

2673220

CPAS

Report and Accounts

*for the thirteen months
ended 30 April 1996*



COMPANIES HOUSE 10/01/97

CHURCH PASTORAL AID SOCIETY

Athena Drive, Tachbrook Park, Warwick, CV34 6NG.

A company limited by guarantee Registered in England No 2673220
Registered Office at the above address Registered Charity No 1007820

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Mission Statement

**As a home mission agency CPAS exists to strengthen Anglican Churches to
evangelise, teach and pastor people of all ages**

**It seeks through people and resources to
stimulate church-based evangelism
equip and train leaders for the local church
advise about professional ministry and clergy appointments
make grants for mission and training**

**In all this it affirms the supremacy of Scripture and the goal of its founders,
namely, "the salvation of souls with a single eye to the glory of God".**

General Director's Report

The year has been dominated by three main matters: the completion of our plans for the next five years, the enthusiastic and committed continuing of our regular ministries, and the launch of an initiative to strengthen the youth and children's work.

During the year we welcomed the Rt Rev Michael Baughen, Bishop of Chester, as our new President, succeeding the Rt Rev Roy Williamson, Bishop of Southwark. We are extremely grateful to both of them for their enthusiastic support and help.

The Five Year Plan 1996-2001

The last corporate plan was formed in 1992. Against an overall commitment to improve the quality of service we give to local churches, we sought, under God, to become *better known, better used and better supported*. We have been able to make significant gains in this and have met a great number of the specific objectives we set ourselves over this period. All this has been foundational to our plans for the future, where changes to church and country are immense and plainly evident.

After much careful thought and wide-ranging external consultation we have decided to set our work within the theme of *Encouraging Mission, Resourcing Leaders*. The overall dynamic of *mission* reflects, of course, not only the nature of God himself and the focus of CPAS's 160 year history, but the increasingly non-Christian situation now growing around us. Because *leaders* are the human key to effective mission at local church level, we are to give special emphasis here. In this our main focus will be on clergy and the leaders of children and young people. Following the advice received in our consultations, we also plan to increase our involvement at national church level wherever an opportunity arises to advance the cause of the gospel.

So, there is much to be done. We are excited about this clear direction for future work and look back on the last year - as we have thought, talked and prayed our way through this - with gratefulness to God and for his goodness to us.

Continuing our regular ministries

Although planning for the future has occupied a great deal of our time, our regular ministry work has of course continued and been in strong demand.

Training and Consultancy

We continued throughout the year our programmes of training events. The total number attending was over 16,850. This was a substantial increase on last year. Amongst the most significant of these events was probably the events concerned with *Launching Missionary Congregations*, to which 2,246 people came from over 335 churches. Follow up to these events, largely by our Regional Staff, will take place over the coming year.

There appears to be a decline in the number of people willing and able to attend residential training, but availability for day and evening events continues. We have also noted a need for much more ongoing training and for it to be part of a wider consultancy programme. This has been especially noticeable with our evangelism team, where an involvement over several months, if not a year or two, is becoming the norm and proving to be a distinct advantage.

Evangelism

Our team of four evangelists and trainers has been exceptionally busy. Mission and long term commitments have been undertaken to approximately thirty-five churches. There have been difficult times but wonderfully rewarding ones, too. In a fairly normal Midlands church a group of fifty or so came to new faith and the church has gone on with vision and life. The team's *Lost for Words* course is going well and proving to be an exceptionally good resource for helping Christian people speak naturally of their own faith.

Numbers on our residential holidays for children and young people, known as Ventures and Falcon Camps, experienced a small decline, but still just under 10,000 young people and their leaders took part. These are crucial times in the lives of many and a great number of churches look upon these Ventures as times when seeds patiently sown during the year come to fruition.

Publications

The monetary value of publications sold during the year saw a down-turn but still topped the levels of 93-94. This has to be seen in the context of a general fall in Christian publishing and a reluctance to purchase higher cost video-based courses; these appear to be the overriding reasons why our results have been below expectations. Eleven new titles were published and amongst the most successful were *Making the Most of Harvest* and *Launching a Missionary Congregation*.

The need for quality, reliable, affordable resources for teaching seems as great as ever. In fact, one of the features of the present time is that more and more people know less and less about the Bible, basic Christian beliefs and its moral teaching. We have been reminded many times during the year of the importance, to busy lay leaders and clergy alike, of the resources we produce.

Patronage

Seventy benefices for which we have patronage responsibility welcomed new incumbents or Priests-in Charge during the last year. In addition to this, much time was spent in consultation with dioceses and other patrons seeking our advice about possible people to fill vacancies. As the numbers of stipendiary clergy continues to fall, more and more parish appointments to churches are subject to re-organisation schemes. Increasingly, we have been drawn into discussions and consultations. In all of this our priority has been to ensure the continuity of gospel ministry within the parish. This year too has seen the very successful launch of our Patronage Fund, which is a firm indication of how much this ministry is valued.

IT

During the year, through the continuing development of electronic information technology, we have done much to improve administration efficiency and the effective use of data. Changes here have reminded us of the huge changes going on all around us in almost every field of human activity.

Support

Donations from churches and individuals have given us much encouragement and, as our accounts show, have kept up with inflation. We are profoundly grateful to God for this provision. But some monies which we were privileged to have received in recent years from a small number of sources, and which we have put to ministry purposes, are now no longer available. We have, therefore, had to reduce staff and activities. We have not been able to replace some key staff in resources, ministry and vocation, and regional work, and some other work also had to be curtailed. This included the operating of the Ministry Among Women (MAW) work as a separate organisational unit. Much of its work, though, will be continued through our Regional Staff.

These staff reductions are continued in our plans for the next five years but we have regrouped around a more sharply focused ministry with more flexible staff roles and modes of working. The work for generating support by way of interest and prayer has been given considerable attention during the year and will continue to do so in the coming one.

We have immensely valued the generous giving of time by many who support our ministries on a voluntary basis. Their work has been essential and resulted in many activities and events happening which otherwise would not have taken place.

Youth and Children's initiative - the *Promise Plus* Appeal

In January at Lambeth Palace, by generous invitation of the Archbishop of Canterbury, we launched a new initiative to strengthen the work of churches among children and young people. This was in direct response to the many comments we received during consultations about our next five years where work among children and young people was felt to be one of the key areas where help was most needed at the local church level. The vision, borne out of this consultation, is to reverse the tide of the decline in numbers of children and young people in our churches. We plan to place a new staff member, together with a Careforce worker, in each of our eight regions. They will help churches start, or re-start, and then increase their work with children and young people. Such staff, locally based, will be available for advice, training and resourcing.

Through this initiative, and with the continuing work of the Youth and Children Division, our dream is to increase the numbers attending the groups linked to us through Scramblers (3s to 5s), Climbers (5s to 7s), Explorers (7s to 11s), Pathfinders (11s to 14s) and CYFA (14s to 18s), from approximately 100,000 to 150,000 over the five years. This, of course, is not all that needs to be done but, in partnership with others and with God's blessing, we are convinced the tide can be turned. To that we have set our heart and energies.

The early response to this *Promise Plus* appeal has been very encouraging. With the generous support of many individuals and grants from the Kirby Laing Foundation and The Jerusalem Trust we now have over £310,000 promised for the four year period towards our appeal total of £1.25 million. The work of continuing this appeal will be a high priority during the coming year. The need it addresses is urgent, obvious and crucial.

Conclusion

CPAS was founded 160 years ago by people who, sensing the need of the times, planned, prayed and worked to create a missionary society which over these years has had such a positive and enduring effect, especially on the Church of England. We have entered into their heritage. We are honoured to be part of that history and excited by the responsibilities now before us. But all that CPAS has achieved, and will achieve humanly speaking, is due to the support given to it by churches and individuals who believe that what it is doing is worth supporting. In these difficult but challenging times that support remains fundamental to the task ahead. Our gratitude goes to God for his provision through our supporters and our prayer is for that vital support to continue and abound.

Canon John R Moore

Report of the Council

The Council again wishes to record its appreciation of the dedication and work of the Society's staff and volunteer helpers.

Status of the Society

Church Pastoral Aid Society, founded in 1836, is a registered charity which was incorporated on 19 December 1991 as a company limited by guarantee. It has no share capital. Details are given on page 19.

Principal Activity and Objectives

These are set out in the Mission Statement on page 2, and in the extract from the Society's memorandum of association on page 19. Details of connected charities are given in note 24 to the financial statements.

Accounting Period

The Council decided for operational reasons to change the Accounting Reference Date to 30 April, and this was registered at Companies House on 8 November 1995. This Report and Accounts accordingly cover a period of thirteen months from 1 April 1995 to 30 April 1996. Accounts for future years will be made up to 30 April.

Review of Activities and Financial Position

The General Director's Report on pages 3 and 4 gives details of activities, achievements and important events of the past year and of anticipated future developments. The Financial Review is on page 6. The financial statements and notes are on pages 7 to 15.

The Society incurred an operating deficit of £86,000 during the 13 months. This was largely planned to allow for an orderly restructuring of activities, although a reduced level of legacy income and a downturn in sales of resources made it worse. Expense levels have been reduced with the aim of breaking even in the year ahead.

In order to continue its work, the Society is almost wholly dependent on voluntary donations, legacies and grants: its income balances at 30 April 1996 were sufficient to cover only 9.5 weeks' expenditure. However, capital funds and the realisable value of assets are believed adequate to meet liabilities in the event of a major curtailment of activities or liquidation.

Fixed Assets

Note 12 to the financial statements gives details of changes in fixed assets. Of the total capital expenditure of £41,000 during the period, £22,000 related to replacement of equipment stolen and additional security measures installed as a consequence of burglaries at its offices last winter, towards which insurance claims contributed £13,000; and a further £18,000 was spent on improving Computer Systems and Equipment. Sale of two staff houses no longer required realised a total of £186,000.

Charitable and Political Donations

The Society made no donations during the year for charitable purposes outside the scope of its own work. No donations were made for any political purposes.

Directors

For the purposes of the Companies Act 1985 the directors are the members of the Council. A full list of those in office at 30 April 1996 is on page 17. The Rt Rev Michael Baughen, Bishop of Chester, was appointed as president of the Society on 22 June 1995. The following members retired during the period:

Mrs Barbara Saunders (2/11/95)

Mr Richard Stansfield (5/3/96)

The Council records its gratitude to all those who have served on it and on the General Committee of the former unincorporated charity.

Auditors

Hazlewoods have expressed their willingness to continue in office.

By order of the Council, *Robert Stand (Secretary)*

R. Buckley (Secretary as from 1/7/96)

Financial Review

Change of Accounting Reference Date

The decision to put the date back by one month to 30 April for this and future years means that all income, expenditure and cash flow figures for 1995/96 cover a 13-month period. Inevitably direct comparisons with the twelve-month period 1994/95 are therefore difficult: whilst obviously most figures are higher, the pattern of money coming in or going out is never a regular monthly one. In particular, donation income is historically lower during the Spring than the Winter months, but some expenses were also lower than average in April. The overall net impact of the extra month appears to have been to increase the reported deficit by about £13,000.

Income and Expenditure

1995/96 was expected to be difficult in financial terms, and a deficit of £55,000 had been budgeted so that our ministries could be maintained until the way ahead for the next five years was decided. Last year's report stressed that the £9,000 operating surplus then had only been achieved as a result of exceptional receipts from closure of Trust Funds, *Ministry Bonds* converted into gifts and a legacy from many years before; and indeed the aggregate income from these sources in 1995/96 fell by £142,000. So the operating deficit of £86,000 for the thirteen-month period must be seen in that context, as well as being a partial spending of the £138,000 total of operating surpluses in the preceding three years.

In fact we again have much to be thankful to God for. Total financial support from local churches and individuals increased in the twelve months to 31 March by around 8%, and more than outweighed the drop in grants from trusts and special project monies. And the initial results of our *Promise Plus* appeal to fund more locally-based youth and children's work are very encouraging. The major disappointment, apart from relatively low receipts from legacies, was a quite sharp decline in sales of publications, with almost all categories affected.

Total Expenditure in 1995/96 increased almost directly in proportion to the extra month, from £1.55m to £1.68m. That increase included inflation, so in real terms it was a reduction, which came in part from reduced staff costs in recent months, but also because some items (such as grants) were insignificant in April. Incidentally, the apparent reduction in grants is due simply to the abnormal payment from an earmarked fund the previous year, masking a small increase in our regular grants (see note 6 on page 10).

The loss on sale of surplus staff houses reflects the continued depressed state of the market. Two were sold during the year, but the loss of £11,000 also includes writing down the book value of a further one sold since 30 April to its actual realisable value.

Balance Sheet and Cash Flow

The sales of staff houses reduced the amount of funds tied up in fixed assets and correspondingly increased the monies held on short-term deposit, which will generate interest income in the future. The longer term investment policy for these monies is currently being reviewed. Capital Expenditure is described in the Report of the Council on page 5.

Other current assets were lower than the previous year, with both debtors and creditors affected by the different timing of the balance sheet: less money had been spent in advance for the following year and amounts due from associated charities were lower, offset by a reduction in creditors resulting from having already paid by 30 April this year several costs whose equivalents were outstanding at 31 March 1995.

Looking Ahead

The restructuring of the Society's ministries and the new emphases planned for the next five years are within the financial context of seeking to break even and rebuild reserves progressively to the levels of March 1995. For this to be possible, and indeed for the work to continue at all, we are wholly dependent on God's grace and on the prayers and giving of so many churches, partners, individuals and trusts. We are greatly indebted for all the support which has enabled much to be achieved for the Kingdom over the first 160 years since CPAS was founded, and is needed just as much now.

Robert Stand
Director of Finance

Income & Expenditure Account for the 13 Months to 30 April 1996

	NOTES	1996 £000	Year To 31 March 1995 £000
<u>INCOME</u>			
Donations		1,191	1,086
Legacies	1	55	132
Grants from Mabledon Charity	24	123	104
		<hr/>	<hr/>
Total Voluntary Income	18(c)	1,369	1,322
Distributions from CPAS Trust Funds	2	19	64
Investment Income and Interest	3	101	85
Resources:			
Income	4	467	523
Direct Costs	4	415	472
		<hr/>	<hr/>
Other Operating Income	5	48	39
		<hr/>	<hr/>
<u>Total Income</u>		<u>1,589</u>	<u>1,561</u>
 <u>DIRECT EXPENDITURE ON THE SOCIETY'S OBJECTIVES</u>			
Youth and Children (CYPECS)		245	217
Adult Training and Resourcing		194	184
Parish Support through regional staff		207	194
Evangelism		113	103
Professional Ministry and Patronage		111	110
		<hr/>	<hr/>
		870	808
Grants paid	6	116	128
Support Costs	7	422	375
		<hr/>	<hr/>
		1,408	1,311
 <u>OTHER EXPENDITURE</u>			
Publicity, Communications and Fund Raising		187	165
Administration	8	76	72
Bank Charges and Interest payable		4	4
		<hr/>	<hr/>
		267	241
		<hr/>	<hr/>
<u>Total Expenditure</u>		<u>1,675</u>	<u>1,552</u>
 <u>OPERATING (DEFICIT)/SURPLUS</u>			
		(86)	9
(Loss) on sale of properties		(11)	(7)
		<hr/>	<hr/>
Net (Deficit)/Surplus on ordinary activities	16	<u>(97)</u>	<u>2</u>

All activities of the Society are continuing activities, and there were no acquisitions in the year. There were no recognised gains or losses other than as shown above.

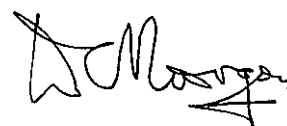
Balance Sheet at 30 April 1996

	NOTES	1996 £000	31 March 1995 £000
<u>FIXED ASSETS</u>			
Tangible Fixed Assets	12		
Land & Buildings		3,230	3,461
Office & other Equipment		153	176
		<u>3,383</u>	<u>3,637</u>
Investments (unlisted)	13,18(f)	843	812
		<u>4,226</u>	<u>4,449</u>
<u>CURRENT ASSETS</u>			
Stocks and Work in Progress	14,18(a)	168	178
Debtors:			
Trade Debtors		7	16
Other Debtors		123	168
Prepayments & Accrued Income		65	97
		<u>195</u>	<u>281</u>
Short-term Cash Deposits		531	355
Cash Deposits re Ministry Bonds	15	73	96
Cash at Bank and in hand		40	25
		<u>1,007</u>	<u>935</u>
<u>CREDITORS</u> all falling due within one year			
Interest-free Loans from supporters:			
Ministry Bonds	15	73	96
Deposit Covenants		4	13
Others		8	8
Trade Creditors		29	76
Tax and Social Security		10	37
Other Creditors		4	4
Accruals & deferred income		65	50
Property maintenance provision	18(b)	82	75
		<u>275</u>	<u>359</u>
Net Current Assets		<u>732</u>	<u>576</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>4,958</u>	<u>5,025</u>
<u>FUNDS</u>			
Capital Funds	16,17	4,601	4,582
Income Balances		357	443
TOTAL FUNDS		<u>4,958</u>	<u>5,025</u>

Signed on behalf of the Council on 25 June 1996



David Bird, Chairman



Donald Morgan, Treasurer

Cash Flow Statement for the 13 months to 30 April 1996

	NOTES (see below)	1996 £000	Year To 31 March 1995 £000
Net cash inflow from operating activities	A	36	27
Investing activities:			
Purchase of tangible fixed assets	(41)		(203)
Sale of tangible fixed assets	205		170
Net cash inflow/(outflow) from investing activities		164	(33)
Reduction in interest-free loans from supporters		(32)	(94)
TOTAL NET CASH INFLOW/(OUTFLOW)	B	168	(100)
Cash and cash equivalents at 1 April 1995		476	576
Cash and cash equivalents at 30 April 1996		644	476

NOTES TO CASH FLOW STATEMENT

A. Net Cash inflow from operating activities

Net (Deficit)/Surplus on ordinary activities <i>(per Income and Expenditure account)</i>	(97)	2
Depreciation of tangible fixed assets	78	75
Loss on sale of properties	11	7
Increase/(Decrease) in property maintenance provision	7	(3)
Decrease in Stocks	10	52
Decrease/(Increase) in Debtors	86	(25)
(Decrease) in Creditors	(59)	(81)
	36	27

Because of the nature of the Society's activities, the net surplus on ordinary activities shown above includes investment income and interest received (see note 3 on page 10).

B. Analysis of changes in Cash and Cash Equivalents during the periods

	1996 £000	1995 £000	Change 1996 £000	Change 1995 £000
Cash at bank and in hand	40	25	15	13
Short-term cash deposits	531	355	176	(34)
Cash deposits re Ministry Bonds	73	96	(23)	(79)
	644	476	168	(100)

Notes to the Financial Statements

1. LEGACIES

£54,653 was received during the year and has been credited to income in accordance with the Society's established accounting policies (see note 18 (c)). As at 30 April 1996 the Society had also been notified by executors of further legacies due to it amounting in total to approximately £88,000.

2. DISTRIBUTIONS FROM CPAS TRUST FUNDS

During recent periods a number of Trust Funds previously administered by the Society were wound up with the consent of the Charity Commission and their assets distributed in accordance with their objects. In the case of smaller trusts the capital is permitted to be treated as income, and accordingly in those cases where the Society is the beneficiary the total received (including any accumulated undistributed income of the trusts) has been included as income in these financial statements. The total of £19,477 (1995 £63,788) received from Trust Funds in the period resulted mainly from such closures, and to that extent is therefore of a non-recurring nature. Where the monies are designated for specific purposes, this has been reflected in the financial statements. The capital of certain larger Trusts amounting to £30,000 has been transferred to the Society during the period and added to Capital Funds (see note 16).

3. INVESTMENT INCOME AND INTEREST RECEIVED

From unlisted fixed asset investments
From unlisted current asset investments and deposits
Bank and other interest receivable

1996	1995
£000	£000
67	58
27	23
7	4
<u>101</u>	<u>85</u>

4. RESOURCES INCOME AND EXPENDITURE

(Activities for which a charge is made towards the costs incurred)

Income:

Sales of products and resources
Training events and conferences
Subscriptions and affiliation fees

340	416
67	70
60	37
<u>467</u>	<u>523</u>

Expenditure:

Cost of Sales
Training events and conferences

352	412
63	60
<u>415</u>	<u>472</u>

Gross Contribution (towards staff and authorship costs):

Sales
Training events and conferences
Subscriptions and affiliations

(12)	4
4	10
60	37
<u>52</u>	<u>51</u>

5. OTHER OPERATING INCOME

Rental Income from Land and Properties
Occupancy licence fee
Charges for work for other organisations
Miscellaneous

6	6
20	16
12	11
10	6
<u>48</u>	<u>39</u>

6. GRANTS PAID

Parishes and local projects
Ministers in Training
Noble Fund paid to Diocese to administer

90	84
26	28
-	16
<u>116</u>	<u>128</u>

Grants made to Parishes and for local projects are normally in the range £1,000 to £3,000, and the largest grant made to a single recipient in the period was £5,000. There were 60 recipients of such grants during the year. Other categories of grants are of much smaller individual amounts. Commitments for Grants which have been awarded to parishes, payable in future years but not legally binding, are as follows:

1996/97	£96,000
1997/98	£64,000
1998/99	£18,000
1999/2000	£2,000

7. SUPPORT COSTS

These comprise services provided centrally in support of all the Society's direct expenditure on its objectives, and include an appropriate proportion of the Finance and General Director's divisions and of office accommodation costs. The components are:

	1996 £000	1995 £000
Staff costs	216	186
Office occupancy and equipment costs	142	131
Irrecoverable VAT	26	24
Stationery, postage, telephone and other	38	34
	<u>422</u>	<u>375</u>

8. ADMINISTRATION EXPENDITURE

This comprises expenses incurred in connection with the management of the Society's assets, its organisational administration, and compliance with constitutional and statutory requirements. It includes an apportionment of the staff costs of the Finance and General Director's divisions. The components are:

	1996 £000	1995 £000
Staff costs	38	31
Legal, Audit and other bought-in services	13	18
Office occupancy and equipment costs	15	14
Expenditure on non-operational properties	4	3
Other expenses	6	6
	<u>76</u>	<u>72</u>

9. STAFF NUMBERS AND COSTS

The average number of staff employed by the Society during the thirteen months ended 30 April 1996 was 64, including part-time staff, (1995 = 68) as follows:

	1996	1995
Employed directly on the Society's objectives	49	52
Support functions	10	11
Publicity, Communications, Fund-raising and administration	5	5

Costs of employment of staff

	£000	£000
Salaries	895	809
National Insurance Contributions	70	70
Pension Contributions (note 18(d))	71	64
Staff Housing	13	21
Other	22	19
	<u>1071</u>	<u>983</u>

No employee received emoluments in excess of £30,000.

10. EXPENDITURE

In the Income and Expenditure Account, and in Notes 4 to 8, the Society's Costs and Expenses have been classified according to their **function**: all expenses incurred by those engaged in the direct pursuit of the Society's objectives are included in the cost of their particular area of work. Other centrally incurred overheads have been allocated or apportioned to Support costs and Administration, as described in Notes 7 and 8 above, using approximations where necessary of the time spent on each. An alternative analysis of total expenditure by **type of expense** is given below:-

	1996 £000	1995 £000
Staff Costs (see note 9 above)	1,071	983
Fees and Temporary Staff	33	20
Grants	116	128
Cost of Goods sold	242	296
Distribution costs	26	33
Conferences and Training Events	61	61
Advertising and Promotion	54	47
Mailings	64	60
Travel and Motor Expenses	62	65
Leasing of Cars and Equipment	72	68
Depreciation of Tangible Fixed Assets (notes 12 & 18(b))	78	75
Office Occupancy Costs	77	67
Stationery, Postage and Telephone	65	60
Committee Expenses	6	6
Auditors' Remuneration	8	8
Legal and Professional Fees	1	6
Bank Charges and Interest	4	3
Irrecoverable VAT	27	24
Expenditure on non-operational properties	3	3
Other Expenses	20	11
	<u>2,090</u>	<u>2,024</u>

11. DIRECTORS' EMOLUMENTS AND TRANSACTIONS

Members of the Council are Directors for the purposes of the Companies Acts and are Trustees of the charity within the meaning of the Charities Acts. A full list appears on page 17.

No member of the Council received any remuneration from the Society, nor was interested in any transaction, contract or other arrangement with the Society. Travelling expenses totalling £1,650 were reimbursed to Council members for attendance at meetings during the period.

12. FIXED ASSETS

in £000s	Land & Property Bequests	Warwick Premises Land	Warwick Premises Building	Staff Houses Freehold	Houses Shared Equity	Other Property	Office & Other Equipment	TOTAL
Cost								
At 1 April 1995	93	640	1,407	1,061	373	6	389	3,969
Additions	-	-	5	-	-	-	36	41
Disposals and Adjustments	-	-	-	(197)	(7)	-	(72)	(276)
At 30 April 1996	93	640	1,412	864	366	6	353	3,734
Depreciation								
At 1 April 1995	-	-	119	-	-	-	213	332
Disposals and Adjustments	-	-	-	-	-	-	(59)	(59)
Charge for Year	-	-	32	-	-	-	46	78
At 30 April 1996	-	-	151	-	-	-	200	351
Written Down Value								
At 1 April 1995	93	640	1,288	1,061	373	6	176	3,637
At 30 April 1996	93	640	1,261	864	366	6	153	3,383

All of the property owned by the Society at 30 April 1996 is freehold. The Warwick premises are charged to the Society's bankers as security for periodic advances: the amount secured at both 31 March 1995 and 30 April 1996 was nil.

Leases of parts of the Warwick premises were granted to J F W Deacon's Mabledon Charity on 20 August 1990 and 2 April 1992, both for 125 years, for premiums totalling £395,000. The premiums were based on independent professional valuations and have been applied to reduce the book value of the property. "Mabledon" now owns the leasehold of the entire Conference facilities at Warwick, which are available for the use of evangelical church societies and similar bodies.

A Shared Equity scheme for assisting staff with housing was approved by Standing Committee on 15 March 1990. This enables the Society to provide a maximum of half of the price of houses purchased by a limited number of staff members, who then own their houses subject to a legally binding declaration of trust under which the Society will share in the eventual proceeds of sale in the proportion of its contribution in relation to the original total purchase price. At 30 April 1996 £366,000 had been contributed in respect of eleven staff members. No interest is receivable on monies contributed under the scheme, which are included in Fixed Assets above.

Apart from Land and Property Bequests, all other Fixed Assets are held for use in the Society's charitable activities.

13. INVESTMENTS (unlisted)

	30 April 1996	31 March 1995
Collective Investment Scheme Units of the Central Board of Finance of the Church of England:	£000	£000
Cost	843	812
Market Value	1,078	903
(see also note 18(f))		

In addition the Society holds 100 shares in a wholly-owned subsidiary - see note 24 on page 15.

14. STOCKS AND WORK IN PROGRESS (See also note 18 (a))

Work in Progress	30	45
Finished Products and Goods for Sale	138	133
	<u>168</u>	<u>178</u>

15. MINISTRY BONDS

Under this scheme a total of £73,000 (1995: £96,000) of unsecured loans from supporters was outstanding. These are made for a three-year period, but with repayment available on demand if required. This amount is separately invested in the Deposit Fund of the Central Board of Finance of the Church of England. Interest received is applied to support the Society's activities and is included in "Investment Income and Interest Received" on the Income and Expenditure Account (page 7).

16. FUNDS

10. FUNDS	Balance in £000s 1 April 1995	Trust Funds Transfer	Deficit for Period	Balance 30 April 1996	Represented by		
					Invest- ments	Fixed Assets	Net Current Assets*
Capital Funds							
Restricted Funds:							
Permanent Investment Fund	167	30	-	197	197	-	-
Augmentation Fund	10	-	-	10	10	-	-
Land and Property Bequests	190	-	-	190	97	93	-
Bishop Stratton Fund	11	-	-	11	11	-	-
LCEAS Fund	69	-	-	69	69	-	-
Designated Funds:							
Ministers in Training Fund	42	-	-	42	42	-	-
Richard Bowdler Memorial Fund	2	-	-	2	2	-	-
General Fund	4,091	-	(11)	4,080	415	3,290	375
	<u>4,582</u>	<u>30</u>	<u>(11)</u>	<u>4,601</u>	<u>843</u>	<u>3,383</u>	<u>375</u>
Income Balances							
Restricted Funds:							
Augmentation Fund	7	-	(1)	6	-	-	6
Land and Property Bequests	39	-	10	49	-	-	49
Bishop Stratton Fund	5	-	(4)	1	-	-	1
LCEAS Fund	5	-	(4)	1	-	-	1
Designated Funds:							
Ministers in Training Fund	9	-	-	9	-	-	9
Richard Bowdler Memorial Fund	2	-	1	3	-	-	3
General Fund	376	-	(88)	288	-	-	288
	<u>443</u>	<u>-</u>	<u>(86)</u>	<u>357</u>	<u>-</u>	<u>-</u>	<u>357</u>
TOTAL FUNDS	5,025	30	(97)	4,958	843	3,383	732

* Net Current Assets include £531,000 of monies invested on short-term deposit

17. EXPLANATION OF FUNDS

The Society maintains a distinction between Capital Funds and Income Balances.

Capital Funds comprise permanent endowment and amounts intended to be retained by the Society; only the income they generate is considered to be available to fund current expenditure. They include capital profits arising from sales of fixed assets and investments.

Income Balances represent the accumulated excess of annual income over expenditure over the years to date.

Restricted Funds (subject to externally imposed restrictions)

Permanent Investment Fund: The income only from this fund is available for general purposes.

Augmentation Fund: This exists for the purpose of increasing the value of poor benefices in Evangelical Patronage (per the Society's 1926 annual report).

Land and Property Bequests: This represents the probate value, plus cost of subsequent improvements and profits on disposal, of properties received as bequests but subject to restriction as to use or to the Society's power of disposal. No value is placed on properties which in the Council's opinion are subject to restrictions which prevent any positive value being attributed to them. No depreciation is charged on any of these properties.

Bishop Stratton Fund and LCEAS (London Clerical Education Aid Society) Fund: The income only from these funds is available for similar purposes to the Ministers in Training Fund (see below).

Designated Funds (set aside by the Society for specific purposes but without legal obligation)

Ministers in Training Fund: This fund is used to provide grants to assist those in training for the ordained or licensed ministry. Grants are given to provide personal and training support. All donations, legacies and investment income received are paid out in grants in this or future years.

Richard Bowdler Memorial Fund: The General Committee of the Society resolved on 21 February 1984 that "monies given in memory of the late Richard Bowdler be invested and the income . . . be applied for the purpose of equipping CYPECS Regional Assistants for their work".

General Fund: This comprises the Society's main funds which are not subject to external or internally-determined restrictions. Most of the capital element has arisen from profits on the sale of properties, which have in turn been used to acquire replacement properties or invested to produce income.

18. ACCOUNTING POLICIES

The financial statements have been prepared under the historical cost convention, adopting the following principal policies, all of which are in accordance with applicable accounting standards:

(a) Stocks and Work in Progress

Stocks are stated at the lower of cost and net realisable value.

Work in progress includes the prime costs of initiation of incomplete products not yet launched, together with the balance of the initiation costs of products for sale. Initiation costs are written off at a standard amount per item sold or by equal instalments over the first 24 months of the life of new products, whichever period is shorter.

(b) Depreciation

Depreciation is not provided on houses as it is the Society's policy to maintain those assets to such a standard that their estimated realisable values at the end of their useful economic lives will not be less than their net book values. A provision for maintenance is set aside, and costs are charged against this provision when incurred.

Depreciation is charged to write off the cost of other assets on a straight line basis over the periods of time shown below, commencing in the year after acquisition:

Freehold Property - Tachbrook Park, Warwick:	
Land	No depreciation
Building	75 years
Mechanical/electrical equipment and building fixtures	25 years
New furniture etc. for the initial equipping of Warwick offices	10 years
Computer equipment	4 years
Other equipment	5 years

(c) Donation Income, Legacies, Grants and Subscriptions

These are credited in full to the Income and Expenditure Account when received. Exceptionally, income which is related to products or services to be supplied after 30 April, or is designated for specific future expenditure, is carried forward as a creditor and will be included in the Income and Expenditure Account of the year in which the related expenditure is incurred.

Subscriptions are not included in income until actually received, and no account is taken of any amounts due but not yet paid at 30 April 1996.

(d) Pension Costs

Ordained clergy staff are covered by the Pensions Measures administered by the Church of England Pensions Board. These are unfunded schemes and at present no funding liability arises for the Society in respect of them, but this situation may change in 1998 as a result of proposals currently before the General Synod.

For other staff the Society operates a defined benefit pension scheme which requires contributions to be made to a separately administered fund, operated by an insurance company. Contributions to this fund are charged to the Income and Expenditure Account so as to spread the costs of pensions over the employees' working lives with the Society. The regular cost is attributed to individual years using the projected unit credit method.

Variations in regular pension costs, which are identified as a result of actuarial valuations, are amortised over the average expected working lives of employees.

Any material differences between the amounts funded and the amounts charged to the income and expenditure account are treated as either provisions or prepayments in the balance sheet.

(e) Operating Leases

The cost of operating leases has been charged to the Income and Expenditure Account on a straight line basis over the lease term.

(f) Investments

These are included at cost in the Balance Sheet, and no account is taken of unrealised gains. Monies placed in the deposit fund of the Central Board of Finance of the Church of England are classified in these financial statements as Short-term Deposits, not Fixed Asset Investments, as they are repayable on demand.

Income due from both investments and deposits but not yet received by 30 April has been included in the Income and Expenditure Account.

19. OPERATING LEASES

Commitments for payments during the next year in respect of rentals under the terms of operating leases for motor vehicles and office equipment were, at 30 April 1996:

- under leases expiring within next year	£9,452
- under leases expiring within the following 4 years	£53,076
- under leases expiring after 30 April 2001	£nil
	<hr/>
	£62,528

20. CAPITAL COMMITMENTS

As at 30 April 1996 the Society had not contracted for any expenditure on fixed assets other than costs shown as already incurred in note 12 above.

21. PENSION COMMITMENTS

The defined-benefit pension scheme operated by the Society for its non-clergy staff is funded by the payment of contributions to a with-profit Grouped Funding policy issued by Guardian Royal Exchange Assurance plc.

The contributions to this scheme are determined with the advice of a qualified actuary employed by Guardian Royal Exchange Assurance on the basis of triennial valuations using the projected unit credit method. The most recent valuation was conducted as at 1 August 1993 using the following main assumptions:-

Valuation rate of interest	8% per annum
Salary increases	6.5% per annum
Pension increases	3% per annum

This valuation showed that the value of the scheme's assets at that date was £645,500 and the actuarial value was sufficient to cover 100% of the value of the benefits which had accrued to members, after allowing for the earnings increases.

The pension contributions payable and charged to the Income and Expenditure Account for the period amounted to £71,393, (1995: £64,173); the figure includes a provision of £3,500 (1995: £7,500) for the estimated potential cost (including backdating) of admitting certain employees to the scheme who are not currently covered, in the light of European Court rulings in September 1994.

The advice of the actuary, following a further review as at 1 August 1994, is that he sees no difficulty in maintaining the existing contribution rate of 13.1% until the next valuation at 1 August 1996. Contributions payable are not considered to be materially different from the costs attributable to the period and accordingly no provision is included in the Balance Sheet.

22. OTHER COMMITMENTS

The Society had no material legally binding commitments except as shown in notes 19 to 21 above, and those arising under staff contracts of employment and other obligations in the normal course of business. Details of commitments for payment of future grants are given in note 6.

The Society acts as Trustee for the customers of CYFA Pathfinder Ventures Ltd ("CPV") by holding monies in accordance with the Package Travel, Package Holidays and Package Tours Regulations 1992. These monies, which totalled £100,000 at 30 April 1996 (1995: £70,000), are separately deposited with the Royal Bank of Scotland and are not included in these financial statements. The Society has also issued a guarantee to the Royal Bank of Scotland for overdraft facilities to enable CPV to meet its outgoings prior to completion of Ventures and the consequent release to it of the monies held by the Society as Trustee. The maximum liability under this guarantee is £270,000 and no significant loss to the Society is expected to arise from it.

23. CUSTODIAN TRUSTEE

Certain non-operational properties of the Society remain registered in the name of Church Pastoral Aid Trust, a company limited by guarantee (page 18).

24. CONNECTED CHARITIES

CYFA Pathfinder Ventures Ltd, incorporated in England, is a registered charity and became a wholly owned subsidiary of the Society in June 1994. Its principal activity is the provision of Christian Education for young people through house-parties and camps. Its operations are conducted independently but in co-operation with those of the Society. Its figures are not consolidated in these financial statements, as the group qualifies as a "Medium-sized group" under section 249(3) of the Companies Act 1985 and is thus exempt. In the year ended 31 December 1995, its gross turnover was £1,215,000 and its net surplus for the year was £12,000; its share capital and reserves at that date amounted to £80,000. The audit report on the accounts to 31 December 1995 was unqualified. The value of the investment under the equity method of accounting was £27,000.

JFW Deacon's Mabledon Charity is administered by Church Pastoral Aid Trust as trustee acting under the direction of the Society. It provides grants and assistance for training, conferences, study leave, rest and special needs to Evangelical church societies and individuals engaged in similar work. Its figures are not consolidated in these financial statements. It made grants to the Society totalling £123,000 in the thirteen months to 30 April 1996.

The Society also administers a number of separate trusts, purely as trustee without any legal right over their assets or income. Accordingly their figures are not consolidated with those of the Society as to do so would be inappropriate and misleading. Appointments of clergy to Church of England livings on behalf of certain of these trusts are administered by the Society through its Board of Patronage Trust (page 18).

Administration charges receivable from connected charities amounted to £12,026 in the thirteen months to 30 April 1996.

25. STATEMENT OF RECOMMENDED PRACTICE

In October 1995 the Charity Commissioners issued a Statement of Recommended Practice "Accounting by Charities" (SORP). This SORP sets out the information which a charity should make available in its financial statements, and applies to accounting periods beginning after 1 March 1996. Because of the stage in the Society's financial year when the SORP was issued, it would not be cost-effective to restate the current and previous year's figures in a way which complied in full with the SORP. The financial information on this and previous pages is therefore not presented in the format required by the SORP. In future, financial statements will be adapted to comply with the required formats.

Report of the Auditors

to the Members of Church Pastoral Aid Society

We have audited the financial statements on pages 7 to 15.

Respective responsibilities of directors and auditors

As described below the Council, who are the directors of the company, are responsible for the preparation of financial statements. It is our responsibility to form an independent opinion, based on our audit, on those statements and to report our opinion to you.

Basis of Opinion

We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material mis-statement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion the financial statements give a true and fair view of the state of the company's affairs as at 30 April 1996 and of its surplus for the thirteen months then ended and have been properly prepared in accordance with the Companies Act 1985.

HAZLEWOODS

Registered Auditors, Staverton, Cheltenham

25 June 1996

Statements of the Directors

Directors' Responsibilities in relation to Financial Statements

Company law requires the directors (the Council of the Society) to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Society and of the surplus or deficit of the Society for that period. In preparing those financial statements, the directors are required to:-

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Society will continue in business (see below).

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Society and to enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the Society and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Council confirms that these financial statements comply with these requirements.

Going Concern

The Society is almost entirely dependent on voluntary income to finance its continued operations. Financial projections, based on the best judgements of the staff and Council in relation to likely income and anticipated changes, indicate that the Society's resources are adequate for it to continue in operation for the foreseeable future. Accordingly the going concern basis continues to be adopted in preparing financial statements.

Patron, Council and Committees

PATRON: HER MOST GRACIOUS MAJESTY THE QUEEN

PRESIDENT: The Rt Rev Michael Baughen, Bishop of Chester

VICE PATRONS

The Archbishop of Canterbury
The Archbishop of York
The Archbishop of Armagh
The Most Rev Lord Coggan
The Most Rev Sir Marcus Loane

TREASURER

Mr Donald Morgan FCA

VICE PRESIDENTS

The Bishop of Chichester
The Bishop of Liverpool
Lord Caldecote
Rev Canon D K Dean
Miss R A Sansom
Rev J R W Stott
Rt Rev M A P Wood

COUNCIL as at 30 April 1996

Rev Stephen Corbett (3/11/94)
Rev David Bird (3/11/92)
Rev David Holloway (25/2/92)
Rev Preb John Mapson (25/2/92)
Rev David Parrott (3/11/94)
Rev Canon Michael Perry (19/12/91)
Rev David Perryman (3/11/92)
Rev John Risdon (25/2/92)
Rev Janet Roberts (4/11/93)
Rev Brian Ruff (25/2/92)
Rev Canon Michael Saward (3/11/92)
Rev Robert Shimwell (3/11/94)
Rev Mike Talbot (4/11/93)
Rev Neil Weston (3/11/92)
Rev Gary Wilton (3/11/94)

Miss Joan Botterill *Vice-chair* (25/2/92)
Mrs Iona Birchall (3/11/94)
Mr Keith Cawdron (25/2/92)
Mr Nigel Chetwood (25/2/92)
Mrs Miriam Dow (25/2/92)
Mr Brian Field (25/2/92)
Dr John Ledger (3/11/94)
Mr Harry Marsh (2/11/95)
Mr Vijay Menon (25/2/92)
Mr Donald Morgan *Treasurer* (19/12/91)
Mr Ian Smith (4/11/93)
Mr Trevor Stevenson (4/11/93)
Mrs Clare Wells (4/11/93)
Mr Christopher Whitmey (25/2/92)

Canon Michael Perry resigned as chairman in March 1996; Rev David Bird was elected as chairman on 25 June 1996.

(Dates of first appointment as director are shown in brackets above)

EXECUTIVE SUBCOMMITTEES

Standing Committee

Miss Joan Botterill (Vice-Chair)
Mr Donald Morgan (Treasurer)
Rev David Bird
Mr Nigel Chetwood
Mrs Miriam Dow
Mr Brian Field
Rev Preb John Mapson
Rev John Risdon
Rev Robert Shimwell
Rev Mike Talbot
Mr Christopher Whitmey

Grants Committee

Rev Preb John Mapson (Chairman)
Rev John Curtis
Rev John Knight
Rev Charles May
Mrs Anne Tompson

Trusts

Church Pastoral Aid Trust

*Incorporated 12 May 1894
Company Reg No 41145*

Mr Donald Morgan (Chairman)
Miss Joan Botterill
Rev Canon John Moore
Rev Canon Michael Perry
Rev Preb John Skinner
Rev Canon David Wheaton
Secretary: Mr Robert Stand

Board of Patronage Trust

Rev Andrew Dow (Chairman)
Mr John Truscott (Vice-Chairman)
Rev Steve Allen
Rev Jane Austin
Rev David Banting
Mr Peter Doyle
Mrs Annette Farrer
Mrs Daphne Gear
Sir Timothy Hoare
Rev Nick McKinnel
Rev Timothy Watson
Mr Simon Webley
Secretary: Rev David Field
Asst. Secretary: Miss Marion Powell

Advisory Committees and Other Bodies

Evangelism

Rev Chris Edmondson (Chairman)
Rev Rod Allon-Smith
Mr Ian Knox
Rev Paul Morris
Rev John Reeves
Rev Janet Roberts
Rev David Rowe*
Mrs Shirley Steele*
*representatives of Fellowship for
Parish Evangelism

Vocation and Ministry

Rev Canon Ian Bunting (Chairman)
Rev David Banting
Rev Dr Liz Culling
Mrs Wendy Hague
Rev Bill Hopkinson
Rev Charmaine Host
Rev Susan Leighton
Rev John Littlewood
Rev David Perryman
Rev Roger Salisbury
Rev Steve Weston

Ministry among Women

Rev Alison Montgomery (Chair)
Mrs Jan Allon-Smith
Mrs Brenda Courtie
Mrs Jackie Cray
Mrs Lesley Fuller
Mrs Jill Lihou
Mrs Barbara Russell

Adult Training and Resources

Rev Andy Knowles (Chairman)
Mr Nigel Chetwood
Rev Steve Croft
Rev Martin Short
Rev Stephen Skinner

CPAS Readers

Mr Charles Pople (Chairman)
Mr Adrian Smith (Deputy Chairman)
Miss Joan Botterill
Mr Ian Catty (Finance Advisor)
Mr Brian Field
Mrs Cynthia Heywood (Secretary)
Mr Anthony Nicolle
Mrs Margaret Owens
Mr Andrew Walker
Mr Bill Wilkinson

CYFA

Rev Nigel Beynon
Ms Margaret Everett
Ms Michelle Fussell
Mr Simon Heathfield
Ms Sami Lundie
Rev Jonathan Mortimer
Capt Paul Niemiec
Mr Paul Peterson
Mrs Liz Smallwood

Pathfinders

Rev Stephen Burch
Mrs Jenny Charteris
Dr Brian Griffiths
Mr Keith Morrison
Mr Melvyn Pereira

CYFA Pathfinder Ventures Ltd

Company Reg No 1184850

Directors

Rev Derek Wooldridge (Chairman)
Miss Joan Botterill
Mr Terry Clutterham
Mr Christopher Dutton
Mrs Penny Frank
Dr Brian Griffiths
Rev Kenneth Habershon
Mr Richard King
Mr George Lihou
Mr Robert Rattee
Rev Gary Piper
Mrs Caroline Redman
Rev Brian Senior
Rev Steve Tilley

Finance Management Committee

Mr Robert Rattee (Chairman)
Miss Anita Adams
Rev John Libby
Miss Juliet Maggs

Falcon Camps

Rev Gary Piper (Chairman)
Rev Edward Furness
Mr & Mrs Jez Heasman
Mr Geoff Matthews
Miss Susan Shrubbs

Professional Advisers

Bankers

The Royal Bank of Scotland plc
London, City Office
62/63 Threadneedle Street
London EC2R 8LA

Solicitors

Anthony Collins
Pearl Assurance House
4 Temple Row
Birmingham B2 5HG

Auditors

Hazlewoods
Staverton Court
Staverton
Cheltenham
Gloucestershire
GL51 0UX

Investment Advisers

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

Constitution, Organisation and Object

Church Pastoral Aid Society was founded in 1836 and operated as an unincorporated charity until 31 March 1992. The company was incorporated on 19 December 1991 and took over the operations of the Society on 1 April 1992, the assets being transferred by Charity Commission scheme dated 25 March 1993. The company is limited by guarantee and has no share capital. On a winding-up, each registered member is liable to contribute a sum not exceeding £10 towards the assets of the Society. At 30 April 1996 there were 354 members.

The governing instruments of the Society are its memorandum and articles of association, a full copy of which is obtainable from the secretary on request. Its operations are under the direction of a Council elected by registered members, which normally meets three times a year, assisted by a Standing Committee and Grants Committee. The General Director is responsible to the Council for day to day management of the Society, assisted by other staff. A number of other advisory committees provide valuable guidance for specific areas of work. Membership of committees is shown on pages 17 and 18.

The purpose and powers of the Society are outlined in the following extract from its Memorandum:-

"The object for which the Society is established is:

To advance the Christian Gospel by providing human and material resources to Anglican parishes and churches throughout the world and in particular in England, Wales, Scotland and Ireland, in order to encourage and increase their effectiveness as worshipping communities committed to nurture, training, evangelism, growth and service and seeking to glorify God working under the supreme authority of Scripture and in accordance with the Protestant and Evangelical doctrines and principles of the Church of England as set forth in the Book of Common Prayer and the Thirty-nine Articles of Religion read in conjunction with the Society's Basis of Faith dated 27 February 1990.

"And the Society shall have the following powers exercisable in furtherance of the said object but not otherwise, namely:-

- (a) **To grant financial and other aid** to clergy, lay workers, and those training for ordained or recognised lay ministry, and to parishes who support the object of the Society.
- (b) **To promote evangelism** so that the Gospel might be carried, by means of the Church, to every person's door.
- (c) **To produce and distribute training materials and aids, promote and run conferences, training seminars, holidays, houseparties and camps, and provide advice on resource materials for Christian education with a view to helping leaders and others in local churches be more effective in their ministry** and to evangelise, teach and nurture faith.
- (d) **To act as Patron** either alone or jointly with others in respect of livings in the Church of England now or hereafter vested in or held on behalf of the Society.
- (e) **To assist men and women** by means of conferences, literature and in other ways **to find their vocation** and identify their rightful place in the service of God within the Anglican Communion."

CPAS *Church Pastoral Aid Society* is an Anglican mission agency helping churches to evangelise, teach and pastor.

We work across Great Britain and Ireland to bring our fourfold mission of support to the local church and its leaders.

1 Evangelism

We help church members, lay and ordained, to become more effective in their individual and corporate Christian witness. We offer

- advice and resources to stimulate and support church-based outreach
- guidance with parish assessment, preparation for mission and strategies for reaching unchurched people
- training tailored to the particular needs of the local church and its community.

2 Local Church Leadership

We support *all* leaders within the local church. We provide

- training events and an extensive catalogue of resources
- regular mailings for clergy (*Church Leadership Pack*), house group leaders (*Open House Magazine*), Readers (*The Messenger*) and youth and children's leaders (*CYFA Leaders' Newspaper*, *Pathfinder Pack*, *Children in Churches*)
- *Ministry among Women*, a network to help women discover their potential as leaders and to resource them for that role.

With responsibility for nominating incumbents to over 500 parishes, we are the Church of England's largest patron after the Crown. In support of parish ministry we offer

- grants to help churches pay for additional people to work with existing church leaders, especially in inner city areas
- *You and the Ministry* weekends and *Parish Experience* weeks for those contemplating full-time ministry.

3 Young People, Children and Families

We are committed to serving young people, children and their families with biblical teaching resources and a variety of residential and church-based training. Our three principal resources are

- *CYPECS* (*CYFA*, *Pathfinders*, *Explorers*, *Climbers*, *Scramblers*), the largest church-based youth and children's work in the UK and Ireland
- *Ventures*, our residential camps and houseparties, attended each year by over 10,000 children, young people and their leaders
- *Families and Under Fives* helping churches to reach out to their communities in service and evangelism.

4 Publications

As a major publisher of Christian resources, we offer a wide range of materials at subsidized prices including

- practical workbooks to help groups and individuals relate biblical truth to everyday life
- video-based training courses for local church use on important pastoral themes such as Christian discipleship, marriage, parenting and bereavement.

Our vision

is to develop increasingly as a high-quality mission agency for the building up of local church ministry. We affirm the supremacy of Scripture in all our work. We are funded almost entirely by voluntary donations from individual supporters and churches.