Jubilee Centre (Cambridge)

Annual Report and Financial Statements

For the Year Ended 31 March 2026

Company Registration Number 07304473
Charity Registration Number 1142076

Jubilee Centre (Cambridge)
Company Limited by Guarantee
Unaudited Financial Statements

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Legal & Administrative Details

The Trustees present their report and unaudited accounts for the year ended 31 March 2026.

Trustees who served during the year and to the date of this report

Dr Paul Mills
Kim Pearson (Resigned 28 July 2026)
Matthew Ferguson
Rev Dr Ian Stackhouse
Mims Schluter Atkinson (Resigned 27 February 2026)

Chair

Dr Paul Mills

Registered Office

Allia Future Business Centre,
King's Hedges Road,
Cambridge.
CB4 2HY

Independent Examiner

Keith Haddow
24 Mingle Lane,
Stapleford,
Cambridgeshire

Executive Summary

The 2025/26 financial year marks an important chapter in the history of the Jubilee Centre (Cambridge). Following the near-closure of the Centre in October 2022, this period represents the first full year of sustained rebuilding, transitioning from a purely online operation to designing a flourishing programme of research, public engagement and strategic collaboration.

A Year of Significant Expansion

The Centre's financial rebuilding accelerated in 2025/26. Total income for the year reached £140,334, a 314% increase from £33,885 in the previous year. This growth was made possible through the generous reinstatement of regular giving, significant one-off gifts and new support from trusts and foundations. Crucially, the charity moved from a deficit of £5,614 in 2024/25 to a surplus of £58,031, with unrestricted reserves growing to £99,989, providing a stable financial foundation for future growth.

Growing Reach and Engagement

Our online presence experienced significant growth, reflecting increasing public interest in our relational approach to pressing societal issues. Total website visits reached 26,132, a 112% year-on-year increase, while unique visitors rose 147% to 25,000. Pageviews grew 36% to 29,000. Our most-read articles—*The False Religion of Climate Alarmism* and *Douglas Murray's War on Terror*—resonated strongly with readers, with audiences spending over five minutes engaging with each piece.

Content and Collaboration

Throughout the year, the Centre published 23 blogs and articles, hosted seven webinars with an average of 25–30 participants each, and produced ten podcast episodes. We strengthened our partnership with Sallux and Cambridge Papers, extending both the depth and reach of our work. A formative Roundtable in November 2025 brought together individuals from leading Christian charities—including Theos, CARE and the Evangelical Alliance—alongside individuals from the civil service and Westminster, laying the groundwork for future collaboration.

Investing in Leadership

The year also saw the establishment of a two-director leadership structure, with the appointment of **Ruben Alarcon** as Director of Operations (moving from hourly work to a full-time role) and **Mims Schluter Atkinson** as Director of Development (following a transition from Trustee to staff). This investment in staffing reflects our commitment to sustainable growth and professional delivery.



Looking Ahead: The Jubilee Project

As we enter 2026/27, the Centre is pursuing a clear strategic vision: The Jubilee Project. Building on the *Jubilee Manifesto* (2005) as our guiding framework, we are committed to:

- Rearticulating the relational agenda for societal change.
- Equipping young writers in relational thinking through editorial mentorship.
- Producing podcasts, blogs/articles and webinars that model intergenerational theological reflection.
- Refreshing our online course offering through our developing partnership.
- Hosting a regular conference gathering thought leaders and emerging voices.

The Jubilee Centre has emerged from a period of profound challenge with renewed purpose, a strengthened team, and a clear vision for the future. We are grateful to our supporters, donors and collaborators who have made this recovery possible.

Trustees' Report

Objectives and Activities

The main objective of the Jubilee Centre (Cambridge) as stated in the Memorandum and Articles of Association is the promotion of the Christian religion and the advancement of education by:

Carrying out research into what the Bible teaches about social, political and economic institutions and policy and what the Bible says about such institutions and how policy can be used to provide insight into the problems of contemporary societies. Publishing the findings of such research to the general public and, in particular, to Christian churches and Christians through teaching, preaching and writing.

Public Benefit Statement

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 (effective 1 January 2019) to have due regard to the Charity Commission's general guidance on Public Benefit, Charities and Public Benefit.

All of the Charity's activities are intended to contribute towards the realisation of the vision - promoting the social, economic, environmental and spiritual welfare of all of society. Our public benefit is delivered through freely available online content, including blogs, articles, webinars, and podcasts which are accessible to all without charge.

Our Recent History and Near Closure

This account is written based upon a public announcement made by Dr Ralph Lee (then Chair of the Board of Trustees) and Mr Tim Thorlby (Then CEO) in 2022.

On 31 October 2022, it was announced that the Jubilee Centre, and its day-to-day operations as a charity, was no longer financially sustainable in its then form. The whole staff team was made redundant, and all donors were asked to cancel standing orders and direct debits as the Centre could not accept donations as it wound down. The bank accounts were all subsequently closed.

The decision was publicly explained as not to do with the quality of work from the Jubilee Centre; however, alongside the Director's renewed mission, income had declined significantly, and support from trusts and foundations was difficult to secure. Trustees at the time also decided that even a cut in operations and continuation as a micro-charity was not an option. (Cambridge Papers had previously been reestablished as an entirely independent charity in early 2022.)

The Online Period and Rebuilding

In 2022, Dr Michael Schluter sought to rescue the Centre from closure and became Chair elected of a reconstituted board of trustees, with Mrs Catherine Hammond, Dr Paul Mills and Mr Kim Pearson. Following this, in January 2023, Mr Ruben Alarcon was employed on an hourly basis to manage the website and archive.

In April 2024, Rev Dr Ian Stackhouse and Mr Matthew Ferguson came onto the board, and in September 2024, Mrs Catherine Hammond stepped down. The board, alongside Mr Alarcon, commissioned blogs, webinars, and eventually an in-person conference in the Summer of 2025. Mr Alarcon's hours increased as income grew and he was offered a full-time role in April 2025.

In March 2025, Mrs Mims Schluter Atkinson was appointed to the board, but resigned in February 2026, she stepped off the board and began a full-time contract as the Centre's Director of Development.

Achievements and Performance

The year of 2025/26 was one of gradual progress, made possible through the generous support of our donors and supporters. The Centre revisited its original focus of applying the Bible to public policy with a special emphasis on the quality of relationships.

Programme Outputs

Blogs & Articles:

Throughout April 2025 to March 2026, the Jubilee Centre's written output engaged timely societal questions and provided a relational perspective on everyday life and national debate. The Centre published 23 blog and feature articles during the year on topics including:

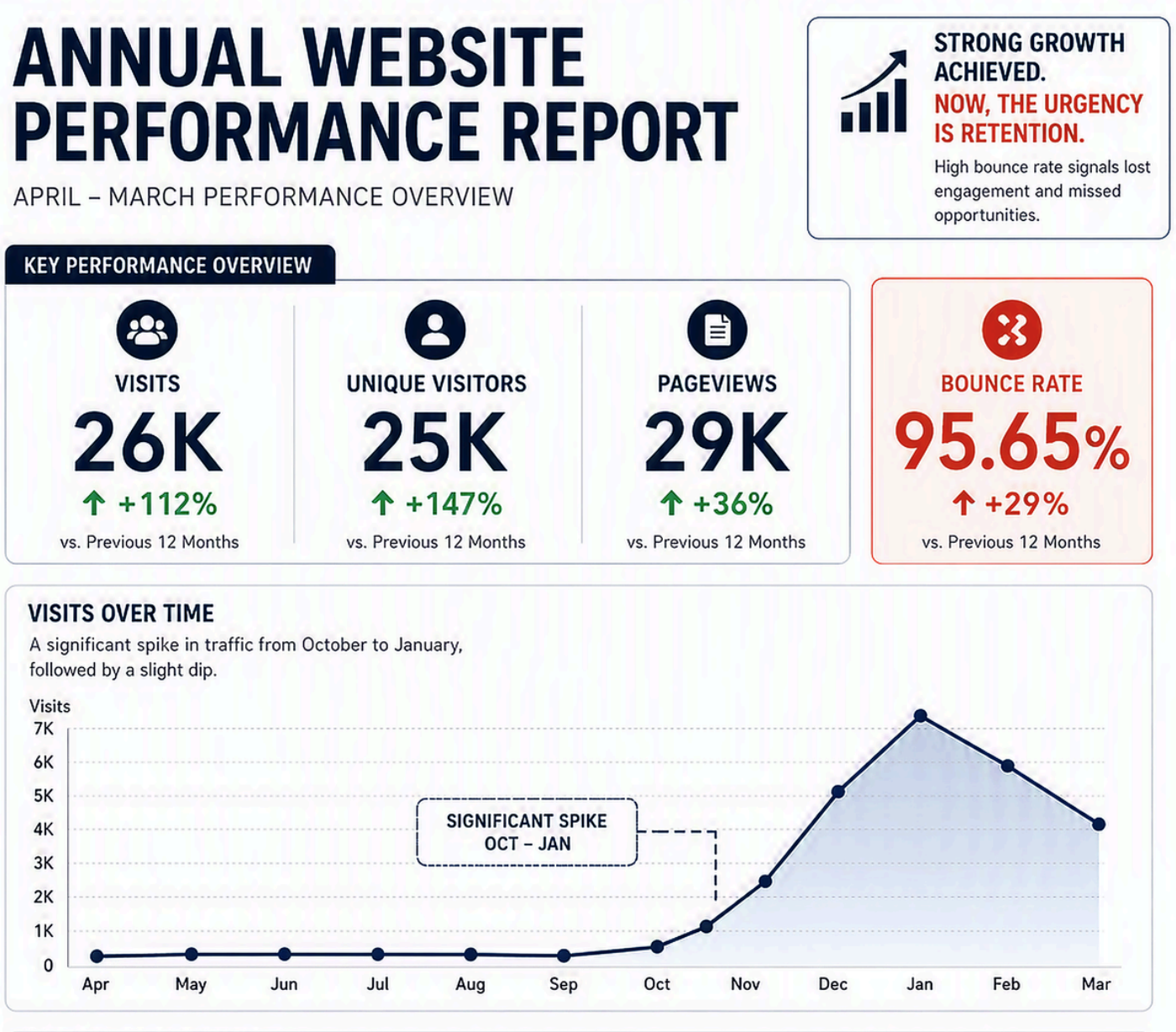
Economy, Work, and Stewardship: Articles such as *The Idolatry of Artificial Intelligence: Why AI Developers are talking about Old Testament Idols* (Feb 2026), *The False Religion of Climate Alarmism* (1 Jul 2025), and *Our Daily Bread* (1 Dec 2025) explored how Christian ethics and relational wisdom shape economic decision-making, public narratives, and working life.

Public Policy, Culture, and Witness: *Pieces like The Alcohol Problem* (1 Apr 2025), *Adolescence Is Thoughtful Television, Not Thoughtful Policy* (20 May 2025), and *Freedom of Speech: on an Altered Right* (5 Dec 2025) offered insight on how Christians navigate culture and policy while preserving dignity, truth, and healthy communities.

Church Life and Moral Formation: In *Addressing Abuse within Evangelical Churches & Organisations* (10 Apr 2025) and *Christian Nationalism: In God We Trust?* (30 May 2025), the Jubilee Centre addressed pressing questions of accountability and identity in public and ecclesial life.

International Affairs, War, and Migration: Articles including *Christians & Wars* (4 Apr 2025), *Douglas Murray's War on Terror* (12 Jun 2025), *Biblical Border Policy* (15 Aug 2025), and *Neighbours in Arms* (7 Nov 2025) examined global conflict and migration through justice, responsibility, and relational sustainability.

AI and Human Flourishing: *With Babel Putting the 'Artificial' in Artificial Intelligence* (10 Mar 2026) and *Living Virtuously with AI Chatbots* (31 Oct 2025), we contributed to the growing debate on technology's impact on human identity, truth, and community.



Between April 2025 and March 2026, the most-read blogs were *The False Religion of Climate Alarmism* (1,491 views) and *Douglas Murray's War on Terror: Neo-cons and the Israel-Gaza Conflict* (1,300 views). Both articles attracted strong interest from readers and kept audiences engaged for more than five minutes on average. While *Biblical Border Policy* and *Christian Nationalism: In God We Trust?* received fewer overall visits, readers spent the longest time on these articles (5 minutes), suggesting that visitors were highly engaged with their more detailed discussion of faith, politics and public policy issues.

Webinars:

Seven feature articles became the basis for webinars for supporters to hear from, and question, the authors. Highlights included:

• **European Foreign Policy** (27 Oct 2025) - exploring how global dynamics shape European life and stability

• **Neighbours in Arms** (20 Nov 2025) - examining terrorism, regional instability, and migration pressures

• **Biblical Economics** (1 Dec 2025) - offering a relational, intergenerational view on the UK Budget

• **Just War** (2 Jun 2025) - revisiting Biblical foundations for just war thinking

• **Freedom of Speech: on an Altered Right** (5 Dec 2025) - exploring Christian public witness in a shifting political environment

Our webinars attracted an average of 25-30 participants.

Podcast Episodes:

The Jubilee Centre podcast published 10 episodes, blending teaching, interviews, and applied commentary. Key strands included:

• **Economy and public stewardship** (Biblical Debt Basics, Trade and Tariffs, Living Wage, Prodigal Stewards: The Government Debt Crisis)

• **Relational vision and formation** (Thinking Relationally about Everything, Origins of the Jubilee Centre and Vision for Relational Thinking, Relational Thinking for a New Generation)

• **Social stability and wellbeing** (Demographic Decline, Finding Security in the Risk Society, Hope in Dark Times)

• **Leadership and ethics** (Integrity in Public Leadership, Just War)

The Centre's social media presence was curated on Facebook, Twitter/X, LinkedIn and Instagram.

Staffing and Leadership

During 2025/26, the Centre employed Ruben Alarcon as Director of Operations and Mims Schluter Atkinson as Director of Development, establishing a two-director leadership structure to drive the Centre's next phase.



Collaborations and Network

The Centre developed its partnership with Sallux (the European Christian Political Movement) with a number of joint webinars and projects. An in-person conference was held for supporters in Cambridge in September 2025.

Much of our output in 2025-26 was driven by collaboration. We partnered with Sallux and Cambridge Papers to develop content that combined depth of thought with practical relevance. Working together allowed us to engage more confidently with live issues such as economic policy, AI, and international affairs, without losing sight of the importance of relationships.

Potential Partnerships and Roundtable

We were delighted to host a Roundtable in November 2025 which brought together individuals from a wider community of charities doing great work, namely Theos, CARE, Evangelical Alliance, Together for the Common Good, Wilberforce Academy and Christianity Explored, as well as individuals working in the civil service and Westminster. This was formative in our desire to collaborate.

What Next & The Jubilee Project

A number of strategic questions emerged from an audit and roundtable hosted by the Director of Development which were considered alongside opportunities for shaping the Centre's next era. These included:

- Clarifying identity and mission
- Rebuilding formation pathways
- Defining audience in relation to the desire for embodied community
- Rethinking format and delivery through a reanimation of the archive
- Developing an organisational model that supports missional funding

The key outputs proposed by participants included remarketing formational resources, hosting more intentional in-person gatherings, using the archive, and developing new voices.

These learnings informed the Director of Development's proposal for the next phase of the Jubilee Centre, particularly how its heritage might be integrated with the needs of a changing cultural landscape. This renewal would draw on the archive while equipping and educating a cohort of younger writers with foundational ideas and formational tools. Should there be an opportunity to relaunch our online course, we would welcome this.

Plans for the Future

The Jubilee Project, conceptually launched in Spring 2026, articulates this refreshed vision and strategic focus. We are building on the *Jubilee Manifesto* (2005) as the guiding framework for research and public engagement. This project addresses a growing demand, particularly among younger Christians, for theologically rooted resources on a relational framework for civic life. While the Project articulates a direct response to the findings of the roundtable discussions, the Centre remains open to opportunities as they arise.

We hope to grow as we:

- Rearticulate the relational agenda, framework and strategy for societal change in the UK context and abroad.
- Teach and equip young writers in relational thinking by facilitating editorial conversations and work with thought leaders who have contributed to social action and research.
- Produce and publish podcasts, papers, articles, and blogs seeking to model intergenerational dialogue on core theological perspectives and actionable proposals for societal reform.
- Refresh and republish key ideas though an online course partnership with CARE.
- Gather thought leaders and young writers together for an annual conference and workshops.

Financial Review

Income for 2025/26 amounted to £140,334 (2025: £33,885), an increase of £106,449 on last year. This significant increase in income was achieved through a combination of:

- Trusts and foundations
- Legacy gifts
- Larger one-off gifts
- Collaboration with Sallux

Expenditure

Charitable expenditure 2025/26 amounted to £82,303 (2025: £39,499), an increase of £42,804 from the prior reported period. This increase reflects the investment in staffing and activities as the Centre moved from an online-only operation to a more active programme of research and engagement.

Reserves

All reserves held by the charity were unrestricted reserves as of 31 March 2026: £99,989 compared to £41,958 as at 31 March 2025.

Structure, Governance and Management

The Charity is a company limited by guarantee, governed by a Memorandum and Articles of Association. The Company's objects and Articles of Association as submitted to the Charity Commission and Companies House follow that:

The Charity's Board is the ultimate decision-making body to manage the organisation on a day-to-day basis. Board members are also directors for the purposes of company law. The number of Trustees is subject to a maximum of ten but shall never be less than three. A Trustee's term of office shall be five years from the date of appointment. Trustees may be re-appointed for further five-year terms, ensuring continuity of strategic oversight and institutional knowledge. The Trustees may appoint a person who is willing to act as a Director. A Trustee shall cease to hold office if he or she is absent without the permission of the Directors from three consecutive meetings and the Directors resolve that his or her office be vacated.

To further strengthen our governance framework, new trustees are identified and recruited by invitation through our network. Candidates are required to apply and speak with our Chair, who then recommends suitable individuals to the full Board for collective approval. This process ensures that appointments are both rigorous and aligned with the Charity's strategic needs.

Statement of Trustees' Responsibilities

The Trustees (who are also Directors of the Jubilee Centre (Cambridge) for the purposes 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 Charitable Company and of the incoming resources and application of resources, including the income and expenditure, of the charity 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 2019 (FRS 102).
- 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 Charitable Company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Trustee Induction and Training

New Trustees undergo a structured induction process, including meetings with key Trustees and a briefing on their legal obligations under charity and company law. Each new Trustee receives a comprehensive Trustee Handbook and Onboarding Pack, covering governing documents, policies, and strategic plans. Trustees are also given access to available training, including charity finance and safeguarding, to ensure they are fully equipped to fulfil their governance responsibilities.

Organisation

The governing body of the Charity is the Board of Trustees, which met approximately every three months during the financial year 2025/26. Five trustees, including the Chair, served for most of 2025/26.

Risk and Internal Control

The Trustees have overall responsibility for ensuring that the Charity has an appropriate system of controls, financial and otherwise.

Trustees are also responsible for safeguarding the assets of the Charity and taking reasonable steps for the prevention and detection of fraud and other irregularities providing reassurance that:

- The Charity complies with relevant laws and regulations.
- Its assets are safeguarded against unauthorised use or disposition.
- Proper records are maintained, and financial information used within the Charity or for publication is reliable.

The principal risks facing the Charity are financial in ensuring that sufficient funds are available to ensure the continuity of ongoing activities of the Charity. The Charity is looking to mitigate this risk by reviewing and cultivating a range of sources of income to achieve its strategic objectives.

Reserves Policy

The Trustees of Jubilee Centre (Cambridge) recognise the importance of maintaining adequate reserves to ensure the charity's financial resilience and long-term sustainability. The charity holds no restricted funds; all reserves are therefore freely available for use at the Trustees' discretion.

The Trustees have set a target of maintaining reserves equivalent to approximately 3 months of operating expenditure. Based on annual expenditure of approximately £82,000 (2025/26), this represents a target of approximately £20,600.

The current reserves level as at 31 March 2026 is £99,989, equivalent to approximately 14.5 months of operating expenditure.

The Trustees consider this level prudent given the charity's recent financial history, including its near-closure and transition to an online-only operation in 2022, which needs a stronger financial buffer during this period of rebuilding and strategic development as the charity implements the Jubilee Project. Reserves are held primarily to cover staff costs in the event of income disruption, to provide a contingency against unforeseen emergencies, to smooth income volatility, to ensure sufficient cash flow when grant income is received in arrears, and to provide stability during any future strategic transitions.

The reserves position is reviewed quarterly by the Trustees as part of the charity's regular financial monitoring, and a full review of the policy and target level is undertaken annually during the budget-setting process. The Trustees intend to use the surplus above the target range to fund strategic initiatives over the coming year, bringing reserves back towards the target level. Any draw on reserves beyond normal operating fluctuations requires prior approval by the Board and is minuted accordingly. This policy will be reviewed annually and updated as necessary to reflect changes in the charity's circumstances and strategic plans.

Dr Paul Mills P. S. Mills
Chair
Date: 27 August 2026

Independent Examiner's Report to the Trustees of Jubilee Centre (Cambridge)

I report to the Trustees on my examination of the financial statements of Jubilee Centre (Cambridge) ("the Company") for the year ended 31 March 2026.

Responsibilities and Basis of Report

As the charity's trustees (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. Accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. The accounts do not accord with those records; or
3. The accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Keith Haddow FCA
Independent Examiner
Address: 24 Mingle Lane, Stapleford, Cambridgeshire
Date: 2 September 2026

Statement of Financial Activities

Including Income and Expenditure Account
For the Year Ended 31 March 2026

Income & Expenditure	Notes	Unrestricted Funds (£)	2026 (£)	2025 (£)
Income				
Donations and legacies		137,918	137,918	33,089
Other income		2,416	2,416	796
Total Income	**3**	**140,334**	**140,334**	**33,885**
Expenditure				
Charitable activities	**4**	(82,303)	(82,303)	(39,499)
Total Expenditure		**(82,303)**	**(82,303)**	**(39,499)**
Net Movement in Funds		**58,031**	**58,031**	**(5,614)**
Reconciliation of Funds				
Opening Fund Balance		41,958	41,958	47,572
Closing Fund Balance		**99,989**	**99,989**	**41,958**

The charity holds no restricted funds. All income, expenditure, and fund movements during the year related to unrestricted funds. All activities are classified as continuing. The notes on pages **22-30** form part of these financial statements.

Balance Sheet

As of 31 March 2026

Assets & Liabilities	2026 (£)	2025 (£)
Fixed Assets (Note 8)	2,361	-
Current Assets		
Debtors (Note 9)	-	311
Cash at Bank and in Hand	103,643	43,184
Total Current Assets	**103,643**	**43,495**
Current Liabilities		
Creditors: Amounts Falling Due Within One Year (Note 10)	(6,015)	(1,537)
Net Current Assets	**97,628**	**41,958**
Net Assets	**99,989**	**41,958**
Funds		
Unrestricted Funds (Note 12)	99,989	41,958
Total Funds (Note 12)	**99,989**	**41,958**

The charity holds no restricted funds. All funds are unrestricted. The notes on pages **22-30** form part of these financial statements.

For the year ending 31 March 2026, the company was entitled to exemption from audit under section 477 of the Companies Act 2006 related to small companies. The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts, ensuring that they give a true and fair view of the state of affairs of the charitable company as of 31 March 2026 and of its surplus for the year then ended in accordance with the requirements of Section 396 and which otherwise comply with the requirements of the Act relating to the financial statements as far as applicable to the Charitable company.

These financial statements have been prepared in accordance with the provisions applicable to small companies within Part 15 of the Companies Act 2006.

The notes on pages **22-30** form part of these financial statements.

Approved by the Board of Trustees and signed on its behalf by:

Dr Paul Mills
Chair
Date: 27 August 2026

Statement of Cash Flows

For the Year Ended 31 March 2026

Cash Flow Activities	2026 (£)	2025 (£)
Income for the reporting periods (as per statement of financial activities)	**58,031**	(5,614)
Add Back Depreciation	139	-
Changes in:		
Trade & Other Debtors Movement	**311**	2,017
Trade & Other Creditors Movement	**4,478**	(85)
Net Cash Flow from Operating Activities	**62,959**	(3,682)
Cash Flow from Investing Activities:		
Purchase of Tangible Assets	**(2,500)**	-
Net Cash Flow from Investing Activities	**(2,500)**	-
Net Increase/(Decrease) in Cash	**60,459**	(3,682)
Cash and Cash Equivalents at 1 April 2025	43,184	46,866
Cash and Cash Equivalents at 31 March 2026	**103,643**	**43,184**

The notes on pages **22-30** form part of these financial statements.

Notes to the Accounts

Note 1: Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

(a) Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective January 2015) (Charities SORP 2019) and the Companies Act 2006. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). They are prepared in sterling which is the functional currency of the Charitable Company and rounded to the nearest £1.

(b) Preparation of the accounts on a going concern basis

The Trustees have considered the financial sustainability of the charity for both existing and future funding streams. The Charity received a number of generous gifts and legacies that have provided the funding to finance and grow future activities. The trustees are confident that both the cost management measures in place as well as the decision to increase staff employed in line with income will ensure the continuity of the Charity over the next two years. On this basis the assessment of the trustees is that the charity is a going concern.

(c) Fund Accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity. Such funds may be held to finance both working capital and capital investment. The Charity's reserves policy is set out on page 15 of the Trustees' Report.

(d) Income

All incoming resources are included in the statement of financial activities when the Charity is entitled to the income, there is sufficient certainty of receipt, and the amount can be quantified with reasonable accuracy. The following specific policies are applied to categories of income.

Grant income is included when the related conditions to the grant have been met.

Donations and legacies income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable. All other income is accounted for on a receivable basis.



(e) Expenditure

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

The accounts are prepared on the accruals basis, liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the Charity to expenditure.

Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates.

Expenditure on raising funds consists of all those expenses that are incurred by trading for a fundraising purpose in either donated or brought-in-goods or in providing non-charitable services to generate income, as well as the costs associated with attracting voluntary income.

Expenditure on charitable activities comprise all the resources applied by the Charity in undertaking its work to meet its charitable objectives as well as the cost of raising the funds to finance these activities and governance costs. Charitable activities are all the resources expended by the Charity in the delivery of goods and services, including its programme and project work that is directed at the achievement of its charitable aims and objectives. These costs include direct costs of the charitable activities together with those support costs incurred that enable these activities to be undertaken, as well as governance costs which relate to the general running of the Charity as opposed to the direct management functions inherent in generating funds, service delivery and programme of project work.

These activities provide the governance infrastructure which allows the Charity to operate and to generate the information required for public accountability and include the strategic planning purposes that contribute to future development of the Charity.

Governance costs include such items as external audit, legal advice for Trustees and costs associated with the constitutional and statutory requirements of the Charity.

All costs are allocated between the expenditure categories of the Statement of Financial Activities (SOFA) on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.

(f) Tangible Assets

Tangible assets are defined as those that have a greater value than £1,000. They are initially recorded at cost and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and impairment losses.

An increase in the carrying amount of the assets as a result of a revaluation is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the SOFA. A decrease in the carrying amount of an asset as a result of revaluation is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the SOFA.

Depreciation is calculated to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

- Fixture and Fittings: 10% straight-line on a full month basis
- Equipment: 10% straight-line on a full month basis

(g) Heritage assets

The Jubilee Centre (Cambridge) managed the production of five sculptures previously displayed publicly in Cambridge up to 20 January 2020. Four of the sculptures were disposed of during 2022-23. The remaining sculpture was fully depreciated in 2021-22. It is currently on loan to L'Abri Fellowship in Hampshire.

Note 2: Legal Status of the Trust

The Charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

Note 3: Income

Income Source	2026 (£) - Unrestricted	2025 (£) - Unrestricted
Donations	137,918	32,356
Legacies	-	733
Sales of Publications	1,960	141
Other Income	456	655
Total Income	**140,334**	**33,885**

Note 4: Expenditure

The Statement of Financial Activities provides an analysis of the resources expended by the charity by the nature of activities undertaken by the charity.

Expenditure Category	2026 (£)	2025 (£)
Accountancy	4,176	4,163
Advertising & Marketing	2,284	2,160
Consultancy	820	612
Depreciation	139	-
Donation	2,000	-
Events	1,281	-
Fees	68	69
Governance Costs	108	-
Insurance	457	-
IT Costs	401	274
Office Costs	868	956
Other	4,747	5,300
Printing & Postage	539	435
Salaries & Wages	63,631	24,402
Stationery	47	219
Subscriptions	150	150
Travel	587	758
Total Resources Expended	**82,303**	**39,499**

Expenditure in 2026 and 2025 was all unrestricted.

Note 5: Staff Costs

The total staff and employee benefits for the period are analysed as follows:

Staff Costs	2026 (£)	2025 (£)
Wages and Salaries	55,190	23,743
Social Security Costs	7,059	-
Employer Contributions to Pension Plans	1,382	659
Total Staff Costs	**63,631**	**24,402**

The average head count of employees during the period was 2 (2025:1). No employee received employee benefits of more than £60,000 during the year (2025: nil).

Note 6: Trustees

Paul Mills (£450) and Ian Stackhouse (£700), both trustees of the charity, received remuneration during the year in the form of honoraria for writing, consistent with payments made to external writers.

Green Caterpillar Consulting Ltd, a company of which Trustee Mr Kim Pearson is a director, provided accountancy services to the charity at a cost of £3,600 (2025:£3,600).

Aggregate donations from trustees totalled £600 (2025: £750). Expenses of £108 were reimbursed to one trustee (2025: £nil). There were no other related party transactions during the year.

Note 7: Taxation

The Company is a registered Charity, and no provision is considered necessary for taxation to the extent that income and gains are applied to its charitable objects.

Note 8: Fixed Assets

Heritage Assets	2026 (£)	2025 (£)
Sculptures – Cost	22,151	22,151
Sculptures – Accumulated Depreciation	(22,151)	(22,151)
Net Book Value – Sculptures	**0**	**0**

Computers	Cost (£)	Accumulated Depreciation	Net Book Value (£)
At 31 March 2025	-	-	-
Additions	**2,500**	-	-
Depreciation Charge of the Year	**-**	**(139)**	**-**
At 31 March 2026	**2,500**	**(139)**	**2,361**

Depreciation is calculated on a straight-line basis at 10% per annum.

Note 9: Debtors

Debtors	2026 (£)	2025 (£)
Prepayments & Accrued Income	-	311
Total Debtors	**-**	**311**

Note 10: Creditors

Creditors: Amounts Falling Due Within One Year

	2026 (£)	2025 (£)
Trade Creditors	57	60
Taxation & Social Security	5,553	1,287
Other Creditors	405	191
Total Creditors	**6,015**	**1,537**

Note 11: Analysis of Fund Movements

Fund Analysis	2026 (£) - Unrestricted	2025 (£) - Unrestricted
	Balance at 01/04/2025	**Balance at 01/04/2024**
Opening Fund Balance	41,958	47,572
Income	140,334	33,885
Expenditure	(82,303)	(39,499)
	Balance at 31/03/2026	**Balance at 31/03/2025**
Closing Fund Balance	**99,989**	**41,958**

Note 12: Analysis of Net Assets Between Funds

Fund Balances at 31 March 2026 are represented by:	Unrestricted Funds (£)	Total (£)
Fixed Assets	2,361	**2,361**
Current Assets	103,643	**103,643**
Creditors: amounts falling due within one year	(6,015)	**(6,015)**
Total	99,989	**99,989**

Fund Balances at 31 March 2025 are represented by:	Unrestricted Funds (£)	Total (£)
Current Assets	43,495	**43,495**
Creditors: amounts falling due within one year	(1,537)	**(1,537)**
Total	41,958	**41,958**

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