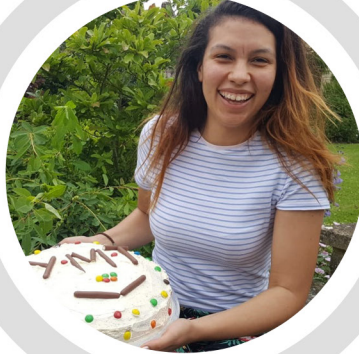




Innovista

Innovista International is registered in England and Wales as a charity no. 1108679 and a company limited by guarantee no. 5371169



## Trustee's Annual Report and Financial Statements for the year ended 31 December 2019



## Legal and Administrative Information

<b>Company no:</b>	05371169
<b>Charity no:</b>	1108679
<b>Registered office:</b>	Suite A, First Floor Meridian House Sandy Lane West Oxford OX4 6LB
<b>Trustees/Directors:</b>	Tim Wills (Chair) Claire Goodman Stuart Weekes Richard Myers
<b>Company Secretary:</b>	Jason Lane
<b>Auditors:</b>	Caladine Ltd Chantry House 22 Upperton Road Eastbourne BN21 1BF
<b>Bankers:</b>	HSBC plc Prama House Banbury Road Oxford OX2 7HY

# INNOVISTA INTERNATIONAL

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## Trustees' Annual Report

The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ended 31 December 2019, which are also prepared to meet the requirements for a directors' report and accounts for the purposes of company law.

The trustees have complied with section 17 of the Charities Act 2011 in having regard to guidance published by the Charity Commission concerning public benefit.

## Introduction from the Chair of Trustees

Welcome to the Innovista Annual Report 2019. Innovista exists to identify, equip and develop leaders who can change their communities with the hope of Jesus. Thanks to our generous supporters, 2019 saw 1,681 individual leaders trained - a 30% increase on last year. These leaders are being equipped to build local ministries that demonstrate and communicate the good news about Jesus.

We launched the Moldova hub in early 2019 and were thrilled to see the impact of our very first Tempo Leadership course.

Moldova is the one of the poorest countries in Europe where political instability, poverty, human trafficking, and corruption make life very hard. The leaders of the Covenant of Grace church longed to see God move in their community - but had no clear vision or direction.

After completing Tempo, the church chose to focus on young people and engaged the 15 young people in their congregation to help them invite newcomers into the church family. By the time they launched an Alpha course, they had over 45 young people sign up.

One of the original teenagers, Marius, invited his friend Daniel. *'It was all very simple,'* he explains, *'I called him, he came. And the Holy Spirit worked in his heart and gave him the desire to know God more. He started to smile longer, has the desire to help those around him and become a better person. I feel motivated to tell others about God, because God has plans for each one.'*

Amazingly, almost all of those who came have since made decisions to become Christians - and each one is now being integrated into the local church family.

Stories like these demonstrate the impact of our work, they inspire us and compel us to want to do more. I would personally like to take this opportunity to thank the supporters, churches, charitable trusts and organisations who partner with us in this mission, and the staff who make it possible.



With thanks,

A handwritten signature in black ink, appearing to read 'Tim Wills'.

Tim Wills  
Chair of Trustees

## Who We Are

Innovista exists to grow life-changing leadership in hard-to-reach and unlikely places.

When Jesus chose his first followers, he didn't pick the obvious contenders but instead opted for ordinary men and women. They were hardly the people you'd have expected to be the leaders of the early church, but nevertheless these men and women went on to achieve great things in His name.

Just as they changed their communities, so today we seek to identify, equip and develop those who can change the communities they live in; however difficult that may be; however unlikely their leadership may seem.

Over the past 19 years we've seen the difference that this makes, for leaders overseas and at home in the UK.

By 2020, Innovista aims to train 2,500 leaders a year who will bring the hope of Jesus to 250,000 people every month.

## How we Work

Innovista identifies, equips and develops leaders to change their communities with the hope of Jesus. Our training is delivered by local staff who know and love the people and the places they serve and who speak the local language. Their presence within the local community also enables them to forge partnerships which are key to effecting lasting change.

Innovista offers a range of training, including:

1. Team Workshops; a day of experiential learning for leadership teams, that enables them to address a critical issue together;
2. Leading for Life; a conference to inspire and equip leaders in a city-region to serve more effectively and work together, in order to reach their area;
3. Tempo Leadership Course; a sixteen-month leadership training programme that helps teams clarify their vision, shape strategy, develop the team and lead with confidence to see lives changed;
4. Coaching; coaching helps leaders understand the challenge they face, make a plan to move past it and lead with confidence.

In the UK, Innovista offers Youth Ministry Training to equip youth workers to reach disadvantaged areas. This dovetails with Thrive Teams who work on the ground in three disadvantaged estates in and around Oxford. Thrive Teams runs a Young Leaders' Programme to unlock the leadership potential in young people, helping them bring hope and change to their own communities.

## Objectives and Activities

The objects of the charity are:

1. To advance the Christian faith for the benefit of the public and in particular:
  - a. To communicate the Christian faith in word and deed in ways that connect with young people and young adults
  - b. To equip Christians to lead innovative local mission that engages with their context
  - c. To inspire and resource Christian churches to enable young people to lead local mission that engages with their context
2. To Advance Education for the benefit of the public and in particular:
  - a. To provide education and training for young people and young adults that increases their understanding and practice of effective leadership
  - b. To provide education in the Christian faith, lifestyle and values
  - c. To provide facilities for all such education and training
3. To Promote Community Capacity Building for the benefit of the public and in particular:
  - a. To equip young people and young adults in disadvantaged\* communities with understanding, skills and competencies for leadership for the good of these communities
  - b. To develop the capacity and skills of young people so that they are able to better identify and help meet the needs of themselves and their community
4. To prevent and relieve poverty for the benefit of the public and in particular:
  - a. To coach, support and relieve young people and young adults who are poor, disadvantaged,\* dependent or otherwise in physical, mental, spiritual or social need or distress
  - b. To provide resources and services, including training to young people and young adults who could not otherwise afford them
  - c. To provide resources and services, including training, to other organisations working to prevent and relieve poverty

*\* Disadvantaged communities/people that are in the lowest 20% of the Index for Multiple Deprivations or equivalent.*

## Achievements and Performance 2019

In 2019, Innovista has been able to identify, equip and develop 1,681 leaders across all of the hubs where we work. This is a 30% increase on the number of leaders trained in 2018 (1,295). This increase has been made possible as hubs have become more established, as staff have grown their own networks, and because of the building of our reputation locally. We've also been able to increase the number of trainers in some of our hubs. For example, we have been able to recruit two new trainers in our Kiev hub in Ukraine which has allowed an over 100% increase in numbers of leaders trained since the previous year.

We owe a debt of gratitude to the dedicated supporters who continue to invest in Innovista and pray for its success. Thank You!



## International Leadership Development

At the close of 2019 there were 18 active city-based training hubs (compared to 15 in 2018). By working in these hubs, we can build networks of missional leaders who can pray and work together, share resources and see more change than if they worked in isolation. Each hub is resourced by at least one trainer who walks alongside local leaders over time, providing training, coaching and tools. This local presence means we are available to support leaders in the inevitable gains and losses of missional leadership.

Hubs develop through the four stages shown below. Our aim is to work through indigenous staff who understand the local context and speak the local language(s). Local staff are developed are trained by being apprenticed to a more experienced staff, sometimes from a neighbouring country.

Hub Status	Definition	# of hubs in each stage in 2018	# of hubs in each stage in 2019
Exploring	Considering this location for a new hub; running initial training	1	4
Launching	Developing indigenous capacity to deliver ongoing training	4	6
Delivering	Training and development initiatives are ongoing in the local language(s)	5	3
Multiplying	When an established hub is working to launch another hub or providing management oversight for another hub	5	5

While we long to see more leaders get the training that they need to be effective, we focus first on the quality of the training that's delivered. This is because high quality training has more impact on the leaders and on the people and communities they serve.

- We work to evaluate both the quality and impact of the training over time.
- Quality is measured via feedback from learners, as well as by monitoring the ways that training is implemented over time.
- Each year, in depth interviews are carried out with a sample of leaders to further understand the impact of the training on individual leaders, teams and their service in the community.
- Eighty nine qualitative interviews were conducted reviewing training during 2019. Quality of training remains high with an average rating of quality of 9.2/10.
- The Net Promoter Score for Innovista training (a recognised measure of how strongly people recommend a service to others) was seventy nine.
- Building teams that are effective continues to a core element of our work, as real teams always have real impact over time.

**Jason Lane, International Director, travelled to visit the newly launched Chisinau hub in Moldova in June and wrote back to supporters in the UK about his experience;**

Here in Moldova, I spent today with five church leadership teams who completed the Tempo Leadership Course last year. Here's a reflection from one of them:

"When we started (the training) we were a team in name only. We have been through some storms but now we're serving together not just talking about it. One of the results is that 55 young people did the recent Alpha course. Now we have a new problem: what to do with all these young people".

All the leaders have seen some growth; and all of them face new challenges.

Some of these challenges come from growth itself. Others are far more fundamental:



“How do we know who to invest in when our people have to move abroad so they can feed their families?”

“How do we decide what to do when there are desperate people everywhere we look?”

There are of course, no easy answers. But they told me again what a difference it makes that Innovista walks with them along the road of missional leadership.

Innovista trainers regularly help leaders set pioneer new initiatives, developing confidence, character and skills needed to start-up and establish innovative projects. One Central Asian leader set up three such projects in 2019, including a project that provided free clean water to school children. In an area plagued with poor quality water, this is improving health and education as children are in school more as a result.

Some of our leadership development hubs are in places where it's hard to be a Christian and where witnessing to Jesus is illegal. That means we can't always tell our supporters the specific locations of our hubs, or the names of people involved. In one of these locations, Jesus-followers only meet in pairs, because of the risk of arrest. Below are some examples of where Innovista's leadership training has sparked more mission activity and community transformation, in difficult and hard-to-reach places;

#### **413 leaders trained in Central Asia:**

'Andrey' (not his real name) is our local trainer in a remote province of one of the Central Asia Republics. He travels regularly to several towns and cities in his region, developing leadership teams (in a place where the myth of the heroic individual leader is still alive and well) and helping churches work out how to share the good news of Jesus creatively. His training often happens around the kitchen table because it is too dangerous for believers to gather in larger numbers. He is also encouraging church leaders to set up projects which will bless their wider communities. He is leading his own church to provide a volleyball club for local young people. They have reclaimed an overgrown sports pitch and installed a volleyball court and net. As a result many young people gather together, build friendships, healthy habits and explore faith. They are seeing first fruits from their initiative as at least one young person has come to faith in Jesus.

#### **540 leaders trained in Ukraine:**

In the Ukrainian city of L'viv a church was started by a group of Russian-speaking Ukrainians who were internally displaced from Luhansk by the conflict in the east of Ukraine. They bought a building near L'viv airport wanting to be a church to their local neighbourhood, rather than just a church for displaced people. They are transitioning from worshipping in Russian to holding their services in Ukrainian and are reaching out to local homeless people. Yet after two years the leaders felt that they were stagnating, rather than moving forward, and they prayed that something would change. Then they met Anatoliy, National Director of Innovista Ukraine, and they consider him to be an answer to their prayers. Now eight leaders from the church have started the Tempo Leadership Course. Adam, a 21 year old youth leader in the church said, “I didn't know how to turn the ideas I have in my head into the steps I want to see happening in the church. Now I can see how to make changes happen.”

### **396 leaders trained in Siberian Russia:**

In the Siberian city of Tara (about 200km north of Omsk) a new church is being planted. Slavic led the team through the Tempo Leadership Course. This has enabled them to build good relationships within their leadership team and helped them define their focus for ministry and mission. They have a vision to reach young people and students in their city and are establishing programmes specifically designed to fulfil that.

**Andrey Makeev leads the Tara church plant and we caught up with him earlier in the year for an interview:**

*How did the Tempo Leadership Course help you grow as a leader?*

“This training has helped and keeps helping me to have the vision given to me by the Lord! Thanks to it, I gained the necessary knowledge, skills and experience, both in the development of the Church and in social projects.”

*How did the training help your church planting team improve?*

“People on the team changed their minds about the life and ministry of the Church. They realized that the Church of Christ exists not just to meet its needs, but to interact with a society that needs God's love and the Good News.”

*How did the training strengthen your mission impact in Tara?*

“Like-minded people have appeared in my environment and in the community, who not only share my idea of serving God and people, but take responsibility in order to perform the service, both in the Church and in the society.”

### **229 leaders trained in Ireland:**

In a country that has rapidly lost faith in organised religion and the church in recent years, a group of leaders including Innovista's Ireland Director, Sam Moore, gathered to explore how they could reimagine mission in Dublin, and more widely in Ireland. This conversation and conviction became a collaboration called 'Praxis'. Praxis rapidly developed a number of different strands - the first being that of prayer, bringing together churches across the city to pray for God's kingdom to come in Dublin as in Heaven. The first prayer event in February 2019 saw over 140 people from a wide variety of churches coming together to pray. Convinced of the need to encourage and develop Irish voices for the Irish church and share stories of innovative mission in Ireland, another strand Praxis Press was launched. They published 'Down with this sort of thing', a short book on how the gospel is good news for contemporary Ireland, written by a Dublin church leader. Praxis has also set up learning communities - another strand - to challenge leaders about the proportion of time spent on mission. As a result, the pastors of two churches less than 1km apart have partnered together in mission, running 'Prayer on the Streets' in their community every fortnight.

Stories like these are bubbling up from all of our hubs demonstrating the value of identifying, training and equipping leaders as a way to catalyse change. And our supporters see these benefits too as they join in partnership with Innovista;

*“I admire the nature of Innovista's work. When you hear of the training, support and encouragement that it is providing to Christian leaders across Europe, Russia and Central Asia the need and potential benefit become obvious and important.... I love the multiplier effect of*

*supporting leaders and trainers who can impact the lives of so many different individuals and communities. I have faith and confidence in the Innovista team..."*

*Gideon Hudson, long-term Innovista supporter*

## UK Leadership Development

### 1. Thrive Teams

Thrive is an Oxford-based initiative of Innovista International which started 9 years ago from the same desire to see communities changed for good in hard-to-reach places.

Working in the disadvantaged estates of Barton, The Leys and South Abingdon, we saw the following results in 2019:

- Engaging over 300 young people in open-access activities;
- Equipping 16 young people through our growing mentoring programme that builds confidence and resilience in young people;
- Developing leadership skills and character in 8 young people, laying the foundations of them becoming leaders in their community.

#### Highlights from the year:

##### i. A growing mentoring programme

Thrive Teams have expanded the mentoring programme and now have two mentoring groups that have worked with 10 young people throughout 2019. We have trained 9 mentors and done safeguarding training with a further 11 volunteers throughout 2019. We have found that group mentoring can establish good foundations for the younger people we work with, prior to them starting a one-to-one mentoring relationship.

Libby is a young person who has benefited from group, and then one-to-one. She is 13 and has been mentored by Rebecca, who said "I first met Libby in the playground at school and saw a bubbly bright young girl". Later, Libby faced some difficulties. Her big smile and happy persona had disappeared. "It has been small steps of making her feel comfortable and safe....we have come up with areas for her to work on such as building confidence and creating healthy boundaries."

##### ii. A visit from HRH The Duke of Sussex

HRH The Duke of Sussex visited our Thrive Teams programme in Barton on the 14<sup>th</sup> May. The Duke spent time meeting and chatting with nine young people. Meeting youth workers too, the Duke saw some of our leadership development in action. In an exercise using bread crates and narrow planks of wood to build bridges, two of the boys nearly lost their balance. The Duke encouraged them saying; 'You've got to hold onto each other. That's the point'. Thrive Teams Regional Manager, Sarah James led the Duke through the newly refurbished community centre and said of the day; "I was really proud of the way the team and young people each played their part in showing the Duke the value of team and the importance of mentors in their lives. The activities the young people took part in demonstrated the need for self-esteem and resilience in facing life's challenges. It was thrilling to see young lives inspired by the Duke's visit".

### iii. The Young Achiever's Dinner

In each of our teams there have been 2-3 young people developing their leadership skills and character; many of whom were celebrated at our Young Achievers' Dinner in October. Over 200 people gathered from across Oxfordshire to celebrate and recognise the achievements of the young people that Thrive Teams have been working with over the past few years.

With dancers from South Abingdon, artists from The Leys, and leadership reflections from Barton's Patrick and Lily, the young people showed the kind of energy and creativity that will take them far. The winner of the Young Achiever of the Year award, Kyle, said;

'If it wasn't for Thrive I'd just be at home doing nothing [but I've learned] communication skills, working with teams, helping out others, and not just thinking about yourself.'

His endorsement of the Thrive Teams approach is echoed by supporters;

*'We think what you [Thrive Teams] are doing with the young people you are working with is amazing and we want to encourage you all in that and celebrate what has already been achieved'.*

Nick and Kerry McLeish, Thrive Teams supporters

## 2. Youth Ministry Training

Youth Ministry Training (YMT) is a 10 month full-time training experience for Christian youth workers which was piloted in 2018/19. YMT was designed to help address the lack of youth workers specialising in working with disadvantaged communities. Developed by sector experts, it is distinctive, collaborative (with contributions from organisations including XLP and Youth for Christ) and designed to equip trainees to become highly skilled, resilient and fruitful leaders - for life.

Erica Payne, formerly Team Leader of our Thrive Team in Barton, was the YMT Programme Lead. She oversaw training that was delivered through weekly interactive sessions, 20 hours/week hands-on experience in a placement, and regular one-to-one coaching with an experienced youth worker. Trainees lived on the estates where they served and become part of a close-knit community committed to supporting each other in their professional and spiritual growth. The 3 YMT trainees focused on:

- Understanding the culture that shapes young people;
- Building relationships and growing community;
- Learning how to develop faith in young people in and outside church;
- Self-care and spiritual practices;
- Project management skills for managing a diverse and demanding workload.

The pilot course finished in June 2019, from which new youth workers Sam, Daniel and Rebecca have graduated. Rebecca continued in her role as a Thrive Team youth worker in South Abingdon. She reported:

*'Erica Payne was strategic in who she brought in to teach us - people who were really experienced and offered us lots to process and chew over. I especially found learning how to*

*put together a Bible study helpful - making it engaging and relevant for our youth and the world view they have. As a group we were also encouraged to be very honest with each other. There was a lot of laughter and fun while we learned - it felt like family...It's a demanding job, but I can't tell you how much I love seeing young people begin to grow in trust and self-belief. YMT has given me the toolkit to become an excellent youth leader, and the confidence and skills to make a difference in my community.'*

The learning from the pilot programme resulted in some changes for 2019/20. The programme has been further developed to make it more flexible, especially for those who have other employment. As a result the programme has developed into an integrated series of short courses with a sharper focus on helping 18-25 years olds develop their faith and youth work skills.

## International Resource Hub

The International Resource Hub (based in Oxford, UK) works to support Innovista's work in the UK, Europe, Russia and Central Asia. It provides essential centralized services such as HR, finance, IT, fundraising and communications support for all of the international hubs.

During 2019, the International Resource Hub successfully achieved the following:

### 1. Resourcing Leaders

- Invested in the strength of the teams in each of the hub locations;
- Conducted an International Leadership Team training event in January (Chisinau, Moldova), and a smaller, follow-up gathering in September (Kiev, Ukraine);
- Further developed and piloted the online training concept.

### 2. Operations

- Strengthened our organizational infrastructure and systems integration;
- Installed three new systems - Views (impact measurement), Breathe (HR management) and My Concern (safeguarding);
- Recruited a Team Leader and Youth Worker for Thrive Leys, a Finance Manager and Office Administrator for the International Resource Hub and three new training staff into the international team.

### 3. Fundraising and Communications

- Raised £634,229 thanks to the generosity of Innovista supporters;
- Worked to align the Innovista and Thrive Teams brands so they were more closely related;
- Launched a new website (replacing the two old ones) to reflect the new brand.

## Plans for 2020

Moving into the final year of our five year strategy, we are increasing our efforts to meet our goal of training 2,500 leaders by the end of 2020 and alongside that, to raise £804,298 to resource this training. Our initial plans for 2020 were to:

### 1. International Leadership Development

- Train at least 2,500 leaders across UK, Europe, Russia and Central Asia
- Increase the reach and flexibility of training by delivering more online, interactive resources
- Develop and deploy one new training programme for leadership teams

### 2. UK Leadership Development

#### a) Thrive Teams

- Upgrading the strategy for Thrive Teams, so we're able to support more leaders serving more disadvantaged communities in and around the Oxford hub.
- Explore a second hub to serve disadvantaged communities in the South West of England.
- Continue the development of 18-25 year old emerging leaders
- Create online resources for leaders who are serving disadvantaged communities.

### 3. International Resource Hub

- Raise total income of £800,000 through a mix of increased engagement with current supporters and the acquisition of new supporters;
- Improve our digital capacity and working practices increase creativity, collaboration and efficiency
- Upgrade the monitoring and evaluation capacity across all our programmes, ensuring they evolve to be market leaders in our sector;
- To improve our internal and external communications processes;
- To define the future vision and strategy for 2021-2026.

## The impact of the Coronavirus Crisis

Since the start of the Coronavirus crisis in March 2020, we have had to reshape our plans. The global lockdown has meant that staff are working from home, operating online, group workshops and conferences have been stopped and so there has been a drop in the number of leaders that we've been able to train. A financial reforecast (March) has resulted in a reduction in our fundraising target to £623,315 (down by 27%).

The huge and fast change in the global and local context, also creates opportunities. While the context has changed, God's Mission and Innovista's purpose has not. So, as the Coronavirus Pandemic continues to unfold, Innovista is responding by:

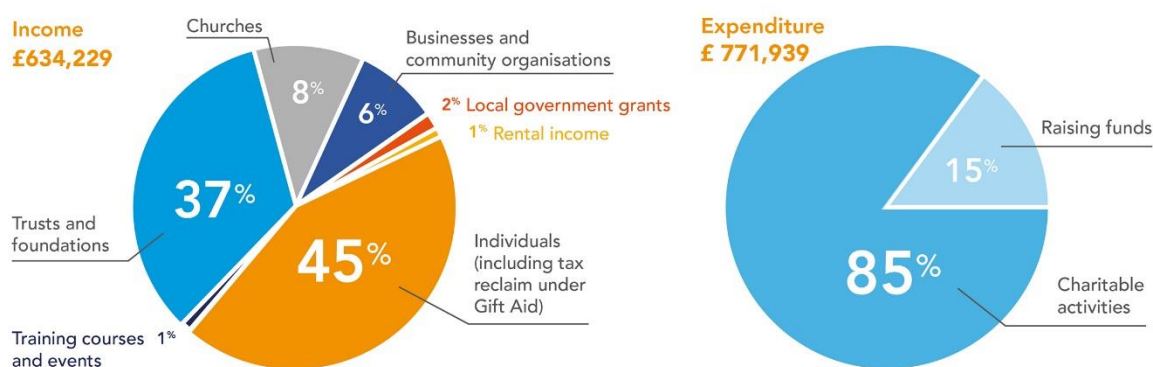
- Supporting leaders to develop approaches to mission that fit the new context. This includes a strong focus on serving those who are most vulnerable as a result of the crisis.
- Working with innovators to create new or improved ministry models for the Covid19-era.

- Creating spaces and tools that help leaders to reflect deeply, so that learning from the current situation will shape the future
- Accelerating our online training provision so that leaders can access training flexibly and safely

## Financial Review of 2019

Innovista are so thankful for the individual supporters, charitable trustees, businesses and churches who give generously to bring hope in difficult places.

The results for the year are set out in the Statement of Financial Activities following this report. The income and expenditure are summarised below.



During the year, there was a decrease of £118,402 in unrestricted funds and £19,334 in restricted funds. This resulted in a final balance of £18,389 of unrestricted funds and £102,985 of restricted funds.

## Reserves Policy

Innovista International has a policy of retaining reserves amounting to 60-90 days normal operating costs to finance its planned activities and meet its future financial obligations. Based on current expenditure levels reserves of £100,000 are to be maintained. Unrestricted reserves at the end of 2019 stood at £18,389 which was below the desired level. The trustees will be working to secure further unrestricted reserves over the next 12 months by pursuing a range of options, including soliciting unrestricted gifts from core donors and treating Gift Aid received as unrestricted income. The trustees hope that these strategies will bring reserves into line with the agreed policy.

## Structure, Governance and Management

Innovista International is a charitable company limited by guarantee, governed by its Memorandum and Articles of Association. Innovista International includes Thrive Teams in the UK. It was incorporated in England and Wales on 21 February 2005 and the Memorandum and Articles of association were amended by Special Resolution dated 10 October 2014.

It is registered as a charity with the Charity Commission of England and Wales, registered number 1108679. The directors of the charitable company are its trustees for the purposes of charity law and through this report are collectively referred to as the trustees. The liability of the members, who are the trustees, of the charitable company is limited by their guarantee to contribute a sum £1 each towards the liabilities of the charitable company in the event of liquidation.

A minimum of three and a maximum of ten trustees are required at any one time. New trustees are appointed either to fill in a vacancy or by way of addition to the Board. On appointment trustees are required to hold to the Statement of Faith, affirm (upon joining and thereafter annually) their agreement with the aims and values of the charity, and meet any other criteria established from time to time by the trustees. When new trustees are appointed they are introduced to the work of the charity and provided with the information they need to fulfil their roles, which includes information about the role of the trustees and their responsibilities under the Companies and Charities Acts.

Day-to-day administration of the charity is delegated to the International Director, and his management team, under the supervision of the trustees. Decision making powers are retained by the trustees and exercised at regular trustees' meeting, of which there are a minimum of three each year.

The day to day operations in Eurasia are conducted through a separately registered charitable organisation in Ukraine, the policy and activities of which are monitored by the trustees of Innovista International.

## **Risk Management**

Risk awareness is integral to the charity's overall management effectiveness. Regular risk assessments are conducted in respect of the charity's activities. The trustees have identified the major risks which may affect the charity and have taken reasonable steps to mitigate those risks.

## **Trustees' responsibilities in relation to the Financial Statements**

Company law and Charity law require the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the financial activities of the charity 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 judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.



The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for ensuring that the charity maintains an adequate system of internal control designed to provide reasonable assurance that the assets are safeguarded against loss or unauthorised use to prevent and detect fraud and other irregularities.

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

In so far as the trustees are aware:

- There is no relevant audit information of which the charity's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

## Auditors

The auditors are Caladine Limited, Chartered Certified Accountants, a company registered in England. Company no: 04399483. Registered office: Chantry House, 22 Upperton Road, Eastbourne, BN21 1BF, who have been appointed under the Companies Act 2006.

## Small Company Exemptions

This report is prepared in accordance with the small companies' regime under the Companies Act 2006.

On behalf of the Board



Tim Wills  
Chairman

Date: 22 July 2020

# INNOVISTA INTERNATIONAL

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF INNOVISTA INTERNATIONAL

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#### Opinion

We have audited the financial statements of Innovista International (the 'charity') for the year ended 31 December 2019 which comprise the statement of financial activities, the statement of financial position, the statement of cash flows and the 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 2019 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

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

#### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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 our audit:

- the information given in the trustees' 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' report has been prepared in accordance with applicable legal requirements.

# INNOVISTA INTERNATIONAL

## INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF INNOVISTA INTERNATIONAL

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### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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

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

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

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

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



John Richard Caladine FCCA CTA FCIE (Senior Statutory Auditor)  
for and on behalf of Caladine Limited

28 July 2020

Chartered Certified Accountants  
Statutory Auditor

Chantry House  
22 Upperton Road  
Eastbourne  
East Sussex  
BN21 1BF

# INNOVISTA INTERNATIONAL

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2019

		Unrestricted funds 2019 £	Restricted funds 2019 £	Total 2019 £	Unrestricted funds 2018 £	Restricted funds 2018 £	Total 2018 £
	Notes						
<b><u>Income from:</u></b>							
Donations and legacies	3	155,666	468,317	623,983	192,144	484,185	676,329
Charitable activities	4	4,429	5,549	9,978	4,673	5,248	9,921
Investments	5	27	-	27	15	-	15
Other income	6	-	241	241	-	30	30
<b>Total income</b>		<b>160,122</b>	<b>474,107</b>	<b>634,229</b>	<b>196,832</b>	<b>489,463</b>	<b>686,295</b>
<b><u>Expenditure on:</u></b>							
Raising funds	7	66,800	49,122	115,922	36,497	55,487	91,984
Charitable activities	8	176,388	478,097	654,485	83,120	436,707	519,827
Other	14	1,291	241	1,532	-	-	-
<b>Total resources expended</b>		<b>244,479</b>	<b>527,460</b>	<b>771,939</b>	<b>119,617</b>	<b>492,194</b>	<b>611,811</b>

(continued on page 18)

# INNOVISTA INTERNATIONAL

## STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2019

	Notes	Unrestricted funds 2019 £	Restricted funds 2019 £	Total 2019 £	Unrestricted funds 2018 £	Restricted funds 2018 £	Total 2018 £
<b>Net (outgoing)/ incoming resources before transfers</b>		(84,357)	(53,353)	(137,710)	77,215	(2,731)	74,484
Gross transfers between funds	20	(34,019)	34,019	-	-	-	-
<b>Net (expenditure)/income for the year/ Net (outgoing)/incoming resources</b>		(118,376)	(19,334)	(137,710)	77,215	(2,731)	74,484
<b>Other recognised gains and losses</b>							
Other gains or losses	11	(26)	-	(26)	2,713	-	2,713
<b>Net movement in funds</b>		(118,402)	(19,334)	(137,736)	79,928	(2,731)	77,197
Fund balances at 1 January 2019		136,791	122,319	259,110	56,863	125,050	181,913
<b>Fund balances at 31 December 2019</b>		<u>18,389</u>	<u>102,985</u>	<u>121,374</u>	<u>136,791</u>	<u>122,319</u>	<u>259,110</u>

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

All income and expenditure derive from continuing activities.

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

# INNOVISTA INTERNATIONAL

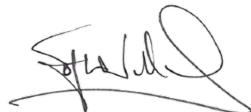
## STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2019

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	Notes	2019		2018	
		£	£	£	£
<b>Fixed assets</b>					
Property, plant and equipment	15		27,431		23,929
<b>Current assets</b>					
Trade and other receivables	16	40,718		68,993	
Cash at bank and in hand		86,376		206,243	
		<u>127,094</u>		<u>275,236</u>	
<b>Current liabilities</b>	18	<u>(33,151)</u>		<u>(40,055)</u>	
Net current assets			93,943		235,181
<b>Total assets less current liabilities</b>			<u>121,374</u>		<u>259,110</u>
<b>Income funds</b>					
Restricted funds	20		102,985		122,319
Unrestricted funds			18,389		136,791
			<u>121,374</u>		<u>259,110</u>

The financial statements were approved by the Trustees on 22 July 2020



Tim Wills  
Trustee

Company Registration No. 05371169

# INNOVISTA INTERNATIONAL

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2019

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		2019		2018	
	Notes	£	£	£	£
<b>Cash flows from operating activities</b>					
Cash (absorbed by)/generated from operations	25		(103,887)		127,508
<b>Investing activities</b>					
Purchase of property, plant and equipment		(14,321)		(20,905)	
Proceeds on disposal of property, plant and equipment		-		30	
Income from investments		27		15	
<b>Net cash used in investing activities</b>			(14,294)		(20,860)
<b>Financing activities</b>					
Proceeds from borrowings		-		1,686	
Repayment of borrowings		(1,686)		-	
<b>Net cash (used in)/generated from financing activities</b>			(1,686)		1,686
<b>Net (decrease)/increase in cash and cash equivalents</b>			(119,867)		108,334
Cash and cash equivalents at beginning of year			206,243		97,909
<b>Cash and cash equivalents at end of year</b>			<u>86,376</u>		<u>206,243</u>

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# INNOVISTA INTERNATIONAL

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 DECEMBER 2019

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#### 1 Accounting policies

##### Company information

Innovista International is a private company limited by guarantee incorporated in England and Wales. The registered office is Suite A, First Floor, Meridian House, Sandy Lane West, Oxford, OX4 6LB.

##### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

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

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

##### 1.2 Going concern

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

##### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

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

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

##### 1.4 Income

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

Cash donations are recognised on receipt. Other donations and grants are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation. It is communicated to individuals who donate through our website that any gift aid is to be utilised for the general purposes of the Charity, and is therefore treated as unrestricted funds.

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

Revenue is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts, VAT and other sales related taxes.



# INNOVISTA INTERNATIONAL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2019

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#### 1 Accounting policies (Continued)

##### 1.5 Expenditure

Liabilities are recognised when a constructive obligation exists, the payment is probable and the obligation can be measured or estimated reliably.

Resources expended are allocated to the particular cost centre to which they relate and include irrecoverable VAT.

##### 1.6 Property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

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

Leasehold improvements	Over the period of the lease
Office and media equipment	25% straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

Small items of equipment costing below £250 are not capitalised.

##### 1.7 Impairment of non-current assets

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

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment annually, and whenever there is an indication that the asset may be impaired.

##### 1.8 Cash and cash equivalents

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

##### 1.9 Financial instruments

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

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

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

# INNOVISTA INTERNATIONAL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

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### 1 Accounting policies (Continued)

#### *Basic financial assets*

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

#### *Basic financial liabilities*

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

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

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

#### *Derecognition of financial liabilities*

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

#### 1.10 Employee benefits

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

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

#### 1.11 Retirement benefits

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

### 2 Critical accounting estimates and judgements

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

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

# INNOVISTA INTERNATIONAL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

### 3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2019	2019	2019	2018	2018	2018
	£	£	£	£	£	£
Donations and gifts	155,666	468,317	623,983	192,144	484,185	676,329
<b>Donations and gifts</b>						
Businesses and Community Organisations	23,750	13,245	36,995	23,105	7,051	30,156
Churches	3,177	47,175	50,352	3,930	35,613	39,543
Individuals (including tax reclaim under gift aid)	85,039	202,619	287,658	122,859	216,008	338,867
Local government grants	-	13,500	13,500	-	15,133	15,133
Trusts and foundations	43,700	191,778	235,478	42,250	210,380	252,630
	155,666	468,317	623,983	192,144	484,185	676,329

### 4 Charitable activities

	2019	2018
	£	£
Training courses and events	5,550	5,493
Rental income	4,428	4,428
	9,978	9,921
<b>Analysis by fund</b>		
Unrestricted funds	4,429	4,673
Restricted funds	5,549	5,248
	9,978	9,921

# INNOVISTA INTERNATIONAL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

### 5 Investments

	Unrestricted funds	Unrestricted funds
	2019 £	2018 £
Interest receivable	27	15

### 6 Other income

	Restricted funds	Restricted funds
	2019 £	2018 £
Net gain on disposal of tangible fixed assets	241	30

### 7 Raising funds

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2019 £	2019 £	2019 £	2018 £	2018 £	2018 £
<u>Fundraising and publicity</u>						
Travel	2,282	2,117	4,399	876	1,389	2,265
Consultancy	6,734	12,181	18,915	2,750	2,175	4,925
Promotion & publicity costs	4,432	3,449	7,881	3,016	4,912	7,928
Other staff costs	911	551	1,462	3,881	8,486	12,367
Staff costs	51,517	30,308	81,825	25,261	37,961	63,222
Depreciation and impairment	924	516	1,440	713	564	1,277
	<u>66,800</u>	<u>49,122</u>	<u>115,922</u>	<u>36,497</u>	<u>55,487</u>	<u>91,984</u>

# INNOVISTA INTERNATIONAL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

### 8 Charitable activities

	2019 £	2018 £
Staff costs	370,891	285,811
Depreciation and impairment	8,087	6,259
Other staff costs	14,256	10,680
Events and activities	50,077	37,569
Premises, incl. international	71,850	62,367
Insurance	4,613	4,436
	<u>519,774</u>	<u>407,122</u>
Grant funding of activities (see note 9)	83,378	65,412
Share of support costs (see note 10)	44,480	42,494
Share of governance costs (see note 10)	6,853	4,799
	<u>654,485</u>	<u>519,827</u>
<b>Analysis by fund</b>		
Unrestricted funds	176,388	83,120
Restricted funds	478,097	436,707
	<u>654,485</u>	<u>519,827</u>

### 9 Grants payable

	2019 £	2018 £
Grants to institutions:		
Innovista Ukraine	42,519	34,624
Innovista Ireland	6,144	4,527
Other	5,851	-
	<u>54,514</u>	<u>39,151</u>
Grants to individuals	28,864	26,261
	<u>83,378</u>	<u>65,412</u>

# INNOVISTA INTERNATIONAL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2019

### 10 Support costs

	Support costs £	Governance costs £	Total Support costs 2019 £	Support costs £	Governance costs £	Total 2018 £
Consultancy	18,598	-	18,598	21,225	-	21,225
Telephone and IT	14,323	-	14,323	13,310	-	13,310
Bank charges	2,794	-	2,794	2,501	-	2,501
Legal and professional fees	3,455	-	3,455	2,325	-	2,325
Postage, printing, stationery	5,310	-	5,310	3,133	-	3,133
Audit fees	-	4,920	4,920	-	4,756	4,756
Accountancy	-	1,920	1,920	-	-	-
Other governance costs	-	13	13	-	43	43
	<u>44,480</u>	<u>6,853</u>	<u>51,333</u>	<u>42,494</u>	<u>4,799</u>	<u>47,293</u>
<u>Analysed between</u>						
Charitable activities	<u>44,480</u>	<u>6,853</u>	<u>51,333</u>	<u>42,494</u>	<u>4,799</u>	<u>47,293</u>

### 11 Other gains or losses

	Unrestricted funds 2019 £	Unrestricted funds 2018 £
Foreign exchange gains	<u>26</u>	<u>(2,713)</u>

### 12 Trustees

No Trustee expenses have been incurred.

# INNOVISTA INTERNATIONAL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

### 13 Employees

#### Number of employees

The average monthly number of employees during the year was:

	2019 Number	2018 Number
Generating funds	3	2
Charitable activities	13	13
	<u>16</u>	<u>15</u>

#### Employment costs

	2019 £	2018 £
Wages and salaries	401,247	314,390
Social security costs	34,064	25,150
Other pension costs	17,405	9,493
	<u>452,716</u>	<u>349,033</u>

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

### 14 Other

	Unrestricted funds	Restricted funds	Total	Total
	2019 £	2019 £	2019 £	2018 £
Net loss on disposal of tangible fixed assets	<u>1,291</u>	<u>241</u>	<u>1,532</u>	<u>-</u>

# INNOVISTA INTERNATIONAL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

### 15 Property, plant and equipment

	Leasehold improvements	Office and media equipment	Total
	£	£	£
<b>Cost</b>			
At 1 January 2019	10,670	58,231	68,901
Additions	-	14,321	14,321
Disposals	-	(3,082)	(3,082)
	<u>10,670</u>	<u>69,470</u>	<u>80,140</u>
<b>At 31 December 2019</b>	<b>10,670</b>	<b>69,470</b>	<b>80,140</b>
<b>Depreciation and impairment</b>			
At 1 January 2019	9,718	35,255	44,973
Depreciation charged in the year	762	8,765	9,527
Eliminated in respect of disposals	-	(1,791)	(1,791)
	<u>10,480</u>	<u>42,229</u>	<u>52,709</u>
<b>At 31 December 2019</b>	<b>10,480</b>	<b>42,229</b>	<b>52,709</b>
<b>Carrying amount</b>			
At 31 December 2019	<u>190</u>	<u>27,241</u>	<u>27,431</u>
At 31 December 2018	<u>953</u>	<u>22,976</u>	<u>23,929</u>

### 16 Trade and other receivables

	2019	2018
	£	£
<b>Amounts falling due within one year:</b>		
Trade receivables	(1)	-
Other receivables	7,906	46,886
Prepayments and accrued income	32,813	22,107
	<u>40,718</u>	<u>68,993</u>

### 17 Borrowings

	2019	2018
	£	£
Other loans	-	1,686
	<u>-</u>	<u>1,686</u>
Payable within one year	-	1,686
	<u>-</u>	<u>1,686</u>



# INNOVISTA INTERNATIONAL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

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### 18 Current liabilities

	2019	2018
	£	£
Borrowings	-	1,686
Other taxation and social security	9,626	9,530
Other payables	6,774	16,868
Accruals and deferred income	16,751	11,971
	<u>33,151</u>	<u>40,055</u>

### 19 Retirement benefit schemes

#### Defined contribution schemes

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

The charge to profit or loss in respect of defined contribution schemes was £17,405 (2018 - £9,493).

# INNOVISTA INTERNATIONAL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2019

#### 20 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				Movement in funds				Balance at 31 December 2019 £
	Balance at 1 January 2018 £	Incoming resources £	Resources expended £	Transfers £	Balance at 1 January 2019 £	Incoming resources £	Resources expended £	Transfers £	
<b>Thrive Central</b>									
General	19,873	142,480	(80,311)	(27,924)	54,118	102,873	(87,077)	(61,394)	8,520
Mentoring	2,355	1,645	(2,204)	(1,580)	216	325	(333)	(208)	-
<b>Total Trive Central</b>	<b>22,228</b>	<b>144,125</b>	<b>82,515</b>	<b>(29,504)</b>	<b>54,334</b>	<b>103,198</b>	<b>87,410</b>	<b>(61,602)</b>	<b>8,520</b>
<b>Thrive Barton</b>									
General	81	28,215	(41,346)	13,050	-	14,215	(34,225)	20,010	-
<i>includes AO grant</i>	-	-	-	-	-	1,736	(1,736)	-	-
Staff funds	-	18,599	(18,599)	-	-	2,154	(2,154)	-	-
Young leaders	5,244	-	(2,310)	(2,934)	-	-	(1,847)	1,847	-
Mentoring	1,360	11,000	(8,287)	-	4,073	9,000	(14,966)	1,893	-
<i>includes OCC (City) grant</i>	-	8,500	(5,721)	-	2,779	6,000	8,779	-	-
<i>includes OCC (county) grant</i>	1,360	-	(1,360)	-	-	3,000	(3,000)	-	-
<b>Total Thrive Barton</b>	<b>6,685</b>	<b>57,814</b>	<b>70,542</b>	<b>10,116</b>	<b>4,073</b>	<b>25,369</b>	<b>53,192</b>	<b>23,750</b>	<b>-</b>

# INNOVISTA INTERNATIONAL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2019

#### 20 Restricted funds (Continued)

##### Thrive Leys

General	18,821	22,590	(43,352)	3,326	1,385	4,191	(44,305)	38,729	-
<i>includes OCC (City) grant</i>	336	4,896	(3,848)	-	1,384	3,500	(4,884)	-	-
Young leaders	-	-	(839)	839	-	-	(291)	291	-
Mentoring	1,214	6,754	(7,034)	-	934	-	(4,839)	3,905	-
<b>Total Thrive Leys</b>	<b>20,035</b>	<b>29,344</b>	<b>51,225</b>	<b>4,165</b>	<b>2,319</b>	<b>4,191</b>	<b>49,435</b>	<b>42,925</b>	<b>-</b>

##### Thrive South Abingdon

General	1,000	49,114	(54,987)	15,223	10,350	39,384	(76,332)	26,598	-
<i>includes ATC grant</i>	-	-	-	-	-	1,000	(1,000)	-	-
Staff funds	-	848	(848)	-	-	475	(475)	-	-
<b>Total Thrive South Abingdon</b>	<b>1,000</b>	<b>49,962</b>	<b>55,835</b>	<b>15,223</b>	<b>10,350</b>	<b>39,859</b>	<b>76,807</b>	<b>26,598</b>	<b>-</b>

##### Online Interactive Learning

Capacity Building	49,288	7,500	(36,227)	(588)	19,973	-	(19,973)	-	-
Eurasia	17,863	106,350	(106,933)	588	17,868	131,156	(124,478)	2,348	26,894
Ireland	358	11,709	(10,341)	-	1,726	10,553	(11,938)	-	341
Other staff funds	7,593	34,977	(42,570)	-	-	26,010	(26,010)	-	-
Youth Ministry Training	-	47,682	(36,006)	-	11,676	40,782	(46,587)	-	5,871
Other Restrctited funds	-	-	-	-	-	55,989	(13,674)	-	42,315
	<u>125,050</u>	<u>489,463</u>	<u>(492,194)</u>	<u>-</u>	<u>122,319</u>	<u>474,107</u>	<u>(527,460)</u>	<u>34,019</u>	<u>102,985</u>

# INNOVISTA INTERNATIONAL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2019

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#### 20 Restricted funds (Continued)

Thrive Teams is an initiative of Innovista that develops young leaders to bring hope and lasting change to disadvantaged communities. At the end of 2019, Thrive Teams were operating in three locations in Oxfordshire; Barton, the Leys and South Abingdon.

Thrive Central is funding given for the work of Thrive Teams across all areas.

The Thrive Barton, Thrive Leys and Thrive South Abingdon funds support the work of the Thrive Teams based in Barton, Blackbird Leys and Greater Leys and South Abingdon, all areas of multiple deprivations in Oxfordshire.

We are incredibly grateful to all our funders. As per their criteria, we would like to acknowledge the following in our accounts:

The following grants were received during the year from Oxford City Council (OCC (City)) for Thrive Teams programmes:

- £6,000 from Open Bidding Grants Programme for Thrive Teams Barton mentoring project
- £500 from 2018-19 Youth Ambition Fund for Thrive Teams Leys football activities
- £3,000 from 2019-20 Youth Ambition Fund for Thrive Teams Leys football activities

A grant of £3,000 was received during the year from the Councillor Priority Fund of Oxfordshire County Council (OCC (County)) for Thrive Teams Barton mentoring project.

A grant of £1,000 was received during the year from the Community Grants Scheme of Abingdon Town Council (ATC) for the Thrive Teams South Abingdon mentoring project.

A grant of £1,736 was received from Active Oxfordshire (AO)'s Satellite Club funding for Thrive Teams Barton football activities.

Transfers have been made from Thrive Central funds to cover some costs in Barton, the Leys and South Abingdon.

The Online Interactive Learning fund is for the development of new resources to enable the charity to train and equip leaders in remote places where face-to-face training is not possible.

The Capacity Building Fund is from donations and grants given towards building the capacity of the charity in accordance with the vision set out in the Trustees' Report.

The Eurasia fund is for the support of the charity's base in Ukraine and its work in Eastern Europe, Russia and Central Asia and grants are made from this fund to support that work. As explained in note 24, operations in Ukraine and Eastern Europe are conducted through a separate legal entity registered in Ukraine. Transfers have been made from general unrestricted funds to cover some of the Eurasia costs.

# INNOVISTA INTERNATIONAL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

*FOR THE YEAR ENDED 31 DECEMBER 2019*

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### 20 Restricted funds (Continued)

The Ireland fund is for the development of the charity's work in Ireland. Since 1 January 2016, this work has been conducted through a separate legal entity registered in the Republic of Ireland.

Staff funds are donated toward the cost of salaries and other related expenses for named members of staff or for new staff posts.

The Youth Ministry Training (YMT) fund is for the YMT programme to train youth workers to work in areas of multiple deprivations, similar to those in which our Thrive teams are based.

Transfers between funds have been made to cover any deficits in the year.

# INNOVISTA INTERNATIONAL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2019

### 21 Analysis of net assets between funds

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total 2019 £	Unrestricted funds 2018 £	Restricted funds 2018 £	Total 2018 £
Fund balances are represented by:						
Property, plant and equipment	15,948	11,483	27,431	16,665	7,264	23,929
Current assets/ (liabilities)	2,441	91,502	93,943	120,126	115,055	235,181
	<u>18,389</u>	<u>102,985</u>	<u>121,374</u>	<u>136,791</u>	<u>122,319</u>	<u>259,110</u>

### 22 Operating lease commitments

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

	2019 £	2018 £
Within one year	30,000	15,000
Between two and five years	54,082	-
	<u>84,082</u>	<u>15,000</u>

### 23 Events after the reporting date

At the time of preparing the Financial Statements in June 2020, the plans of the charity have been affected by the Coronavirus emergency. The Trustees and senior staff of the charity are monitoring the situation weekly and have sought emergency funding from supporters and grant-makers with some success. They are regularly monitoring the cash-flow position and proactively seeking unrestricted funding from key donors.

### 24 Related party transactions

#### Remuneration of key management personnel

The aggregated remuneration and benefits, including employer's pension and social security contributions, of key management personnel is as follows.

	2019 £	2018 £
Aggregate compensation	<u>132,885</u>	<u>93,242</u>

# INNOVISTA INTERNATIONAL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2019

#### 24 Related party transactions (Continued)

The charitable activities carried out in Eurasia are conducted through a separate charitable legal entity registered in Ukraine. The entity's finances are separate from those of Innovista International, although their operations are regularly monitored to ensure they continue to comply with the aims and objectives of Innovista International. Innovista International made grants of £42,519 (2018: £34,624) to Innovista Ukraine in the year.

The charitable activities carried out in Ireland are conducted through a separate charitable legal entity registered in the Republic of Ireland. That entity's finances are separate from those of Innovista International, although their operations are regularly monitored to ensure they continue to comply with the aims and objectives of Innovista International. Innovista International made grants of £6,144 (2018: £4,527) to Innovista Ireland in the year.

Sarah Wilcock, Chief Operating Officer until October 2019, is a director of East West Consulting Ltd, who carried out consultancy work during 2019, for which it was paid £7,765 (2018: £16,595).

Rachel Lane, the wife of Jason Lane, International Director of Innovista International, carried out coaching and training work during 2019, for which she was paid £360 (2018: £1,250).

25 Cash generated from operations	2019	2018
	£	£
(Deficit)/surplus for the year	(137,710)	74,484
Adjustments for:		
Investment income recognised in statement of financial activities	(27)	(15)
Foreign exchange differences	(26)	2,713
Loss/(gain) on disposal of property, plant and equipment	1,291	(30)
Depreciation and impairment of property, plant and equipment	9,527	7,536
Movements in working capital:		
Decrease in trade and other receivables	28,276	28,879
(Decrease)/increase in trade and other payables	(5,218)	13,941
<b>Cash (absorbed by)/generated from operations</b>	<b>(103,887)</b>	<b>127,508</b>

26 Analysis of changes in net funds	At 1 January 2019	Cash flows	At 31 December 2019
	£	£	£
Cash at bank and in hand	206,243	(119,867)	86,376
Loans falling due within one year	(1,686)	1,686	-
	<u>204,557</u>	<u>(118,181)</u>	<u>86,376</u>

## Our purpose

To identify, equip  
and develop leaders  
to change their  
communities with  
the hope of Jesus.

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