ST CHAD'S RETREAT CENTRES
(A company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

Company Number: 08922281
Charity Number: 1157619

ST CHAD'S RETREAT CENTRES
(A company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

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ST CHAD'S RETREAT CENTRES
(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 DECEMBER 2025

Trustees	Rev S Watson Mr D Boote Revd J Hartwell Mr S Vince Rev R Wilshire Rev N Smeeton (appointed 22 March 2025) Mr J T Naylor (resigned 12 March 2025)
Company Registered Number	08922281
Charity Registered Number	1157619
Registered Office	St Mary's House The Close Lichfield Staffordshire WS13 7LD
Company Secretary	Mr J Hill FCMA CGMA
Chief Executive Officer (for the member)	Mrs S Rushton
Director of Finance	Mr J Hill FCMA CGMA
Independent auditors	HaysMac LLP 10 Queen Street Place London EC4R 1AG
Bankers	Lloyds Bank Plc 22 Conduit Street Lichfield WS13 6JS
Solicitors	FBC Manby Bowdler LLP 6-10 George Street Snow Hill Wolverhampton WS2 4DN
Investment Advisors	CCLA Investment Management Ltd 1 Angel Lane London EC4R 3AB
Insurers	Ecclesiastical Insurance Group 7 East Court London Road Charlton Kings Cheltenham GL52 6HS

Chair's Summary

The past twelve months have seen many changes at Shallowford.

Staffing

Earlier in the year the Trustees received the surprise resignation of the Business and Operations Manager, Simon Hudson. Simon finally left his post in May 2025, with the good wishes and thanks of all for his years of devotion and service to the house. His departure was not only a surprise, bur also a disappointment for many who had worked with him.

So began a process of recruitment to find a new leader, to be known as the Director of Shallowford House. We were gratified by the interest shown in the post and Trustees were able to draw up a shortlist of five. The successful candidate was appointed after two days of information gathering and interview, references being taken up and preparations made for his arrival.

The new Director is Craig Newton, who comes to us with a wealth of experience of maintaining heritage buildings, and who is an active Christian, with experience of leadership and management. He took up his post in August 2025.

It would be fair to say that– despite introducing changes which can be difficult to handle - Craig's early months have been extremely positive. Links with the Diocese are improving and there are plans to develop links with Christian groups and to be involved with Diocesan schemes to promote clergy well-being. Craig's focus on building sound relationships, as well as caring for the house and the requirements of team management have been impressive.

Staffing levels have remained fairly stable, although it was necessary earlier in the year to appoint a new chef, whose food receives many compliments. The kitchen has very recently received a five-star rating for health and hygiene, following an inspection by Environmental Health.

The Kitchen Manager is currently on maternity leave, with her work being covered during this period by remaining staff. The Deputy Manger and the Guest Relations Manager remain in post. The Trustees greatly appreciate the commitment of staff members and their willingness to cope with and handle all the developments which this year has brought. Our sincere thanks go to them.

At the end of the year members of staff received a review of their salaries, which resulted in an increase in their remuneration, payable from January 2026. The salary of the new Director was reviewed prior to advertisement and brought in line with clergy stipends.

It seems appropriate to include, yet again, the continuing contribution of the Garden Working Party – the majority of our volunteers. They meet at the house regularly and work as a team in the grounds. With the assistance of staff from Molo, who have contributed greatly to the maintenance of the house and grounds in recent years, the team has been enabled to concentrate on the shrubs and trees and the gardens are now looking particularly good. This is an important aspect of the retreat experience and so the time and the work of our volunteers is especially important to what we set out to achieve.

Additionally, we have benefited from the expertise of one particular volunteer who has been working on improving our online and social media presence, in conjunction with the Director. This is an area of our work which continues to need development.

The Trustees continue to be very appreciative of all that the volunteers offer and bring to the life and organisation of the house.

Bookings

Bookings in 2025 were challenging, but 2026 appears to be holding up well and there are already several bookings for 2027. It is recognised that improved marketing and outreach are essential for use of the house and residential bookings to be maintained - and also increased - and for our current performance to be improved upon.

The Building

At the beginning of the year, it was discovered that a section of the building appeared to be affected by subsidence. Investigations took place, including inspection of the drains and, after much consideration, it is felt that rather than underpinning the section, work on the drains, coupled with ties, should deal with the issue. We are working with the relevant Diocesan department in this matter.

The fire escapes will soon be replaced, though at significant cost.

The heating system- which was linked to Meadow View, the detached house on the site- has been adapted, and the two properties are now separately heated. However, the pipework within the main house requires regular cleaning, which is taking place, in order to keep temperatures at an acceptable level.

Cosmetically, the house is much improved: large areas have been decorated and decoration of the bedrooms is currently being undertaken. This has been achieved with limited cost and the benefit of considerable help from a new volunteer who unexpectedly offered his services earlier in the year. Along with other improvements, such as changes in furniture lay-out and a new way of displaying art around the house, the house is now very welcoming and homely.

Trustees

The Board has met regularly, following a decision to keep meetings more specifically focussed on business matters, with extra meetings scheduled if and when required. The Board comprises Trustees who can offer knowledge or skill in the areas of buildings, finance, practical use of the house, prayer and the wider church, in particular, the strategy of the wider Diocese.

The future

This has been a challenging but highly encouraging year, which is already bringing great opportunities for growth and development, under the skilful hand of the new Director and the team. There are a number of embryonic plans for the development of the spiritual purpose of Shallowford and the increase of opportunities for retreat and personal growth, which we welcome.

We are confident of there being a healthy and positive future for Shallowford as a thriving retreat centre; we must continue to actively seek God's guidance in all that we do and all that we plan.

Revd. Sue Watson

Chair of SCRC

Trustees Annual Report

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of St Chad's Retreat Centres (the charity) for the ended 31 December 2025. The Trustees confirm that the Annual report and financial statements of the charity comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition effective 1 January2019).

Since the charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Objectives and Activities

Statement of Public Benefit

The Trustees of the Charity are aware of the Charity Commission's guidance on public benefit in The Advancement of Religion for the Public Benefit and have had regard to it in their administration of the Charity.

The Trustees believe that, by promoting the work of the Church of England through the provision of residential accommodation for children, young people and adult group members, it is engaging in the whole mission of the Church (pastoral, social, evangelistic and ecumenical), and that in so doing it provides a benefit to the public by:-

- providing affordable fully-catered accommodation for organised groups who can then engage in programmes designed to incorporate elements of physical, intellectual, emotional, spiritual and pastoral development;
- being involved in the design and delivery of such programmes;
- wherever possible helping financially by means of its own bursary;
- encouraging staff members to actively engage with guests and local people, employing their skills and becoming involved with community events;
- offering its facilities and equipment for use by non-resident local organisations and individuals;
- ensuring that its own amenities meet public safety standards and attempting when possible to introduce improvements for disabled access;
- promoting itself as a central amenity for the whole community;
- being open to all, regardless of background or previous experience of the Christian faith.

Activities

The principal activities of St Chad's Retreat Centres is to utilise Shallowford House, in order to provide places of retreat and reflection to promote Christian spiritual and religious teaching and education by providing hospitality in the Christian tradition to promote, protect and preserve spiritual, emotional and psychological health and wellbeing. This includes providing the general public the use of the centre for breaks and conferences.

Achievements and performance

The current economic climate has continued to make controlling costs a challenge and meant increasing prices, and this may be a contributing factor in the reduction on residential sales in the year. It is too early to determine whether this is a one year impact or will have a factor in future years. We have committed to continuing to upgrade and decorate the house itself. There is still work to be done, which will be undertaken at an appropriate pace.

Investment policy and performance

Investment Powers

The Charity is granted power to invest in suitable investments under its Deed of Trust. As a charity, the Trustees have a duty of care to take such advice as is appropriate before investments are undertaken. This advice is sought from the Central Board of Finance (CCLA) in London.

Investment Policy

The Charity's investment policies are based on two key principles: -

Ethical Investment - this includes ensuring that investments are held in companies which have high standards of corporate governance and act in a responsible way towards stakeholders.

Long-term responsibilities - the trustees are aware of their long-term responsibilities in respect of the Restricted and Unrestricted reserves and as a result follow a prudent approach to investment decisions.

Investment policy for long-term funds is aimed primarily at generating a sustainable income, with due regard to the need for the preservation of capital value, and the possible need to realise investments to meet operational needs. The Charity does not have a policy of generating income at excessive or high risk, known as purchasing income, where high returns are guaranteed at the expense of capital.

Financial review

Overall income decreased in the year to £360,104 compared to £440,105 in the previous year. Income from Charitable Activities at Shallowford decreased in the year to £318,451 from £382,540 in the previous year, income from Donations decreased slightly from £4,166 in the previous year to £2,610.

Shallowford House costs increased in the year to £439,070 compared to £374,776 in the previous year due to increase in work around the house and outsourcing some areas of expenditure.

The charity made a deficit of £78,966 compared to a surplus of £65,329 in the previous year before revaluation. After the positive revaluation adjustment of £43,321, the charity had a deficit net movement of funds of £35,645 (2024: surplus £146,303) reducing reserves to £1,882,178 at the year end from £1,917,283 at the end of the previous year.

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. After receiving reassurances, the Member will assist with any short-term cash flow issues.

At the end of 2025, there were free cash reserves (Total Current Assets less Current Liabilities (excluding the bursary account £10,334) – see note 20 on page 26) for Shallowford of £32,130; and this equates to approximately 0.9 months unrestricted expenditure. There is a break-even budget for 2026, and cash is traditionally positive at the start of the next financial year.

The Member and the trustees of the Company are satisfied that the entity will remain a Going Concern in the future. Cashflow forecast indicates the minimum of one month's costs. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

Reserves policy

The free reserves at the end of the year were £32,130 (2024: £92,722), representing current assets less current liabilities. An adjustment is made for the bursary. All loans have been repaid during the year.

The Policy agreed by the Trustees is for the charity to hold the cash equivalent of one month's budgeted expenditure in free reserves, amounting to £36,577. Whilst the actual free reserves are marginally lower than the policy, the Trustees consider this to be reasonable and acceptable, and with continued reassurance from the Member (Lichfield Diocesan Board of Finance) of any financial support should it be required.

Structure, governance and management

- **Constitution**

St Chad's Retreat Centres is a Company Limited by Guarantee and registered in England and Wales under number 08922281, incorporated on 4th March 2014. The company is also registered with the Charity Commission under charity number 1157619 and governed by its Memorandum and Articles of Association. The initial document of 4th March 2014 has now been updated and replaced by new Memorandum and Articles dated 3rd December 2020.

- **Members**

St Chad's Retreat Centres has one member, the Lichfield Diocesan Board of Finance.

- **Method of appointment or election of Trustees**

In accordance with the Memorandum and Articles the maximum number of members of St Chad's Retreat Centres is 8. At no time has there been excess membership, although there is an election process built into the Memorandum and Articles should the occasion occur.

Individuals with interest in the work of St Chad's Retreat Centres, and in particular with a Christian Ethos, are invited to apply to become a trustee of the Charity. If the current Board of Directors deems the individual suitable, then subject to the approval of the Member, the person is invited to become a trustee and receive the necessary training.

- **Policies adopted for the induction and training of Trustees**

The induction process for any newly appointed trustee comprises an initial meeting with the Board of Trustees at which a pack is provided. This includes a copy of the governing document, a copy of the most recent annual report and accounts, a copy of the minutes of previous trustee's meetings and a copy of the Charity Commission guidance "The Essential Trustee".

- **Organisational structure and decision making**

The charity has no trading or other charitable subsidiary companies as at the year-end, nor were there any plans to undertake.

The day-to-day decision-making is delegated to the centre managers under the direction of the Trustees. The centre managers normally report in person to the Trustees at their routine meetings. All remuneration decisions are made by the Trustees within the wider context of other policies.

Related Party Relationships

No payments were made to Trustees during the accounting period. The Trustees are considered to be key management of the charity and none of them were entitled to or received any remuneration.

Connected Charities

The trustees consider the following to be Connected Charities:

Lichfield Diocesan Board of Finance - a registered charitable company whose principal activity is to promote, assist and advance the work of the Church of England in the Diocese of Lichfield and elsewhere, by acting as the financial executive of the Diocesan Synod. It oversees the resourcing of ministry within the Diocese and the financing of the work of the various diocesan bodies (constituted under ecclesiastical statute or established voluntarily by the Bishop and Diocesan Synod), which also have the object of advancing the aims of the Church of England in the Diocese and elsewhere.

Risk management

In order to identify the major risks to which St Chad's Retreat Centres is exposed, it takes guidance from the Lichfield Diocesan Board of Finance which undertakes a full risk assessment review under the headings of Governance & Management, Operations, Financial, Environmental/External Factors and Compliance with Law & Regulation. The full risk register is available on request from the Diocesan Office.

The Key Risks to the Charity are as follows:-

- **Fall in Occupancy** – it is important that the Charity maintains a marketing strategy and promotion of the centre in particular around the Lichfield Diocese to encourage use by Church and Associated Groups as well as other faiths. To mitigate the risk, the trustees will look at the current marketing strategy and refresh the list of contacts and potential users.

- **Ability to maintain the Property** – It is important to review the Quinquennial reports and address the repairs and maintenance that is recommended. In order to carry out the work, either funds need to be set aside or financing needs to be sought in order to keep the properties to a satisfactory standard that makes the visit enjoyable and appealing for returned visits.

There has been a restructure of Staff creating new roles for the key staff in the creation of Chief Business and Operations Manager and Events Coordinator and Office Manager to oversee and implement the key strategies set out by the trustees.

The Wardens House, Meadow View was no longer required for housing a member of staff and subsequently rented out as a residential property to generate additional income to support the work at Shallowford House in the financial year. From May 2025 the house will return to its use as an occupational property.

New Policies have been added to the staff handbook, including policies for Volunteers, Quality Management, Equality and Diversity and Environmental Issues.

A programme of maintenance to the property is being agreed to ensure the building remains well maintained and presented.

Members' liability

The Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

Pension Scheme

St Chad's Retreat Centres operates a pension scheme for all employees via NEST (National Employment Savings Trust). This is a defined Contribution Scheme and became operational from 1 September 2017.

Trustees' responsibilities statement

The Trustees (who are also directors of St Chad's Retreat Centres 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). The Trustees are also responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- 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 are sufficient to show and explain the charitable company's transactions and 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.

Auditor

HaysMac LLP has expressed its willingness to continue as auditors to the Charity.

So far as each trustee is aware, there is no relevant audit information of which the company's auditors are unaware.

Each trustee has taken all reasonable steps in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

In preparing this report, the Trustees have taken advantage of the small companies' exemptions provided by section 415A of the Companies Act 2006.

The Trustees' Report was approved by the trustees and signed on their behalf by:-

Revd S Watson
Trustee/Director

24 September 2026

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST CHAD'S RETREAT CENTRES

Opinion
We have audited the financial statements of St Chad Retreat Centres for the year ended 31 December 2025, which comprise the Statement of Financial Activities, the Balance Sheet, the cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

Conclusions relating to going concern
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 charitable company'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 trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 8, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulatory requirements of the Charity Commission, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and considered other factors such as payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries and management bias in certain accounting estimates and judgements such as the income recognition policy. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals.
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Lee Stokes (Senior Statutory Auditor)
For and on behalf of HaysMac LLP, Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

Date: 28/09/2026

ST CHAD'S RETREAT CENTRES
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating income and expenditure account)

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Income from:					
Donations and legacies	2	3,686	480	4,166	2,464
Other trading activities	3	35,917	-	35,917	53,285
Investments	4	1,312	258	1,570	1,816
Charitable activities	5	318,451	-	318,451	382,540
Total income		359,366	738	360,104	440,105
Expenditure on:					
Charitable activities	6	438,923	147	439,070	374,776
Other Expenditure	7	-	-	-	-
Total expenditure		438,923	147	439,070	374,776
Net income/(expenditure) before gains and losses		(79,557)	591	(78,966)	65,329
Net gains on investments and property	15	43,321	-	43,321	80,974
Net income/(expenditure)		(36,236)	591	(35,645)	146,303
Transfers between funds		-	-	-	-
Net movement in funds		(36,236)	591	(35,645)	146,303
Reconciliation of funds:					
Total funds at 1 January 2025		1,901,181	16,642	1,917,823	1,771,520
Total funds at 31 December 2025		1,864,945	17,233	1,882,178	1,917,823

All activities relate to continuing operations.

The notes on pages 15 to 28 form part of these financial statements.

A full comparative Statement of Financial Activities is included at note 24.

No separate income and expenditure account has been presented on the grounds that the differences between the net income as stated above and the profit and loss for the year for the purposes of the Companies Act 2006 relates solely to the movements on endowments.

ST CHAD'S RETREAT CENTRES
Company Number 08922281
(A company limited by guarantee)

BALANCE SHEET

AS AT 31 DECEMBER 2025

	Note	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	15		1,860,382		1,808,900
			1,860,382		1,808,900
Current assets					
Debtors	16	29,612		30,327	
Cash at bank and in hand		59,667		192,096	
		89,279		222,423	
Creditors: Amounts falling due within one year	17	(67,483)		(106,870)	
Net current assets			21,796		115,553
Total assets less current liabilities			1,882,178		1,924,453
Creditors: amounts falling due after more than one year	17		-		(6,630)
Net assets			1,882,178		1,917,823
Charity Funds					
Restricted funds	19		17,233		16,642
Unrestricted funds	19		1,864,945		1,901,181
Total funds			1,882,178		1,917,823

These financial statements are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved by the Trustees on 24 September 2026 authorised for issue and signed on their behalf by:

Revd S Watson
Trustee

The notes on pages 15 to 28 form part of these financial statements.

ST CHAD'S RETREAT CENTRES
(A company limited by guarantee)

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	21	(114,886)	100,061
Cash flows from investing activities:			
Dividends and Interest from Investments		1,570	1,816
Purchase of fixed assets		(12,483)	(2,578)
Interest payable		-	(1,371)
Proceeds of Sale of Fixed Assets		-	-
Net cash used in investing activities		(10,913)	(2,133)
Cash flows from financing activities:			
Repayments of borrowings		(6,630)	(20,405)
Net cash (used in)/provided by financing activities		(6,630)	(20,405)
Change in cash and cash equivalents in the year		(132,429)	77,523
Cash and cash equivalents brought forward		192,096	114,573
Cash and cash equivalents carried forward		59,667	192,096

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

St Chad's Retreat Centres is a charitable company incorporated in England and Wales under the Companies Act and registered as a charity with the Charity Commission in England and Wales. 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. The address of the registered office is given in the reference and administration details of these financial statements. The nature of the charity's operations and principal activities are detailed in the trustees report.

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) (Second Edition effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

St Chad's Retreat Centres meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

1.2 Going concern

It is accepted that the current free reserves, unrestricted net current assets, are in line with the current policy. The trustees take into consideration the cashflow at the start of the year with deposits and early bookings for the year and the pattern of bookings throughout the year rather than a snapshot at the year end. It is appreciated that liquidity could be difficult during the year due to any unforeseen circumstances but have written reassurance in a Letter of Comfort from the Member of the Charity, Lichfield Diocesan Board of Finance, to offer short term assistance if required.

After making appropriate enquiries, including reviewing its cash flow forecasts, the trustees have a reasonable expectation that the charity has adequate resources as to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

1.3 Company status

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

1.4 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

1. ACCOUNTING POLICIES (continued)

1.5 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received, and the amount of income receivable can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. Job Retention Scheme payments have been received on a monthly basis and are accounted for in the month they relate.

Donated services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer times of the Friends is not recognised and refer to the Trustees' report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

1.6 Expenditure

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

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated to the applicable expenditure headings.

1.7 Tangible fixed assets and depreciation

Motor Vehicles and Office Equipment costing more than £250 are capitalised, all other costs are written off in the year of purchase.

Property is held and shown at valuation. The property is revalued each year using the Nationwide Property Index for all properties by region.

Tangible fixed assets are stated at cost or valuation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Motor vehicles	20% straight line, no depreciation charge in the year of acquisition
Office equipment	20% straight line, no depreciation charge in the year of acquisition

1. ACCOUNTING POLICIES (continued)

1.8 Investments

Investments are stated at market value at the balance sheet date. The Statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

1.9 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity. This is normally upon notification of the interest paid or payable by the Bank.

1.10 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discounts offered. Prepayments are valued at the amount repaid net of any trade discounts due.

1.11 Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.12 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.13 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of loans which are subsequently measured at amortised cost using the effective interest method.

1.14 Judgement and Key Sources of Estimation Uncertainty

The preparation of the financial statements in conformity with generally accepted accounting practice requires the directors to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of income and expenditures during the reporting period. Actual results in the future could differ from those estimates. In this regard, the directors believe that the most significant areas of judgement relate to the valuation of property.

Valuation
The Directors normally use Diocesan expertise available through the Diocesan Property Department plus local agents; and the re valuation method is to use the Nationwide Property Index plus any reasonable factors to adjust the index figures. In light of the review of the charity and the longer-term sustainability a full valuation was undertaken by a qualified surveyor to give a market value of the Shallowford House. The value was significantly higher and this has been reflected in the financial statements.

2. INCOME FROM DONATIONS AND LEGACIES

	Total 2025 £	Total 2024 £
Donations	4,166	2,464
Total donations and legacies	4,166	2,464

3. ACTIVITIES FOR GENERATING FUNDS

	Total 2025 £	Total 2024 £
Bar and shop	5,666	9,117
Books	15	-
Sundry Income	21,410	25,068
Lettings Income	8,826	19,100
	35,917	53,285

4. INVESTMENT INCOME

	Total 2025 £	Total 2024 £
Dividends and interest receivable	1,570	1,816

5. INCOME FROM CHARITABLE ACTIVITIES

	Total 2025 £	Total 2024 £
Residential fees	296,301	359,576
Day fees	16,567	18,183
Other	5,583	4,781
	318,451	382,540

6. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

	Total 2025 £	Total 2024 £
Residential fees	434,750	371,506
Other Expenditure	-	-
	434,750	371,506

GOVERNANCE COSTS	Total 2025 £	Total 2024 £
Auditors' remuneration	4,320	3,270
	4,320	3,270
Total Expenditure on Charitable Activities	439,070	374,776

7. Other Expenditure

	-	-

8. 2025: DIRECT COSTS

	Total 2025 £	Total 2024 £
Rates and insurance	8,939	11,827
Repair and maintenance	103,337	72,942
Food purchases	30,457	29,422
Advertising & marketing	553	3,218
Household consumables	2,854	2,270
Laundry and cleaning	45,343	39,988
Sundry expenses	554	544
Professional fees	2,862	1,704
Training	290	874
Wages and salaries	169,788	142,990
	364,977	305,779

9. SUPPORT COSTS

All Residential Costs

	Total 2025 £	Total 2024 £
Travel expenses	1,825	1,790
Light and heat	31,171	34,233
Management & Administration	22,249	18,389
Sundry expenses	10,206	8,635
Loan interest	-	1,370
Depreciation	4,322	4,286
Governance Costs (see note 6)	4,320	3,270
	74,093	68,997

10. 2025: ANALYSIS OF EXPENDITURE BY TYPE

	Staff Costs £	Depreciation £	Other Costs £	Total 2025 £
Residential fees	169,788	4,322	260,640	434,750
	169,788	4,322	260,640	434,750
Expenditure on governance	-	-	4,320	4,320
Charitable activities	169,788	4,322	264,960	439,070

ANALYSIS OF EXPENDITURE BY TYPE
2024 Comparatives

	Staff Costs £	*Depreciation £*	*Other Costs £*	*Total 2024 £*
Residential fees	*142,990*	*4,286*	*224,230*	*371,506*
	142,990	*4,286*	*224,230*	*371,506*
Expenditure on governance	-	-	*3,270*	*3,270*
Charitable activities	*142,990*	*4,286*	*227,500*	*374,776*

11. ANALYSIS OF EXPENDITURE BY ACTIVITIES

	Activities Undertaken Directly £	Support Costs £	Total 2025 £
Residential fees	364,977	69,773	434,750
Total	364,977	69,773	434,750

ANALYSIS OF EXPENDITURE BY ACTIVITIES
2024: Comparatives

	Activities Undertaken Directly £	*Support Costs £*	*Total 2024 £*
Residential fees	*305,779*	*65,727*	*371,506*
Total	*305,779*	*65,727*	*371,506*

12. NET INCOME/(EXPENDITURE)

	2025 £	2024 £
This is stated after charging:		
Depreciation of tangible fixed assets:		
- owned by the charity	4,322	4,578
Auditors' remuneration	4,320	3,270

During the period, no Trustees received any remuneration (2024: None)
During the period, no Trustees received any benefits in kind (2024: None)
During the period, Trustees received £270 as reimbursement of expenses (2024: £177)

13. AUDITORS' REMUNERATION

The Auditor's remuneration amounts to an Audit Fee of £4,320 (2024: £3,270)

14. STAFF COSTS

	2025 £	2024 £
Staff costs were as follows:		
Wages and salaries	152,062	126,019
Employers National Insurance	14,451	10,839
Pensions	3,275	4,240
	169,788	141,098

The average monthly number of persons employed during the year was:

	2025 No.	2024 No.
Shallowford House	11	8
	11	8

No employee received remuneration amounting to more than £60,000 in either year.

Remuneration of key management personnel
Key management personnel are deemed to be those having authority and responsibility delegated to them by the trustees for planning, directing and controlling the activities of the company. During 2025 they were the trustees, who received no remuneration. There were no employed key personnel (2024: None)

15. TANGIBLE FIXED ASSETS

	Freehold Improvements £	Office Equipment £	Total £
Cost			
At 1 January 2025	1,796,527	24,008	1,820,535
Additions	10,152	2,331	12,483
Disposals	-	-	-
Revaluation in the year	43,321	-	43,321
At 31 December 2025	1,850,000	26,339	1,876,339
Depreciation			
At 1 January 2025	-	11,635	11,635
Disposal	-	-	-
Charge for the year	-	4,322	4,322
At 31 December 2025	-	15,957	15,957
Net book value			
At 31 December 2025	1,850,000	10,382	1,860,382
At 31 December 2024	1,796,527	12,373	1,808,900

15. TANGIBLE FIXED ASSETS (continued)

The charity owns the 19th century property known as Shallowford House, Shallowford, Stone. This property was gifted by the Webster family to the Diocese of Lichfield in 1936 and opened as the Diocesan Retreat and Conference Centre in 1938 and vested in the Lichfield Diocesan Trust as custodian trustee on behalf of the charity until 2016.

The property was transferred to St Chad's Retreat Centre on 9 March 2016. At this point the accounting policy changed so properties were held at fair value. The valuation was undertaken using the Nationwide Index. In 2021, as part of the review Shallowford House was revalued by Richard Johnson at Keates Estate Agents and Valuers and the increase in value recorded in the financial statements. The Nationwide Index will be used for subsequent years with a review every five years.

The fixed assets of the charity are secured by way of a legal charge, securing all monies and obligations should it be necessary to repay a grant made by The Lichfield Diocesan Board of Finance to the charity for the capital development project.

16. DEBTORS

	2025 £	2024 £
Trade debtors	29,612	30,327
Other debtors	-	-
	29,612	30,327

17. CREDITORS: amounts falling due within one year

	2025 £	2024 £
Payments received on account	38,359	42,896
Trade creditors	14,248	38,359
Amounts owed to group undertakings (including Loans)	-	6,129
Other taxation and social security	43	5,929
Bursary	10,333	10,407
Accruals	4,500	3,150
	67,483	106,870

18. CREDITORS: amounts falling due after more than one year

	2025 £	2024 £
Amounts owed to group undertakings	-	6,630

The amount owed to group undertakings included three loans from The Lichfield Diocesan Board of Finance (Incorporated). The loans were paid off during the year.

	2025 £	2024 £
Between one and two years	-	6,630
	-	6,630

19. STATEMENT OF FUNDS

	Carried Forward £	Income £	Expenditure £	Transfers In/out £	Gains/ (Losses) £	Carried Forward £
Unrestricted funds						
General funds	1,901,181	359,366	(438,923)	-	43,321	1,864,945
Restricted funds						
Shallowford Development Project	16,642	738	(147)	-	-	17,233
	16,642	738	(147)	-	-	17,233
Total of funds	1,917,823	360,104	(439,070)	-	43,321	1,882,178
Summary of funds						
General funds	1,901,181	359,366	(438,923)	-	43,321	1,864,945
Restricted funds	16,642	738	(147)	-	-	17,233
	1,917,823	360,104	(439,070)	-	43,321	1,882,178

STATEMENT OF FUNDS – 2024 comparative

	Brought Forward £	*Income £*	*Expenditure £*	*Transfers In/out £*	*Gains/ (Losses) £*	*Carried Forward £*
Unrestricted funds						
General funds	*1,745,767*	*439,306*	*(364,866)*	*-*	*80,974*	*1,901,181*
Restricted funds						
Shallowford Development Project						
Project	*25,753*	*799*	*(9,910)*	*-*	*-*	*16,642*
	25,753	*799*	*9,910*	*-*	*-*	*16,642*
Total of funds	*1,771,520*	*440,105*	*374,776*	*-*	*80,974*	*1,917,823*
Summary of funds						
General funds	*1,745,767*	*439,306*	*(364,866)*	*-*	*80,974*	*1,901,181*
Restricted funds	*25,753*	*799*	*(9,910)*	*-*	*-*	*16,642*
	1,771,520	*440,105*	*(374,776)*	*-*	*80,974*	*1,917,823*

Transfers

There were no inter fund transfers in 2025 or 2024.

Restricted funds

Shallowford Development Project
This fund represents money donated to Shallowford House redevelopment plan.

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	2025 Total Funds £
Tangible fixed assets	1,860,087	295	1,860,382
Current assets	72,341	16,938	89,279
Creditors due within one year	(67,483)	-	(67,483)
Creditors due in more than one year	-	-	-
	1,864,945	17,233	1,882,178

ANALYSIS OF NET ASSETS BETWEEN FUNDS
2024 Comparatives

	Unrestricted Funds £	*Restricted Funds £*	*Total Funds £*
Tangible fixed assets	*1,808,458*	*442*	*1,808,900*
Current assets	*206,223*	*16,200*	*222,423*
Creditors due within one year	*(106,870)*	*-*	*(106,870)*
Creditors due in more than one year	*(6,630)*	*-*	*(6,630)*
	1,901,181	*16,642*	*1,917,823*

21. RECONCILITION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES	2025 £	2024 £
Net Movement for the year (as per Statement of Financial Activities)	(35,645)	146,303
Adjustment for:		
Depreciation charges	4,322	4,286
Dividends, interest and rents from investments	(1,570)	(1,816)
Interest Paid	-	1,371
(Gains)/Losses on Property and Investments	(43,321)	(80,974)
Cash equivalent transfer Dovedale House	-	-
(Increase)/Decrease in debtors	715	8,995
Increase/(Decrease) in creditors	(39,387)	21,896
Net cash provided by operating activities	(114,886)	100,061

22. RELATED PARTY TRANSACTIONS

The parent undertaking is the Lichfield Diocesan Board of Finance (incorporated), a charitable company incorporated in England and Wales. The amounts of the St Chads Retreat Centres are consolidated in the accounts of the parent charity.

The parent charity uses the centres on an occasional basis for continuing work activities. The amounts are minimal.

There were no other related party transactions in the current or previous year.

23. ULTIMATE PARENT UNDERTAKING AND CONTROLLING PARTY

The largest and smallest group in which the results of the company are consolidated is that headed by Lichfield Diocesan Board of Finance, a charitable company incorporated in England and Wales (registered number: 00239561, charity number: 1107827).

The consolidated accounts of this group are available to the public and may be obtained from the group at the Lichfield Diocesan Board of Finance, St Mary's House, The Close, Lichfield, Staffordshire, WS13 7LD.

24. PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Total Funds 2023 £
Income from:					
Donations and legacies	2	1,954	510	2,464	2,610
Other trading activities	3	53,285	-	53,285	54,557
Investments	4	1,527	289	1,816	1,571
Charitable activities	5	382,540	-	382,540	354,634
Total income		439,306	799	440,105	413,372
Expenditure on:					
Charitable activities	6	364,866	9,910	374,776	424,942
Other Expenditure	7	-	-	-	-
Total expenditure		364,866	9,910	374,776	424,942
Net income/(expenditure) before gains and losses		74,440	(9,111)	65,329	(11,570)
Net (losses)/gains on investments and property		80,974	-	80,974	(50,328)
Net income/(expenditure)		155,414	(9,111)	146,303	(61,898)
Transfers between funds		-	-	-	-
Net movement in funds		155,414	(9,111)	146,303	(61,898)
Reconciliation of funds:					
Total funds at 1 January 2024		1,745,767	25,753	1,771,520	1,833,418
Total funds at 31 December 2024		1,901,181	16,642	1,917,823	1,771,520