrestricted general funds (£25,330), restricted funds (£31,572) and the Designated IT Fund (£3,491).

The Designated CEO Vision & Development Fund has the view to implement a new infrastructure and new projects within the organisation whilst Gavin Calver is in the first years of his tenure as the new CEO of the Alliance. £300,000 was transferred in to the designated fund from unrestricted general funds.

The Designated IT Fund has been set up to provide additional funding for the selection and implementation of a new CRM database. Following the most recent estimate of project costs, a further £100,000 has been transferred into the designated fund from unrestricted general funds. £3,491 has been transferred to the designated Fixed Asset fund as the new CRM build is underway.

The Designated Agility Fund was established to facilitate a rapid response by the Alliance by allowing initiatives to

be launched as a result of unforeseen opportunities.

The Designated Facilities Fund has been set up to even out facilities expenditure within the five year rolling maintenance plan. The transfer of £20,000 into the fund from unrestricted general funds in the year represents planned contributions based on the original forecast for the year, prepared prior to the Covid 19 pandemic.

The Designated Non-Charitable Trading Fund represents the activities of the Alliance's subsidiary company, the Evangelical Alliance Developments Limited. This fund will remain as long as the Alliance has any trading subsidiaries.

The net transfers from unrestricted general funds of £421,250 represent the designations in the year by the trustees of additional unrestricted designated funds of £445,330 less transfers from restricted funds to unrestricted general funds of £24,080, these being contributions to the remuneration of shared project staff, support staff and other day-to-day running costs such as electricity, printing, postage & stationery etc.

21. Reconciliation of net income to net cash flow from operating activities

	2021	2020
	£	£
Net income for the year	541,462	25,014
Interest receivable	(3,661)	(5,725)
Depreciation of tangible fixed assets	59,033	61,004
Gains on investments	(223)	(482)
(Increase) in debtors	(74,084)	(6,320)
Increase / (decrease) in creditors	22,384	(49,750)
	544,911	23,741

22. Net debt reconciliation

CURRENT YEAR – GROUP	AT START OF YEAR	CASHFLOWS	AT YEAR END
	£	£	£
Short term deposits	532,541	139	532,680
Cash at bank and in hand	582,474	488,040	1,070,514
	1,115,015	488,179	1,603,194

CURRENT YEAR – CHARITY	AT START OF YEAR	CASHFLOWS	AT YEAR END
	£	£	£
Short term deposits	532,541	139	532,680
Cash at bank and in hand	572,939	471,958	1,044,897
	1,105,480	472,097	1,577,577

PRIOR YEAR – GROUP	AT START OF YEAR	CASHFLOWS	AT YEAR END
	£	£	£
Short term deposits	446,825	85,716	532,541
Cash at bank and in hand	649,838	(67,364)	582,474
	1,096,663	18,352	1,115,015

PRIOR YEAR – CHARITY	AT START OF YEAR	CASHFLOWS	AT YEAR END
	£	£	£
Short term deposits	446,825	85,716	532,541
Cash at bank and in hand	642,599	(69,660)	572,939
	1,089,424	16,056	1,105,480



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