The Kings Centre Southall

Report and Accounts
Year ended 31st December 2025

Stewardship
Active generosity

1 Lamb's Passage, London EC1Y 8AB
www.stewardship.org.uk

THE KINGS CENTRE SOUTHALL

COMPANY INFORMATION

FOR THE YEAR ENDED 31 DECEMBER 2025

Trustees	Alma Patterson	resigned April 2025
	Sebastian Stephen	
	Bathsheba Mall	
	Mark Poulson	
	Neelam Sidhu	appointed February 2026
	Anita Masih	appointed February 2026
	Jared Mall	appointed February 2026
	Jolly Vanita Sher	appointed February 2026
	Elenor Paul	appointed February 2026
	Deepika Braganza	appointed February 2026
	Noah Masih	appointed July 2026
	Pamela Matthews	appointed July 2026
Key Staff	David Marsden	
Governing Document	Memorandum and Articles of Association dated 28th July 2014, amended 24 September 2018	
Company Registration Number	9174464	
Charity Registration Number	1163083	
Registered Office	St John's Parish Centre Guru Nanak Road Southall UB2 4NT.	
Independent Examiner	Sarah Crispin ACA Stewardship 1 Lamb's Passage London EC1Y 8AB	
Bankers	CAF Bank Limited, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4JQ	

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THE KINGS CENTRE SOUTHALL

TRUSTEES' ANNUAL REPORT

FOR THE YEAR ENDED 31 DECEMBER 2025

Report of the Trustees

2025 was a year of significant transition, renewal and growth for the Kings Centre Southall. It was the year in which we completed the first full cycle of our collaboration with Myriad as we provided the flagship Myriad church planting training programme, celebrated the commissioning of our first cohort of lay leaders, and launched a new youth work project that is already making a difference to young lives across Southall and north Hounslow.

It was also a year in which we took honest stock of where we are as an organisation: reviewing, resetting and refreshing our vision, strengthening our governance, and building the team and infrastructure that will carry us into the next phase of the Transforming Southall and Hounslow (TSH) mission. We are grateful to God and to everyone — staff, volunteers, partners, funders and friends — who has made this possible.

Organisational Structure and Governance

The Kings Centre operates as an independent registered charity and as a key delivery partner for the Transforming Southall and Hounslow (TSH) project — a Church of England Bishop's Mission Order (BMO) across two London boroughs and 13 parishes in Southall and north Hounslow. It is a charitable company and is governed by its memorandum and articles of association. Under the Articles of Association, a majority of trustees must be active worshippers at St John the Evangelist, Southall Green. Trustees are appointed for a maximum term of six years, with a twelve-month break required before reappointment. The Members of the company, with the power to appoint trustees, are the Incumbent of St John the Evangelist, Southall Green; the Parochial Church Council of St John the Evangelist, Southall Green; and the Bishop of Willesden. Day-to-day operational responsibility is held by the staff team, with oversight exercised by the board of trustees.

The trustees serving during the year ended 31 December 2025 were Revd Mark Poulson, Alma Patterson, Sheba Mall and Seb Stephen. The year also saw the start of termly reviews of organisational structure, relationships within the BMO network, and vision for the TSH project. A programme of active trustee recruitment was underway throughout 2025, working to reconstitute the board with a wider range of skills, experience and community representation reflecting the diverse population of Southall and Hounslow. Special thanks in particular are due to Sheba Mall for her steadfast commitment and practical support and guidance during this process throughout the year.

Objectives and Activities

The objects of the charity, as set out in the governing document, are:

- To further or benefit the residents of Southall and the surrounding areas, without distinction of sex, sexual orientation, race, or political, religious or other opinions, by associating with local authorities, voluntary and other organisations to advance education and provide facilities in the interests of social welfare for recreation and leisure, with the objective of improving conditions of life.

- To advance the Christian faith in accordance with the tenets of the Church of England.
- To promote religious harmony through interfaith and multi-faith education, information, dialogue and communication.
- To advance and develop the heritage of all communities represented in Southall and West London.
- To promote regeneration in areas of social and economic deprivation, in particular in Southall and West London.

In 2025, the Kings Centre pursued its charitable objectives through three interconnected programmes: church planting support through grant administration to TSH parishes; lay leadership training through the Myriad programme; and new youth work in Southall in partnership with and building on the established youth programme developed and led by Hope Church Hounslow. Thanks in large part to Hope Church's relational work with Christian philanthropists, the Kings Centre was successful in applying for three year grant funding from the Benefact Trust to develop this youth work further.

In planning the activities the Trustees have applied the guidance on public benefit issued by the Charity Commission.

Project Review, Reset and Refresh

2025 began with a deliberate pause to reflect on the first two full years of the TSH project. Team away days brought together staff, leaders and partners to discern priorities and develop a shared vision for the next phase. The review surfaced what was working well — the depth of relationships, the quality of Myriad training, the growing network of lay leaders — and what needed to change: governance structure, financial oversight, and the long-term sustainability of the model. Out of this reset came several concrete developments: a refreshed website, a strengthened staffing structure, new investment in fundraising and sustainable project development, and a clearer framework for how the Kings Centre operates as an independent charity in partnership with the BMO.

New Website

2025 saw the successful redesign of a new Kings Centre website, developed in partnership with Loud Local, a community-focused digital agency. Overseen by Anita Beeden and Cassie Bobb, the new site presents our work clearly and compellingly to trustees, funders, partners and the wider community. The website is expected to go live soon.

Fundraising, Sustainable Project Development and Communications

David Marsden's role as Administrator was expanded during 2025 to include fundraising and development responsibilities. Mary Murtagh provided specialist business development consultancy, helping us to articulate our value proposition and map funding opportunities. Ben Rooth provided communications advice, helping us to refine our public narrative and website copy.

Myriad Church Planting Training: Completion and Commissioning

The highlight of 2025 was the commissioning of our first Myriad cohort in June — a celebration of two years of learning, growth and community transformation involving 30 lay leaders from eight new worshipping communities across Southall and Hounslow. Delivered in partnership with the Centre for Church Multiplication (CCX), the Myriad programme equips lay leaders to plant and grow new worshipping communities. The two-year course was structured around three frameworks: the Mirror–Signal–Manoeuvre model (honest self-assessment, openness to change, and action); Red–Amber–Green thinking (knowing when

to pause, recalibrate, or go forth and multiply); and the Transtheoretical (Stages of Change) model (meeting people where they are on the journey of transformation).

Training was facilitated across the year with eight groups and up to 30 lay leaders per session. The programme was led by Anita Beeden, our Associate Director of Learning, in close partnership with John McGinley and Sheila Porter, to whom we owe particular thanks for their expertise and generosity in contextualising, delivering and reviewing the curriculum for Southall and Hounslow. In 2025, Kings Centre invested £14,930 in the Myriad programme — £6,490 in training facilitation and £8,362 in event delivery — funded through the TSH Strategic Development Fund. A second cohort has since begun.

A typical Saturday training session started with worship and prayer followed by three training blocks. The session ended with a hot lunch where learning communities formed and ideas shared in relaxed and informal ways.

The commissioning ceremony was a powerful moment of testimony. Leaders described real transformation — in their own confidence, in their communities, and in the new worshipping communities taking shape:

> *"Learn how to host, how to lead, organise, create space and structure for women to express themselves. No grand plan, one meeting at a time. Key to leadership: keep things simple."* **— Angeli — Holy Trinity Hounslow, Punjabi Women's Group**
>
> *"I wouldn't have been able to do this two years ago. It's been a journey and we're still learning and growing."* **— Gurjit — Holy Trinity Hounslow, Punjabi Women's Group**
>
> *"We've set up youth, evangelism and Bible study groups. One of the things we learned: if you want to go fast, go alone. If you want to go far, take people with you."* **— Larry — North East India Group**
>
> *"Myriad was helpful and encouraging. We've made eighty contacts. We're investing in leadership so that our people are culturally competent."* **— Vijay — Hindi Congregation**
>
> *"I'm passing on to a younger leader."* **— Pastor Emmanuel — Hindi Congregation**
>
> *"They get something refreshed in them. One thing I remember about Myriad is the joy of sharing. It helped our team knowing that we are not alone. New people keep coming in."* **— Jedidah — Telugu Congregation**
>
> *"We got a team, but we're a 'small' church in terms of size, and we're working with what we've got. We've had challenges, but it's not about the numbers."* **— Natasha — Links Group**
>
> *"We had some false starts and problems, and in some ways we're back to square one. But the community's always asking when is the next event."* **— Andrew — Lancaster Community Connections, estate plant enabler**
>
> *"We ran a lot of activities for children — fun days, after school clubs and Messy Church. It's the children who pave the way to connect the community with the church. And 25 young adults joined the Alpha course at St George's."* **— Angeline — St George's Church / Lancaster Community Connections**
>
> *"There's a youth group, and an Alpha group which now run semi-autonomously."* **— Maryam — Farsi Fellowship Co-ordinator, Holy Trinity Hounslow**

These testimonies speak of more than activities — of lives changed, confidence grown, and communities transformed. The Myriad programme has been a genuine catalyst for the mission.

Grants to Parish Church Plants

A core function of the Kings Centre is administering and distributing grants to support church planting and community development across the TSH network. In 2025, KC distributed £128,531 in grants to parishes and partners — every pound funded through the Church of England's Strategic Development Fund and London Diocese Fund, and directed to frontline mission.

The largest grant (£58,751) went to Holy Trinity Hounslow, supporting Mission Zone administration, the Asian congregation plant enabler role, and the Farsi Fellowship Co-ordinator — enabling, among other things, the semi-autonomous youth and Alpha groups described by Maryam above. St John the Evangelist, Southall Green received £43,833 for Mission Zone administration and new posts in Year 3 of the project. A further £23,795 — grants to Hope Church Hounslow (£12,200) and St George's Church (£11,595) — directly funded youth worker salaries, marking KC's most significant investment in youth work to date and laying the groundwork for the Benefact project.

New Youth Work: The Benefact Trust Project

One of the most exciting developments of 2025 was the launch of a new funded youth work programme across Southall and north Hounslow, supported by a three-year grant from the Benefact Trust. This partnership grew organically from relationships formed within the TSH network. Conversations with Chris Kettel (Youth Lead) and Claire Clarke (Vicar) at Hope Church Hounslow, who were already doing excellent youth work, led to the recognition of a shared vision. A joint funding application drew on Kings Centre's expertise in grant management and Hope Church's track record in youth ministry. The result was a successful three-year bid for £150,000, starting in October 2025.

Year One established the two-site delivery model: Kings Centre Southall, led by Alma Patterson as Acting Youth Director for the Southall Youth Network; and Hope Church Hounslow, led by Chris Kettel, with KICK GB delivering schools outreach.

An important milestone in 2025 was the transition of Alma Patterson from trustee to employee. From April, Alma took up the role of Acting Youth Director — a paid role that reflects her long-standing commitment to and expertise in youth ministry in Southall. We are grateful for her years of service as a trustee and excited about what she brings in this new capacity.

Volunteers and Partners

None of this work happens without the dedication of a remarkable network of volunteers, advisors and partners. Our particular thanks to: Theo Adebayo and Monica Subhrai for sound tech and event hospitality across the year's Myriad events; Alicia of DaLisha Bakes for her wonderful catering, always feeding body as well as soul; John McGinley and Sheila Porter for their outstanding partnership in developing and delivering the Myriad curriculum; Chris Kettel and Claire Clarke at Hope Church Hounslow for their partnership in the Benefact project; and Mary Murtagh and Ben Rooth for their business development and communications expertise.

Independent Examination: A Decade of Partnership

2025 marks the transition to a new independent examiner. After a decade of trusted service, we wish to record our warmest thanks to David Green at Gowers Limited for ten years of careful, faithful and expert support. His moving on marks the end of an era, and we are grateful for the confidence and continuity he provided through many stages of the Kings Centre's development.

Financial Review

Summary of Financial Performance

Total income for the year was £155,450 (2024: £140,366), comprising £154,943 of restricted income from charitable activities and £507 of unrestricted investment income. Total expenditure was £206,639 (2024: £159,936), resulting in a net deficit of £51,189 for the year.

This deficit reflects the planned drawdown of restricted reserves accumulated in prior years to fund the TSH project, and does not indicate financial instability. The Kings Centre's Strategic Development Fund grant income is received in tranches and recognised when receivable, while expenditure — particularly grants to parishes — is disbursed across the year. The deficit is consistent with the profile of a grant-funded project in its active delivery phase.

	2025	2024
Income from charitable activities	£154,943	£139,101
Investment income	£507	£1,175
Total income	**£155,450**	**£140,366**
Expenditure on charitable activities	£206,639	£159,936
Total expenditure	**£206,639**	**£159,936**
Net movement in funds	**(£51,189)**	**(£19,570)**

Funds

At 31 December 2025, total funds stood at £29,677 (2024: £80,866), comprising:

Fund	31 Dec 2025
Unrestricted — General fund	£55,778
Restricted — Benefact Trust	£50,000
Restricted — Transforming Southall and Hounslow	(£76,101)
Total funds	**£29,677**

The negative TSH restricted fund balance of £76,101 reflects expenditure incurred in advance of grant income being received and recognised. This is a timing and recognition matter rather than a cash deficit: The Kings Centre (KC) receives grants from the Diocese of London to deliver the Bishop's Mission Order (BMO) "Transforming Southall and Hounslow" (TSH) project. The project aims originally were to plant new worshipping communities in the local parishes. The KC achieves this aim by administering grants to local parishes as agreed by the BMO Lead and the KC trustees. The KC determines the grants, monitors how the money is used, and is accountable to the Diocese for expenditure. Grants are given for specific agreed purposes: "mission zone" administration (which frees up vicars to focus on plant and youth ministry), new church community roles, emerging leader posts, and latterly youth worker salaries. Grant receipts and disbursements do not always fall in the same accounting period. This position is being monitored closely and will be resolved as further SDF tranches are received and recognised.

The Benefact Trust restricted fund of £50,000 represents Year One grant income received in late 2025, with the majority of programme expenditure falling in 2026.

Reserves Policy

The trustees recognise the importance of maintaining adequate unrestricted reserves to ensure the Kings Centre can meet its obligations and continue operating in the event of an unexpected shortfall in income or increase in expenditure. The charity's work is predominantly grant-funded, which creates an inherent dependency on the continuation of restricted funding streams.

The trustees have reviewed the charity's cost base and consider that a target of six months' unrestricted operating expenditure represents an appropriate level of free reserves. Based on current running costs, this equates to approximately £24,000–30,000. At 31 December 2025, unrestricted general funds stood at £55,778, which comfortably exceeds this target. The trustees are therefore satisfied that the charity's free reserves position is sound.

The trustees intend to formalise this policy in a written Reserves Policy document during 2026, to be reviewed annually at the AGM.

Looking Ahead: 2026 and Beyond

2025 has given us a strong foundation. As we look to 2026, our priorities are:

- Completing the trustee recruitment process and bedding in new board members, alongside the governance improvements identified through our independent examination with Stewardship.
- Growing the second Myriad cohort, which has already begun, building on the lessons of the first.
- Delivering Year One and starting Year Two of the Benefact youth project, deepening impact at both sites and strengthening the evidence base.
- Continuing to develop a sustainable funding model — diversifying income, building unrestricted reserves, and positioning the Kings Centre as a credible, independent grant-making and delivery partner.

We are grateful for every person who has walked with us this year — in prayer, in partnership, and in practical service. The best is yet to come.

Responsibilities of trustees under company law

The trustees are responsible for preparing the trustees' annual 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 the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing these financial statements, the trustees are required to:

1. select suitable accounting policies and apply them consistently;
2. observe the methods and principles in the Charities SORP;

3. make judgements and estimates that are reasonable and prudent;

4. state whether the applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

5. prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper 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.

Approval

This report, which has been prepared in accordance with the provisions of the Companies Act 2006 relating to small companies, was approved by the trustees and signed on their behalf by:

DocuSigned by:
Mark Poulson
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Revd Mark Poulson Date: 7 / 29 / 2026

Chair of Trustees

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF

THE KINGS CENTRE SOUTHALL
('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2025 on pages 10 to 17 following, which have been prepared on the basis of the accounting policies set out on pages 12 to 13.

Responsibilities and basis of report

As the charity's trustees of the Company (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 applicable to 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.

S.Crispin

Sarah Crispin ACA
Stewardship
1 Lamb's Passage
London
EC1Y 8AB

Date: 10 August 2026

THE KINGS CENTRE SOUTHALL

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
INCOME AND ENDOWMENTS FROM:					
Donations	3	-	154,943	154,943	139,191
Investments	4	507	-	507	1,175
Total income and endowments		507	154,943	155,450	140,366
EXPENDITURE ON:					
Charitable activities	5	-	206,639	206,639	159,936
Net income/(expenditure)		507	(51,696)	(51,189)	(19,570)
Transfers between funds	11	-	-	-	-
Net movement in funds		507	(51,696)	(51,189)	(19,570)
Reconciliation of funds:					
Total funds brought forward		55,271	25,595	80,866	100,436
Total funds carried forward	11	55,778	(26,101)	29,677	80,866

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing operations.

The statement of financial activities also complies with the requirements for an income and expenditure account required by the Companies Act 2006.

The notes on page 12-16 form part of these accounts.

THE KINGS CENTRE SOUTHALL

BALANCE SHEET

AS AT 31 DECEMBER 2025

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
CURRENT ASSETS					
Debtors	7	-	222	222	-
Cash at bank and in hand	8	55,778	(23,053)	32,725	80,866
		55,778	(22,831)	32,947	80,866
CREDITORS: Amounts falling due within one year	9	-	(3,270)	(3,270)	-
Net current assets / (liabilities)		55,778	(26,101)	29,677	80,866
TOTAL NET ASSETS		55,778	(26,101)	29,677	80,866
FUND BALANCES	11				
Unrestricted Funds					
General funds		55,778	-	55,778	55,271
Restricted Funds		-	(26,101)	(26,101)	25,595
		55,778	(26,101)	29,677	80,866

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2025.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2025 in accordance with Section 476 of the Companies Act 2006 however, in accordance with Section 145 of the Charities Act 2011, the accounts have been examined by an independent examiner and their report has been included in these financial statements.

The directors (who are the charitable company's trustees for the purposes of charity law) acknowledge their responsibilities for:

(a) ensuring that the charitable company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its net income or expenditure for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

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

The financial statements were approved by the Board of Directors and were signed on its behalf by:

DocuSigned by:
Mark Poulson
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Mark Poulson

Date: 7/29/2026

Company number: 9174464 Charity number: 1163083

The notes on page 12-16 form part of these accounts.

1 Statutory Information

The charity is a charitable company limited by guarantee and is incorporated in the United Kingdom. The company's registered number and registered office address can be found on the Company Information page.

2 Accounting Policies

These financial statements are prepared on a going concern basis, under the historical cost convention.

These financial statements have been prepared in accordance with the "Statement of Recommended Practice: 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) ("the Charities SORP"), with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland ("FRS 102"), with the Companies Act 2006 and with the Charities Act 2011. The charity meets the definition of a public benefit entity as set out in FRS 102.

The principles adopted in the preparation of the financial statements are set out below.

a) Going concern

The trustees (who are the charitable company's directors for the purposes of company law) have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections and the possible implications should projected income and / or expenditure vary unexpectedly. The trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue to operate for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

b) Income

Income including investment income is recognised in the period in which the charity becomes entitled to receipt, the amount receivable can be measured with reasonable certainty, and receipt is probable. For the most part, income is generally recognised when it is received. Income is only deferred when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Income from donations includes:

i) Grant funding. Grants are classified as income from donations and legacies where they represent a non exchange transaction, that is, where no goods or services are provided directly to the funder in return. Where grant funding is provided for specific activities or outputs, this is treated as restricted income. Income is recognised when any performance related conditions have been met. Where conditions remain that are within the control of the donor, income is deferred until those conditions are satisfied. Grant income received in advance of meeting the recognition criteria is included within deferred income.

Investment income represents income generated by the charity's assets and includes income from bank interest.

c) Expenditure

Expenditure, including irrecoverable VAT, is recognised when it is incurred or, if earlier, when a legal or constructive obligation for a payment arises provided that it is probable that settlement will be required and the amount of the obligation can be measured reliably.

The charity makes grants to other institutions and individuals to further its charitable objectives. Grants payable are recognised as constructive obligations arise, which is generally when the charity expresses a commitment to the recipient that can be measured reliably and then only to the extent that any conditions associated with the grant are outside of the control of the charity.

Governance costs, which are included in expenditure on charitable activities but are identified separately in the notes to the accounts, includes costs associated with the independent examination of the financial statements, compliance with constitutional and statutory requirements and any other expenditure incurred on the strategic management of the charity.

d) 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 charity. Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. Restricted funds are donations which are to be used in accordance with specific restrictions imposed by donors; they include donations received from appeals for specific activities or projects.

e) Pension scheme arrangements

The charity operates defined contribution pension schemes for its employees. Obligations for contributions to these schemes are recognised as an expense when the liability arises. The assets of these schemes are held separately from those of the charity in independently administered funds.

f) Taxation

The company is a registered charity; it has taken advantage of the various reliefs from taxation available to charities and no tax is payable on the charity's income.

2 Accounting Policies (cont.)

g) Financial instruments

The charity's financial assets and financial liabilities all qualify as basic financial instruments, as defined by FRS102. Except for loans, creditors and debtors are measured at their expected settlement value (normally the amount of cash that the charity expects to pay or receive). The charity recognises liabilities for the principal of those loans that remains outstanding at the year end (i.e. the liabilities exclude any interest chargeable on the loans in future years).

h) Exemption from preparing a cashflow statement

The charity has taken advantage of an exemption conferred by the Charities SORP and has not prepared a cash flow statement.

i) Critical accounting estimates and areas of judgement

The trustees do not consider that there are any material sources of estimation or uncertainty at the balance sheet date that could result in a material adjustment to the carrying values of assets and liabilities in the next reporting period.

3 Donations

	2025	2024
	£	£
Donations of cash and similar	-	90
Other grants receivable	154,943	139,101
	154,943	139,191

4 Investment income

	2025	2024
	£	£
Bank interest	507	1,175
	507	1,175

5 Charitable expenditure

		2025	2024
		£	£
a	**Costs incurred directly on specific activities**		
	Promotion and fundraising costs	2,408	4,489
	Salaries, travel and expenses	49,908	31,398
	Meeting and event costs	9,368	4,460
	Youth project	631	-
	Office costs	1,711	1,767
	Rent and rates	1,615	8,880
	Training	7,925	17,330
		73,564	68,324
	Grants payable (note 5c)	128,531	89,577
		202,096	157,901
b	**Costs incurred on support & administration**		
	Governance costs		
	Independent examiner's fee	2,520	840
	Other	892	-
		3,412	840
	Subscriptions and professional fees	556	489
	Bank charges	60	60
	Insurance	516	646
		4,544	2,035
	Total expenditure	206,639	159,936

The fee payable to the independent examiner for preparing and examining the accounts was £2,520 (2024: £840); in addition the charity paid £556 (2024: £489) to Stewardship for payroll bureau.

c Grants payable

	Institutions	Individuals	2025
	£	£	£
Grants for UK and overseas mission	128,531	-	128,531
	128,531	-	128,531

The comparatives for the previous year are as follows:

	Institutions	Individuals	2024
	£	£	£
Grants for UK and overseas mission	89,577	-	89,577
	89,577	-	89,577

The charity's principal grants to institutions comprised:

	2025	2024
	£	£
Emmanuel Church	1,832	7,500
Holy Trinity Hounslow	58,751	28,760
Hope Church	12,200	-
St John Southall Green	43,833	52,880
St George's Church	11,916	436
	128,531	89,577

6 Analysis of staff costs, the cost of key management personnel and trustee remuneration

The average monthly number of employees during the year was 1.7 (2024: 0.6).

No staff received salaries at a rate of more than £60,000 per annum.

The charity's key management comprise the trustees and the key staff named on the Company Information page. Total employment benefits payable to key management for the year were as follows:

	Wages & salaries	Other employment benefits	Employer pension contributions	2025
				£
Other members of key management	34,588	2,867	2,421	39,876
				39,876

The following amounts were payable in the previous year:

	Wages & salaries	Other employment benefits	Employer pension contributions	2024
				£
Other members of key management	24,816	4,194	1,779	30,789
				30,789

No trustees received employment benefits in either the current or preceding year.

7 Debtors

	2025	2024
	£	£
Falling due within one year:		
Other debtors	73	-
Prepayments and accrued income	149	-
	222	-

8 Cash at Bank and in Hand

	2025	2024
	£	£
Cash at bank with immediate access	32,312	80,454
Petty cash	413	412
	32,725	80,866

9 Creditors: liabilities falling due within one year

	2025	2024
	£	£
Accruals	3,270	-
	3,270	-

10 Pension commitments

During the year employer's pension contributions totalling £3,077 (2024: £1,537) were payable to defined contribution personal pension schemes. No pension contributions were owing at the balance sheet date (2024: £nil).

11 Funds

During the year the movements in the charity's funds were as follows:

	Opening balance 2025	Incoming resources 2025	Outgoing resources 2025	Transfers in the year 2025	Gains and losses 2025	Closing balance 2025
	£	£	£	£	£	£
General Unrestricted Funds	55,271	507	-	-	-	55,778
Total Unrestricted Funds	55,271	507	-	-	-	55,778
Restricted Funds						
Transforming Southall and Hounslow	25,595	93,348	(195,044)	-	-	(76,101)
Benefact Trust	-	50,000	-	-	-	50,000
Capital Youth Fund	-	11,595	(11,595)	-	-	-
	25,595	154,943	(206,639)	-	-	(26,101)
Aggregate of funds	80,866	155,450	(206,639)	-	-	29,677

Analysis of net assets by fund

The assets and liabilities of the various funds were as follows:

	Unrestricted Funds			
	General funds	Designated funds	Restricted funds	2025
	£	£	£	£
Debtors	-	-	222	222
Cash at bank and in hand	55,778	-	(23,053)	32,725
Creditors falling due within one year	-	-	(3,270)	(3,270)
	55,778	-	(26,101)	29,677

11 Funds (cont.)

In the previous year the movements in the charity's funds were as follows:

	Opening balance 2024 £	Incoming resources 2024 £	Outgoing resources 2024 £	Transfers in the year 2024 £	Gains and losses 2024 £	Closing balance 2024 £
General Unrestricted Funds	54,100	1,171	-	-	-	55,271
Total Unrestricted Funds	54,100	1,171	-	-	-	55,271
Restricted Funds						
Transforming Southall and Hounslow	46,336	139,195	(159,936)	-	-	25,595
	46,336	139,195	(159,936)	-	-	25,595
Aggregate of funds	100,436	140,366	(159,936)	-	-	80,866

Analysis of net assets by fund

In the previous year, the assets and liabilities of the various funds were as follows:

	Unrestricted Funds			
	General funds £	Designated funds £	Restricted funds £	2024 £
Cash at bank and in hand	55,271	-	25,595	80,866
	55,271	-	25,595	80,866

Restricted funds

The Transforming Southall and Hounslow restricted fund is for church planting across 13 parishes
The Benefact Trust restricted fund is for new and developing youth work in Southall and north Hounslow
The Capital Youth Fund restricted fund is for youth worker salary at St George's Church, Southall

12 Transactions with related parties

Except as disclosed in note 6, 'Analysis of staff costs', there have been no other transactions with related parties during the year.

13 Members

Each member of the company commits to contribute if the charity is wound up an amount not exceeding £1.

THE KINGS CENTRE SOUTHALL

DETAILED STATEMENT OF FINANCIAL ACTIVITIES WITH COMPARATIVES

FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Unrestricted funds General 2025 £	Restricted 2025 £	Total 2025 £	Unrestricted funds General 2024 £	Restricted 2024 £	Total 2024 £
INCOME AND ENDOWMENTS FROM:							
Donations	3	-	154,943	154,943	-	139,191	139,191
Investments	4	507	-	507	1,171	4	1,175
Total income and endowments		507	154,943	155,450	1,171	139,195	140,366
EXPENDITURE ON:							
Charitable activities:	5	-	206,639	206,639	-	159,936	159,936
Total Expenditure		-	206,639	206,639	-	159,936	159,936
Net income/(expenditure)		507	(51,696)	(51,189)	1,171	(20,741)	(19,570)
Transfers between funds	11	-	-	-	-	-	-
Net movement in funds		507	(51,696)	(51,189)	1,171	(20,741)	(19,570)
Reconciliation of funds:							
Total funds brought forward		55,271	25,595	80,866	54,100	46,336	100,436
Total funds carried forward	11	55,778	(26,101)	29,677	55,271	25,595	80,866