Charity registration number 1140435 (England and Wales)

Company registration number 07494717

ALIVE CHURCH LINCOLN

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

ALIVE CHURCH LINCOLN

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	S G Bell	
	F Johnson	(Appointed 27 March 2025)
	J Lee	(Appointed 27 March 2025)
	L R Norris	
	M O Olakunle-Olabode	
	H J Williams	(Appointed 27 March 2025)
Secretary	K A Morgan	
Charity number	1140435	
Company number	07494717	
Registered office	Newland Lincoln Lincolnshire United Kingdom LN1 1XG	
Auditor	Azets Audit Services Westpoint Lynch Wood Peterborough Cambridgeshire United Kingdom PE2 6FZ	
Bankers	Virgin Money 11 Smithy Row Nottingham United Kingdom NG1 3EJ	
Solicitors	Wilkin Chapman Rollits The Maltings 11-15 Brayford Wharf East Lincoln United Kingdom LN5 7AY	

ALIVE CHURCH LINCOLN

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ALIVE CHURCH LINCOLN

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2025

The trustees present their annual report and financial statements for the year ended 31 December 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

Objectives and activities

The objects contained in the Memorandum of articles for Alive Church Lincoln are as follows:

- The advance of the Christian faith
- The relief of persons who are in need, hardship, distress or who are aged or sick.
- The advancement of education in accordance with Christian principles

The trustees have paid due regard to guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

Social investments

There are no restrictions on the charity's power to invest. This year we have taken the decision to invest £490,000 into high yield savings accounts through Insignis. This is from:

- Rise and Build - £270,000
- Missions - £100,000
- Reserves/Deposit - £120,000

The charity's objects and principal activities are the advancement of the Christian faith in accordance with the Memorandum and Articles, the worship of God in the county of Lincolnshire and elsewhere by any means whatsoever including (but not by way of limitation) the preaching and proclamation of the Christian gospel and the teaching of Christian doctrine and principles, the pastoral care of Christian people, the printing and distribution of the Bible and Christian literature and the relief of persons who are in conditions of need, hardship or distress or who are aged or sick.

The advancement of education on the basis of Christian principles and without prejudice to the generality of the foregoing the provision of such in any educational establishment and if the Trustees so decide the provision of one or more charitable educational establishments for the general education of children or adults on the basis of such Christian principles.

Grant making

Grants are given to relating groups and individuals who are involved in missions work both in the UK and overseas. The Trustees delegate responsibility for decisions made on grants made to the Lead Team who meet twice monthly.

One of the Trustees are also members of this team. A report is made to the Trustees three times per year.

Volunteers

The charity has a large team of volunteers without whose commitment of time the charity could not operate. The value of services donated by volunteers is not included in the statement of financial activities.

Achievements and performance

Training

Alive Church continues its programme of leadership training through the Leadership Vision Nights, Equip and location led leadership training. Alive Church plans to launch their ‘Academy’ in September 2027 for the training of future leaders.

Weekend Services

Alive Church holds eight services across its six locations. These are for the purpose of Public Worship and the Proclamation of the Christian faith.

Multi-Site
Alive Church is one Church in many locations and at this point comprises locations of Alive Church in:

Gainsborough
Grantham
Lincoln Central
Lincoln North
Lincoln South
Scunthorpe

Over 1240 people on average attend these services in all locations on a weekly basis.

During 2025 Alive Church announced its plans to launch Alive Horncastle on May 17th 2026, which will become the 7th location of Alive.

A Day to be Alive
We held our annual gathering of all locations in May 2025 at the Epic Centre, Lincolnshire Showground. This event is called "A Day to be Alive" and consists of a Sunday morning service with worship and a word, children's and youth work, a time of fun and fellowship in the afternoon with children's activities and an afternoon all age service.

Leadership Transition
In May 2025 Stuart and Irene Bell stepped down as Senior Pastors of Alive Church and began their new roles as Founding Pastors. Their roles as Senior Pastors were made redundant at the end of May 2025. The leadership of Alive Church continues under the Lead Team, with Howard Williams appointed as Lead Pastor to lead the Lead Team.

In addition to this, the Lead Team has been strengthened by the addition of 2 new members, Lanre Saidu and Lois Delong, both of whom bring extensive expertise and experience to the team.

Christmas and Easter
The Christmas and Easter services had 2500 people attending Christmas events and services in 2025, 1000 people attending Easter services in 2025.

Life Groups
Members and attendees of Alive have a small group system operating mid-week for pastoral care, discipleship, Bible study, prayer, and local mission. Over 600 are registered as participants of Life Groups.

Acts Trust
Alive Church continues to provide major funding to ACTS Trust, an associated charity of Alive who carry out the following activities. Lincoln Foodbank, Lincoln Community Grocery, Lincolnshire Night Light Café, Lincoln Job Club, Lincoln Restore Course.

Acts Trust also partner with Alive Church Lincoln locations to oversee the Church Youth programmes alongside the community youth projects (schools work, after school clubs, holiday schemes and HAF schemes). This includes our Friday night youth groups, our youth conference (Captivate) and our youth weekend away.

In 2025 it was decided that, due to the growth of both charities, in 2026 they will formally cease their association and partnership. From January 2026 the clear separation of both charities will commence. Alive Church will begin to taper down its funding to ACTS Trust from October 2026.

Alive Enterprises
The Limited Company that provides services for and on behalf of Alive Church as a social enterprise continued to oversee the running of Alive Church's conferencing including refreshments and catering. This Limited company provides income back to Alive Church to continue the work of the Charity.

Baptism
In the period stated, Alive Church held several Baptismal Services baptising 51 people.

Public Benefit
The trustees consider that the activities undertaken by Alive Church provide a public benefit to those who are members of the fellowship and those in the wider community of Lincolnshire and we have referred to the guidance contained in the Charity Commission's general guidance on public benefit and complied with section 17(5) of the 2011 Charities Act when reviewing our aims and objective.

Marriage and Funerals
Alive Church provides pre-marital counselling for couples intending to get married as well as a full marriage ceremony. It carries out funerals in line with the teachings of the Christian faith and at such time provides services such as pastoral care that are of benefit to bereaving family members.

Community Activities
Alive Church runs a variety of community projects across our seven locations.

Butterflies and Blossom: providing a safe space for women who are going through tough times, feeling lonely, needing a break from everyday situations. Butterflies is open to all women in each community. Currently over 100 women attend Butterflies each week

The Shed: providing a safe space for men to experience friendship, community and to counteract loneliness. Currently 20 men attend The Shed each week

Toddle-In: providing a space for parents and toddlers to build community and friendship on a weekly basis. Currently over 100 parents engage with Toddle-in each week

Pastoral Care
Primarily through its Life Group system (small groups that meet in homes) but also through the availability of staff pastors Alive Church is able to provide pastoral care and support for people within the community.

Youth and Children
Alive Church has a number of young people (over 88) and children (over 191) that are involved in its provision for them. Through the Alive Church programmes, they are taught, gain social skills and develop friendships that have proved, for many people who are now adults at Alive Church, to be lifelong, positive and helpful.

Alive youth meetings continue during the year, along with mid-week Life Groups and specific provision during Sunday Services.

Students and Young Adults
The Student and Young Adult congregation at Alive continues to meet at the Alive Church Lincoln Central location. Their meetings average around 100 in attendance each week.

Legacy
Alive Church has a thriving community of aged people who meet occasionally for a meal, pastoral care and age related services.

Staff, volunteers and beneficiaries and the implications for the charity's operations and activities for the coming year
From September 2021, Alive Church have specified that all staff work from the office on a Tuesday and a Thursday whilst also continuing to allow home-working

We continue to rent rooms from Ground Level Network in 22 Newland with car parking for certain staff and overflow rooms if required for staff to work from.

The Role of Volunteers
Alive Church provides numerous opportunities for people to volunteer both within the life of the Church and its community activities. In 2025 over 500 different people were involved in volunteering through Alive Church's activities.

This allows the individual to fulfil their personal desire to help other people. Volunteers are involved in all aspects of the church's activities, ranging from:

- Welcoming people on arrival
- Serving refreshments during Sunday Services
- Setting up Sunday meeting and packing down
- Conference and events set up and pack down
- Leading Life Groups (small group connectivity)
- Leading youth, kids and Young Adults ministry
- Distributing food and aid in all locations through Foodbank
- Assisting the local community through prescription deliveries, shopping, pastoral phone calls, assistance to the elderly, vulnerable and isolated
- Facilitating Sunday Services in-person and online
- Leading prayer activities
- Playing in worship teams and providing technical support for services
- Overseeing our Social Media output
- Leading locations and the pastoral care that is being carried out locally

Financial review
Financial position
The accounts show income of £1,930,537 (2024: £1,566,283) and outgoings of £1,902,852 (2024: £1,532,140). The free reserves at 31 December 2025 stood at £163,070 (2024: £198,849). The financial position remains satisfactory and with good financial management and the support of both the staff and volunteers, the financial position remains sound. The financial position of Alive Enterprises Limited is considered to be satisfactory, and with the implementation of planned business improvements the financial position is considered to be sound.

The principal source of income is from freewill offerings which are received on a weekly basis. The Trustees closely monitor income and expenditure and endeavour to ensure the free reserves amount to one month's running costs.

In 2025 we received £140,000 funding from Lincoln City Council to establish a community engagement program called ‘The Ermine Exchange’ specifically designed for the relief of persons who are in need, hardship, distress or who are aged or sick.

Going concern
The accounts have been prepared on a going concern basis. The Trustees have assessed that the Charity is a going concern as the charity expects to generate income and have reserves that enables it to operate for at least a period of twelve months.

Management and Trustees monitor free reserves closely on an ongoing basis and are continuously looking at alternative ways to operate and keep costs to a minimum.

Offerings have increased since 2024 and have increased again in 2025. This is mainly due to the numerical growth of our locations.

Reserves policy
The Trustees have reviewed the charity's needs for reserves in line with the guidance issued by the Charity Commission.

The Alive financial risk policy has identified that the amount required for the Alive Church reserves fund should be 3 months operating costs.

This equates to £275,000 (based on £1,100,000 core costs).

Currently Alive Church has 59% of this total (£163,072) in reserves.

**Alive Church can utilise the Rise and Build fund in an emergency situation, at the discretion of the Alive Directors.

Targets set over the next five years,

2026 - Reserve £165,000 - 60% of the reserves policy total of £275,000
2027 - Reserve £192,500 - 70% of the reserves policy total of £275,000
2028 - Reserve £220,000 - 80% of the reserves policy total of £275,000
2029 - Reserve £247,500 - 90% of the reserves policy total of £275,000
2030 - Reserve £275,000 - 100% of the reserves policy total of £275,000

Alive Church currently does not have a need to use its reserves.

Our ability to fundraise
Above the funds raised from our committed donors, Alive Church continues to apply for grants and funds.

Funds
Funds for Make a Difference and Rise and Build are still restricted and kept separate from the current account so as to ensure the projects that have been financially committed to can be funded.

Financial Forecast
Alive Church has continued working on its forecasting for cash flow and location pastors information. Regular updates are given by the Finance Lead as to income and expenditure variances every quarter. Projections for income are based on a 2% decrease due to the uncertainty around the global economic instability.

The finance team work with funders to identify any additional funding sources that can assist with costs such as building maintenance and repairs, alongside community funding for our ongoing community engagement activities.

Plans for future periods
Alive Church will expand in 2026/27 with the growth of the new training and equipping leadership program called Academy.

The Leadership structure will continue to be remodelled as we grow. We have a vision to launch new locations of Alive Church from 2027/28 within a one hour radius of the city of Lincoln.

Structure, governance and management
Governing document
The charity is controlled by its governing document, its memorandum and articles of association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

S G Bell	
F Johnson	(Appointed 27 March 2025)
J Lee	(Appointed 27 March 2025)
L R Norris	
M O Olakunle-Olabode	
H J Williams	(Appointed 27 March 2025)
P Benger	(Resigned 27 February 2025)
I L Bell	(Resigned 27 February 2025)
S A Campbell	(Resigned 27 February 2025)

Recruitment and appointment of new trustees
Alive Church seeks the appointment of new Trustees from within the church. It seeks to identify those considered suitable to provide a balance of skills and strengths.

Decision making
The Trustees make decisions in regard to annual budget setting, staffing of senior positions, salary scales, annual pay reviews.

Modupe Olakunle-Olabode oversees salary reviews on an annual basis.

Annual pay reviews are suggested to Trustees by The Lead Team, the decision to implement is taken by the Trustees.

The Lead Team (Pre-May 2025) is comprised of;

Stuart Bell
Irene Bell
Howard Williams
Dan Hargreaves
Jo Hargreaves
Joy Blundell
Jonas Eyles
Glen Ross
Lanre Saidu
Lois Delong

The Lead Team (Post-May 2025) is comprised of;

Howard Williams
Dan Hargreaves
Jo Hargreaves
Joy Blundell
Jonas Eyles
Glen Ross
Lanre Saidu
Lois Delong

Decisions related to the vision of the church are delegated to the Lead Team by the Trustees. The Lead Team make decisions in regard to new locations, new programs / activities. Decisions regarding new staff members are made at budget setting time. Department leaders make recommendations in-line with their annual budget and the Lead Team make the decision in regard to any new recruitments.

The Trustees delegate decisions in regard to the daily operation of the church to the Lead Team. The Lead Team make decisions in relation to monthly budgets, day to day management of staff (HR), buildings and health and safety.

Induction and training of new trustees
All Trustees are already familiar with the practical work of the charity. On appointment, Trustees are informed of their obligations and the main documents which set out the operational framework of the charity.

Related parties
The charity has a trading subsidiary Alive Enterprises Limited which undertakes trading activities on behalf of Alive Church Lincoln and donates its taxable profits to the charity.

ACTS trust is a registered Charity (No.1119911) and undertakes various community based projects for Alive Church (this relationship will cease from 2026).

Auditor
In accordance with the company's articles, a resolution proposing that Azets Audit Services be reappointed as auditor of the company will be put at a General Meeting.

The trustees' report was approved by the Board of Trustees.

M O Olakunle-Olabode
Trustee

14 July 2026

ALIVE CHURCH LINCOLN

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 DECEMBER 2025

The trustees, who are also the directors of Alive Church Lincoln for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

ALIVE CHURCH LINCOLN

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF ALIVE CHURCH LINCOLN

Opinion

We have audited the financial statements of Alive Church Lincoln (the 'charity') for the year ended 31 December 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and 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 Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2025 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity'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 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 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

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

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

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

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

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

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

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF ALIVE CHURCH LINCOLN

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Mr Mark Jackson FCA DChA (Senior Statutory Auditor)
For and on behalf of Azets Audit Services, Statutory Auditor
Accountants

Westpoint
Lynch Wood
Peterborough
Cambridgeshire
PE2 6FZ

17 July 2026

Azets Audit Services is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

ALIVE CHURCH LINCOLN

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Income and endowments from:							
Donations and legacies	**3**	1,088,745	721,658	1,810,403	936,851	498,128	1,434,979
Charitable activities	**4**	62,404	-	62,404	45,372	2,447	47,819
Other trading activities	**5**	57,730	-	57,730	80,985	-	80,985
Other income	**6**	-	-	-	2,500	-	2,500
Total income		1,208,879	721,658	1,930,537	1,065,708	500,575	1,566,283
Expenditure on:							
Raising funds	**7**	20,801	-	20,801	20,722	-	20,722
Charitable activities	**8**	1,263,033	619,018	1,882,051	1,069,523	441,895	1,511,418
Total expenditure		1,283,834	619,018	1,902,852	1,090,245	441,895	1,532,140
Net income/(expenditure)		(74,955)	102,640	27,685	(24,537)	58,680	34,143
Transfers between funds		17,257	(17,257)	-	15,814	(15,814)	-
Net movement in funds	**11**	(57,698)	85,383	27,685	(8,723)	42,866	34,143
Reconciliation of funds:							
Fund balances at 1 January 2025		388,718	504,914	893,632	397,441	462,048	859,489
Fund balances at 31 December 2025		331,020	590,297	921,317	388,718	504,914	893,632

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

ALIVE CHURCH LINCOLN

CONSOLIDATED BALANCE SHEET

AS AT 31 DECEMBER 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	**15**		337,224		364,599
Current assets					
Debtors	**17**	100,356		39,790	
Cash at bank and in hand		736,367		787,081	
		836,723		826,871	
Creditors: amounts falling due within one year	**18**	(88,914)		(118,489)	
Net current assets			747,809		708,382
Total assets less current liabilities			1,085,033		1,072,981
Creditors: amounts falling due after more than one year	**19**		(163,716)		(179,349)
Net assets			921,317		893,632
Income funds					
Restricted funds	**24**		590,297		504,914
Unrestricted funds					
Designated funds	**23**	167,950		189,869	
General unrestricted funds		163,070		198,849	
			331,020		388,718
			921,317		893,632

CONSOLIDATED BALANCE SHEET (CONTINUED)

AS AT 31 DECEMBER 2025

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2025, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 18 June 2026

M O Olakunle-Olabode
Trustee

Company registration number 07494717

ALIVE CHURCH LINCOLN

BALANCE SHEET - CHARITY ONLY

AS AT 31 DECEMBER 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	**15**		328,592		352,655
Investments	**16**		1		1
			328,593		352,656
Current assets					
Debtors	**17**	109,065		44,497	
Cash at bank and in hand		726,764		781,917	
		835,829		826,414	
Creditors: amounts falling due within one year	**18**	(79,389)		(109,018)	
Net current assets			756,440		717,396
Total assets less current liabilities			1,085,033		1,070,052
Creditors: amounts falling due after more than one year	**19**		(163,716)		(176,420)
Net assets			921,317		893,632
Income funds					
Restricted funds	**24**		590,297		504,914
Unrestricted funds					
Designated funds	**23**	167,950		189,869	
General unrestricted funds		163,070		198,849	
			331,020		388,718
			921,317		893,632

ALIVE CHURCH LINCOLN

BALANCE SHEET - CHARITY ONLY

AS AT 31 DECEMBER 2025

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2025, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 18 June 2026

M O Olakunle-Olabode
Trustee

Company registration number 07494717

ALIVE CHURCH LINCOLN

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	**29**		(20,130)		94,412
Investing activities					
Purchase of tangible fixed assets		(10,328)		(21,822)	
Proceeds from disposal of tangible fixed assets		-		3,800	
Net cash used in investing activities			(10,328)		(18,022)
Financing activities					
Repayment of bank loans		(20,256)		(19,735)	
Net cash used in financing activities			(20,256)		(19,735)
Net (decrease)/increase in cash and cash equivalents			(50,714)		56,655
Cash and cash equivalents at beginning of year			787,081		730,426
Cash and cash equivalents at end of year			736,367		787,081

1 Accounting policies

Charity information

Alive Church Lincoln is a private company limited by guarantee incorporated in England and Wales. The registered office is Newland, Lincoln, Lincolnshire, LN1 1XG, United Kingdom.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”) and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

The financial statements consolidate the results of the charity and its wholly owned subsidiary on a line by line basis. The statement of financial activity for the charity has not been included separately as the charity has taken advantage of exemptions in section 408 of the Companies Act 2006.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1 Accounting policies **(Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	2% - 10% straight line
Plant and equipment	20% straight line
Fixtures and fittings	20% straight line and 25% reducing balance
Computers	20% straight line
Motor vehicles	20% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

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

1 Accounting policies **(Continued)**

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	1,088,745	370,478	1,459,223	936,851	291,539	1,228,390
Grants	-	351,180	351,180	-	206,589	206,589
	1,088,745	721,658	1,810,403	936,851	498,128	1,434,979
Grants						
MHWCIF	-	9,745	9,745	-	14,618	14,618
UKSPF	-	306,685	306,685	-	173,000	173,000
BCL/ACL Sudbroke Drive NHS Wellbeing	-	30,000	30,000	-	15,000	15,000
SNAP	-	-	-	-	3,971	3,971
Other	-	4,750	4,750	-	-	-
	-	351,180	351,180	-	206,589	206,589

4 Charitable activities

	2025 £	2024 £
Other income	62,404	47,819
Analysis by fund		
Unrestricted funds	62,404	45,372
Restricted funds	-	2,447

5 Other trading activities

	2025	2024
	£	£
Charity:		
Rental income	6,200	6,200
Trading activity income: other	8,918	16,686
Enterprises:		
Catering	13,286	13,328
Hire of facilities	27,961	43,364
Wedding income	460	972
PA/IT Income	905	435
Other trading activities	57,730	80,985

6 Other income

	2025	2024
	£	£
Net gain on disposal of tangible fixed assets	-	2,500

7 Raising funds

	2025	2024
	£	£
Trading costs		
Other trading activities	17,490	16,546
Depreciation and impairment	3,311	4,176
Trading costs	20,801	20,722
	20,801	20,722

8 Charitable activities

	2025	2024
	£	£
Staff costs	700,327	593,157
Depreciation and impairment	34,392	37,433
Unrestricted charitable expenditure	450,683	406,649
SHINE	4,250	20,665
Rise and build	125,609	90,369
Missions	37,355	20,733
Ermine Exchange	252,941	36,850
	1,605,557	1,205,856
Grant funding of activities (see note 9)	68,683	108,941
Share of support costs (see note 10)	185,877	179,911
Share of governance costs (see note 10)	21,934	16,710
	1,882,051	1,511,418
Analysis by fund		
Unrestricted funds	1,263,033	1,069,523
Restricted funds	619,018	441,895
	1,882,051	1,511,418

9 Grants payable

	2025	2024
	£	£
Grants to institutions:		
Ground Level	5,000	5,000
Acts Trust	40,000	58,669
Butterflies	665	814
The Shed	557	612
Betel	6,000	6,000
Hatfield	6,864	6,000
Cafe	7,066	789
Community worker	-	27,924
Everything Network	2,531	3,000
Love Christmas	-	113
Other	-	20
	68,683	108,941

10 Support costs allocated to activities

	Total 2025 £	Total 2024 £
Staff costs	185,877	179,911
Governance	21,934	16,710

Governance costs comprise:	2025 £	2024 £
Audit fees	12,720	12,600
Accountancy	9,214	4,110
	21,934	16,710

11 Net movement in funds

	2025 £	2024 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	21,934	16,710
Depreciation of owned tangible fixed assets	37,703	41,609
Loss/(profit) on disposal of tangible fixed assets	-	(2,500)

12 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
	38	31

Employment costs	2025 £	2024 £
Wages and salaries	784,995	704,829
Social security costs	73,479	47,795
Other pension costs	27,730	20,444
	886,204	773,068

There were no employees whose annual remuneration was more than £60,000.

12 Employees **(Continued)**

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2025	2024
	£	£
Aggregate compensation	231,864	263,778

13 Trustees

None of the trustees (or any persons connected with them) received any expenses during the year.

The charity's memorandum and articles of association allowing remuneration to be paid to trustees are approved by the Charity Commission. The following remuneration was paid to the following trustees during the year:

	2025	2024
S Bell	12,083	28,671
I Bell	8,714	41,530
H Williams	34,939	-
	55,736	70,201

All Trustees salaries relate to employment services provided and are not remuneration for services as Trustees.

In addition to the amounts noted above is £9,831 (2024: £23,594) paid to S B Training and Consultancy for S Bell consultancy fees.

Dave Bell, son of Senior Pastors of Alive Church and Trustees Stuart and Irene Bell, was paid total remuneration as an employee of £27,231 (2024: £21,791).

Sarah Bell, daughter-in-law of Senior Pastors of Alive Church and Trustees Stuart and Irene Bell, was paid total remuneration as an employee of £16,886 (2024: £21,260).

Glen Ross, son-in-law of Senior Pastors of Alive Church and Trustees Stuart and Irene Bell, was paid total remuneration as an employee of £43,636 (2024: £39,579).

Claire Williams, wife of Lead Pastor of Alive Church and Trustee Howard Williams, was paid total remuneration as an employee of £31,172 (2024: £30,538).

14 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

15 Tangible fixed assets

Group	Freehold land and buildings	Plant and equipment	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£	£
Cost						
At 1 January 2025	1,036,750	372,037	184,481	42,207	4,250	1,639,725
Additions	-	3,635	-	6,693	-	10,328
At 31 December 2025	1,036,750	375,672	184,481	48,900	4,250	1,650,053
Depreciation and impairment						
At 1 January 2025	744,561	333,263	162,833	30,794	3,675	1,275,126
Depreciation charged in the year	7,740	18,791	6,337	4,685	150	37,703
At 31 December 2025	752,301	352,054	169,170	35,479	3,825	1,312,829
Carrying amount						
At 31 December 2025	284,449	23,618	15,311	13,421	425	337,224
At 31 December 2024	292,189	38,774	21,648	11,413	575	364,599

15 Tangible fixed assets **(Continued)**

Charity only	Freehold land and buildings	Plant and equipment	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£	£
Cost						
At 1 January 2025	1,036,750	372,037	128,912	42,207	4,250	1,584,156
Additions	-	3,635	-	6,693	-	10,328
At 31 December 2025	1,036,750	375,672	128,912	48,900	4,250	1,594,484
Depreciation and impairment						
At 1 January 2025	744,561	333,263	119,207	30,794	3,675	1,231,500
Depreciation charged in the year	7,740	18,791	3,026	4,685	150	34,392
At 31 December 2025	752,301	352,054	122,233	35,479	3,825	1,265,892
Carrying amount						
At 31 December 2025	284,449	23,618	6,679	13,421	425	328,592
At 31 December 2024	292,189	38,774	9,705	11,413	575	352,656

16 Fixed asset investments

Group

	Total £
Cost or valuation	
At 1 January 2025 & 31 December 2025	-
At 31 December 2025	-
Carrying amount	
At 31 December 2025	-
At 31 December 2024	-

Charity only

	Total £
Cost or valuation	
At 1 January 2025 & 31 December 2025	1
At 31 December 2025	1
Carrying amount	
At 31 December 2025	1
At 31 December 2024	-

17 Debtors

	Group		Charity	
	2025	2024	2025	2024
Amounts falling due within one year:	£	£	£	£
Trade debtors	9,590	11,823	5,349	2,498
Amounts owed by subsidiary undertakings	-	-	13,575	14,074
Other debtors	19,114	17,013	19,114	16,971
Prepayments and accrued income	71,652	10,954	71,027	10,954
	100,356	39,790	109,065	44,497

18 Creditors: amounts falling due within one year

	Notes	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Bank loans	**20**	15,213	19,836	12,283	15,035
Other taxation and social security		17,807	13,099	17,807	13,099
Deferred income	**21**	-	15,000	-	15,000
Trade creditors		13,838	3,561	12,988	3,561
Other creditors		9,231	3,604	9,231	3,604
Accruals		32,825	63,389	27,080	58,719
		88,914	118,489	79,389	109,018

19 Creditors: amounts falling due after more than one year

	Notes	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Bank loans	**20**	163,716	179,349	163,716	176,420

The Kingdom bank loan will be repaid over the thirty year term at a variable interest rate of 2.5% above the higher of the Bank of England Base Rate or 3%. The loan has been split based on the prevailing variable rate of interest at 31 December 2025 of 6.75%.

The Virgin Money bounceback loans will be repaid over the six year term and the loans have been split based on the fixed interest rate of 2.5%.

20 Loans and overdrafts

Group and charity	2025 £	2024 £
Bank loans	178,929	199,185
Payable within one year	15,213	19,836
Payable after one year	163,716	179,349
Amounts included above which fall due after five years:		
Payable by instalments	(136,998)	(145,745)

A bank loan is secured by a first legal charge dated 14 September 2012 over St Peters Hall, Grantham and a legal charge dated 30 June 2011 over 11/13 Newland, Lincoln. The amount payable at 31 December 2025 was £169,274 (2024: £174,730).

21 Deferred income

Group and charity

	2025	2024
	£	£
Other deferred income	-	15,000

Deferred income relates to grant monies received for future periods.

	2025	2024
	£	£
Deferred income is included within:		
Current liabilities	-	15,000
Movements in the year:		
Deferred income at 1 January 2025	15,000	-
Released from previous periods	(15,000)	-
Resources deferred in the year	-	15,000
Deferred income at 31 December 2025	-	15,000

22 Retirement benefit schemes

	2025	2024
Defined contribution schemes	£	£
Charge to profit or loss in respect of defined contribution schemes	27,730	20,444

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

There were pension amounts outstanding at the 31 December 2025 totalling £4,063 (2024: £3,171).

23 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used.

	At 1 January 2025	Incoming resources	Resources expended	Transfers	At 31 December 2025
	£	£	£	£	£
Fixed asset funds	189,869	-	(49,504)	27,585	167,950
General funds	198,849	1,208,879	(1,234,330)	(10,328)	163,070
	388,718	1,208,879	(1,283,834)	17,257	331,020

23 Unrestricted funds **(Continued)**

Previous year:	At 1 January 2024	Incoming resources	Resources expended	Transfers	At 31 December 2024
	£	£	£	£	£
Fixed asset funds	206,293	-	(32,238)	15,814	189,869
General funds	191,148	1,065,708	(1,058,007)	-	198,849
	397,441	1,065,708	(1,090,245)	15,814	388,718

24 Restricted funds

Group and charity

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

		Movement in funds				Movement in funds			
	Balance at 1 January 2024	Incoming resources	Resources expended	Transfers	Balance at 1 January 2025	Incoming resources	Resources expended	Transfers	Balance at 31 December 2025
	£	£	£	£	£	£	£	£	£
Building	356,561	169,318	(137,035)	(18,314)	370,530	231,212	(153,463)	(17,257)	431,022
UK Shared Prosperity Fund	-	173,000	(173,000)	-	-	316,375	(316,375)	-	-
Missions Fund	97,457	143,639	(111,194)	2,500	132,402	164,326	(144,931)	-	151,797
Shine Fund	8,030	14,618	(20,666)	-	1,982	9,745	(4,249)	-	7,478
	462,048	500,575	(441,895)	(15,814)	504,914	721,658	(619,018)	(17,257)	590,297

Included in the building fund are offerings and donations specifically to meet costs to maintain and finance the building.

The Missions fund are offerings and donations collected for Missions work in majority through the 'Make a Difference' campaign.

The UK Shared Prosperity Fund includes a grant from the City of Lincoln Council for the development of Ermine Exchange as part of the Lincoln North Community Hub Partnership.

Transfers between funds

Transfers from the Rise & Build fund to the general fund are in relation to building loan repayments of £17,257 during the period.

25 Analysis of net assets between funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 December 2025:			
Tangible assets	337,224	-	337,224
Current assets/(liabilities)	157,512	590,297	747,809
Long term liabilities	(163,716)	-	(163,716)
	331,020	590,297	921,317

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 December 2024:			
Tangible assets	364,599	-	364,599
Current assets/(liabilities)	203,468	504,914	708,382
Long term liabilities	(179,349)	-	(179,349)
	388,718	504,914	893,632

26 Operating lease commitments

Lessee

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025 £	2024 £
Within one year	17,878	16,538
Between two and five years	17,878	35,756
	35,756	52,294

27 Related party transactions

Total donations from Trustees during the period amounted to £15,777 (2024: £12,142).

28 Subsidiaries

Details of the charity's subsidiaries at 31 December 2025 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held Direct	% Held Indirect
Alive Enterprises Ltd	England and Wales	Activities of conference organisers	Ordinary shares	100.00	

29 Cash (absorbed by)/generated from operations

	2025	2024
	£	£
Surplus for the year	27,685	34,143
Adjustments for:		
Gain on disposal of tangible fixed assets	-	(2,500)
Depreciation and impairment of tangible fixed assets	37,703	41,609
Movements in working capital:		
(Increase) in debtors	(60,566)	(4,808)
(Decrease)/increase in creditors	(9,952)	10,968
(Decrease)/increase in deferred income	(15,000)	15,000
Cash (absorbed by)/generated from operations	(20,130)	94,412

30 Analysis of changes in net funds

	At 1 January 2025	Cash flows	At 31 December 2025
	£	£	£
Cash at bank and in hand	787,081	(50,714)	736,367
Loans falling due within one year	(19,836)	4,623	(15,213)
Loans falling due after more than one year	(179,349)	15,633	(163,716)
	587,896	(30,458)	557,438