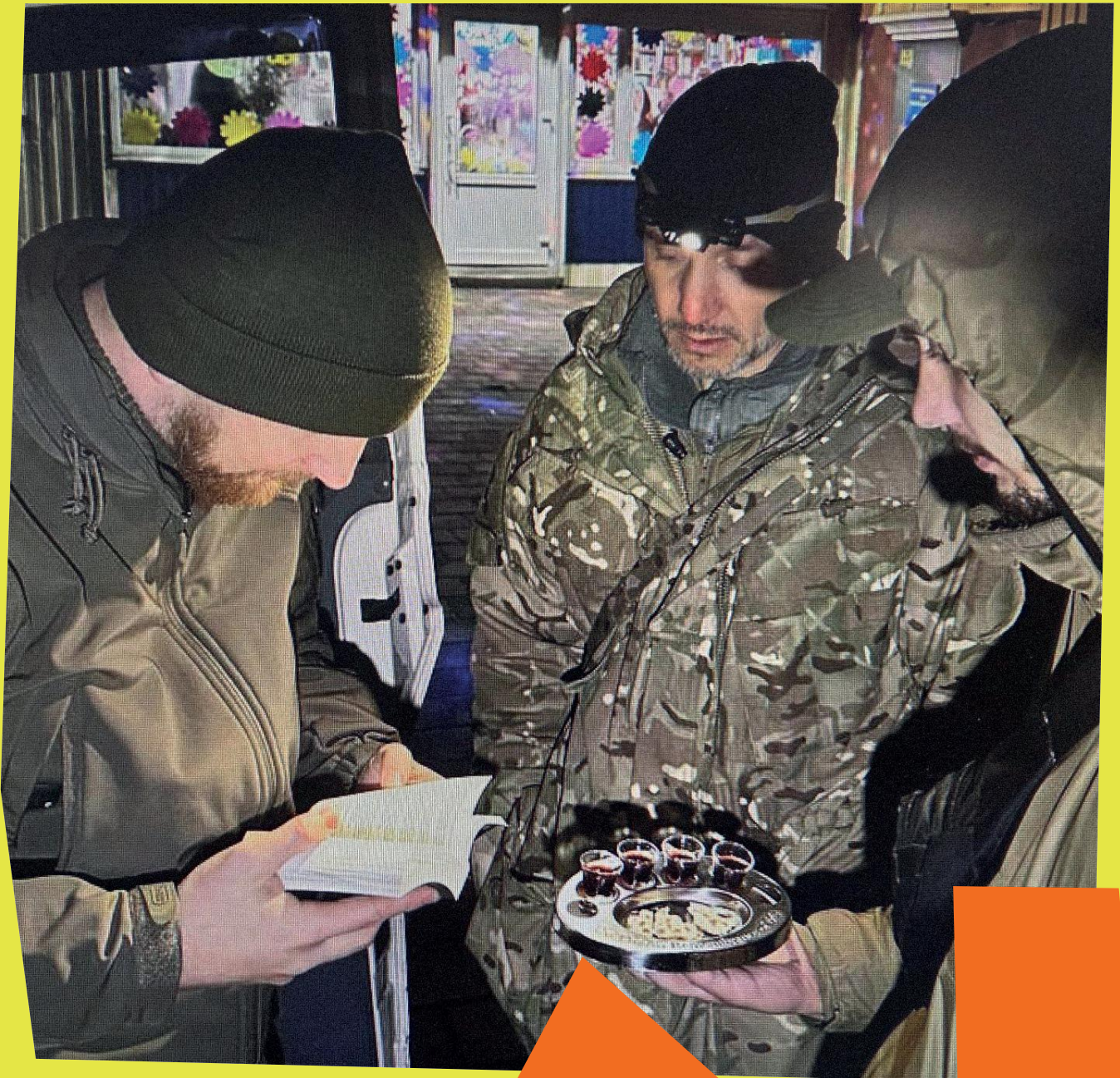
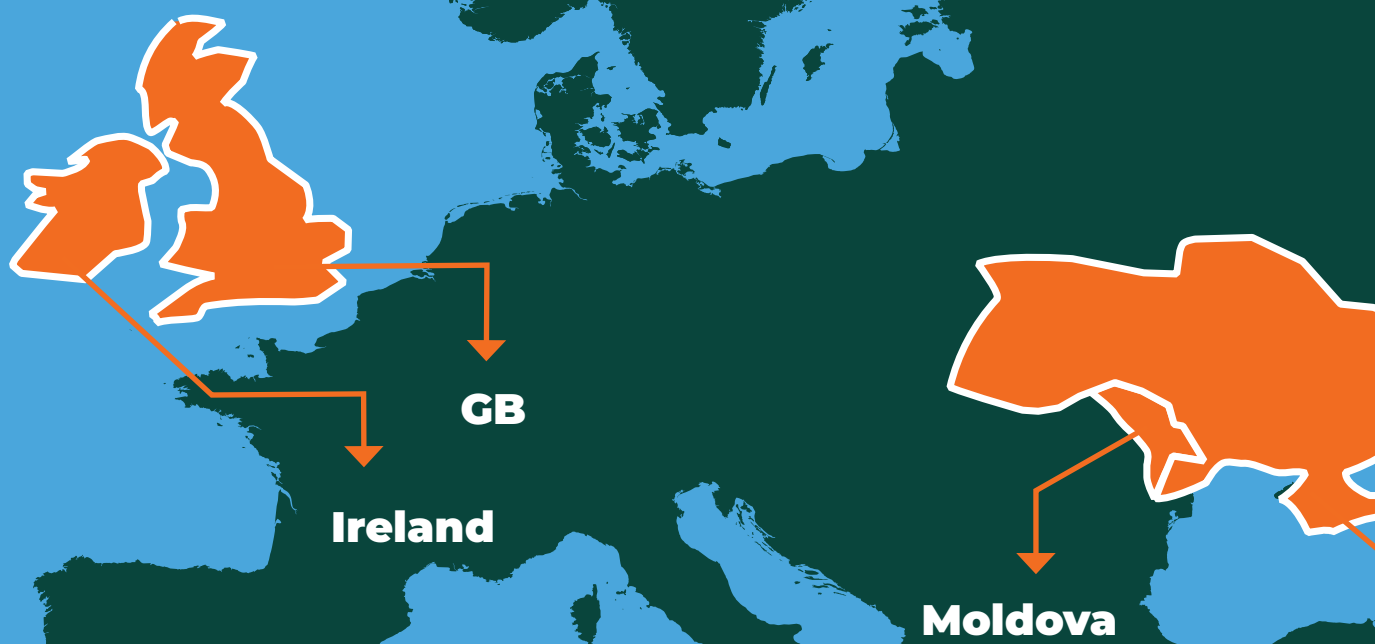




2025
**ANNUAL
REPORT**



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Ukraine

**Central Asia
and beyond**

Thank you

for standing strong with Christian leaders in 2025. Your generosity has equipped leaders and changed people and communities, in Great Britain and Ireland, Moldova, Ukraine, countries in Central Asia and beyond. Thank you also to the dedicated leaders who are demonstrating and communicating the good news about Jesus that changes everything. We are honoured to support your courageous service in challenging contexts around the world.

Introduction

From the Chair of Trustees

On behalf of the board of trustees, thank you so much for all support through the year.

We recognise that this has been a year of political and economic uncertainty, and your decisions to give to Innovista are costly and valuable.

The Innovista team has worked hard this year to combine excellent stewardship of our limited resources with a strong focus on quality and innovation in our training.

We love the spirit of adventure and compassion across the Innovista team - qualities which show clearly in this report. We on the board aim to ensure these characteristics flourish through 2026, and look forward to partnering with you as we continually pursue our enduring vision:

To see generations of leaders serving God's Mission, helping to put the world right.



Tim Wills

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

From the International Director

Because of you, Innovista has been able to support leaders who need the most help, but who often get the least. They need support because they serve in very tough places; places marked by poverty, persecution and war.

Your generosity provides training for these leaders that is accessible, practical and rooted in God's Mission.

This distinctive support is provided by local staff. This approach means leaders are supported over time, through the ups and downs of life and leadership. Local staff invest deeply in these leaders, helping them follow Jesus for the good of the world.

Your investment makes a difference. Leaders serve in ways that are distinctively Christian; and people and communities are changed as they encounter the Hope of Jesus.

The stories you will read are just a sample that I hope will encourage you as you support Christian leaders in these tough places.

Thank you.



Jason Lane

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

The Board of Trustees present their Annual Report, together with the audited, consolidated financial statements, for the year ended 31 December 2025.

With your support, Innovista identifies, equips and develops Christian leaders working in challenging contexts in Britain, Ireland, Moldova, Ukraine, Central Asia and beyond. We help leaders transform people and communities through churches, ministries and enterprises. Inspired by Jesus, we equip leaders to build a better world.

Innovista's work is shaped by its purpose and values, keeping the organisation focussed on the right things:

Innovista's purpose is to identify, equip and develop leaders to change their communities with the hope of Jesus.

Innovista's values are:

- **Wise stewardship:** Using our resources in ways that bring the most hope and change.
- **Engaged in context:** Context shapes what we do and how we do it.
- **Inspiring excellence:** Serving with distinctive quality.
- **Effective teamwork:** Working with others to go further.

In 2025, your generous support equipped 1,834 leaders for mission in 12 countries.

This is up 7% on the 1,713 trained in 2024.

Women make up 58% of the leaders trained, and men 42%.

Equipped
1,834
leaders



7%

on the 1,713
trained in
2024

Women
make up

58%

from
12
countries



UKRAINE

...I came back to life

Antonina



Reporting back on objective for 2025

Responding to the needs of leaders and a critical gap in care, we provided specialist support for traumatised church leaders. Overseen by Dr Joy Winterbotham, an expert in psychological trauma, leaders were equipped to understand how trauma works and how it shows up in the body. They were then given tools to stabilise themselves and start a process of recovery (Photo, above).

Plan for 2026

Following the impact of the specialist trauma support, we plan to launch the Super Vision Network. The vast majority of senior leaders hold the pressure and pain of others without having their own individual support and external space to 'off load'. Supervision provides a safe, confidential space, to hold those who hold others. The Super Vision Network will connect trained, skilled helpers to provide regular supervision for senior leaders, enabling them to process their pain and to serve sustainably.





“

For five years...we were doing everything for everyone and, in the end, nothing for anyone. Innovista helped me determine a single direction for the church.

So, now, we work first and foremost so that our children and their friends follow Jesus. Even when we help the military – we help the children of the military. When a father is at the front, we lend a fatherly shoulder for his children. We go to orphans and work with these children and help them grow.

We discussed with each leader the direction of the church, so that every ministry is around one vision, and the values we have. We adjusted every ministry.

As a result, our leaders are not out of breath doing everything for everyone. They move in one clear direction.

Innovista helped me a lot to focus on the mission context of my church, to determine the direction of the church. And to draw a route map along which I move step by step toward the goal, playing the long game.

Yurii Dovbysh. Pastor. Zhytomyr.

Would you recommend Innovista training?

First of all, I highly recommend coaching itself and using the help of a coach, because every church leader, the pastors of a church, want the best for their church. And they look somewhere, copy someone, generate and form something themselves.

But when it comes to doing, when it needs to be applied, overall you realize that you simply have too much information, and in your head you have chaos and noise.

Because in the information space there is a lot of information about who does what and how. But to apply it, you do not understand where to start correctly.

The coach helped me a lot to focus first of all on the context of my church, to determine the direction of the church, filtering out the secondary and the unimportant that hinders, and to stop at the main thing.

And to draw precisely such a route map along which I move step by step toward the goal, playing the long game. Not burning out. It helps me a lot.

Yurii Dovbysh. Pastor. Zhytomyr.

”

MOLDOVA

Growing young leaders through service

Beyond Chisinau, Moldova's burgeoning capital, there are hundreds of towns and villages. Often there is no local church or, if there is, it does not have resources to reach children and young people.

Sabina is from one of these villages. She wanted to support vulnerable children and asked Innovista for help.

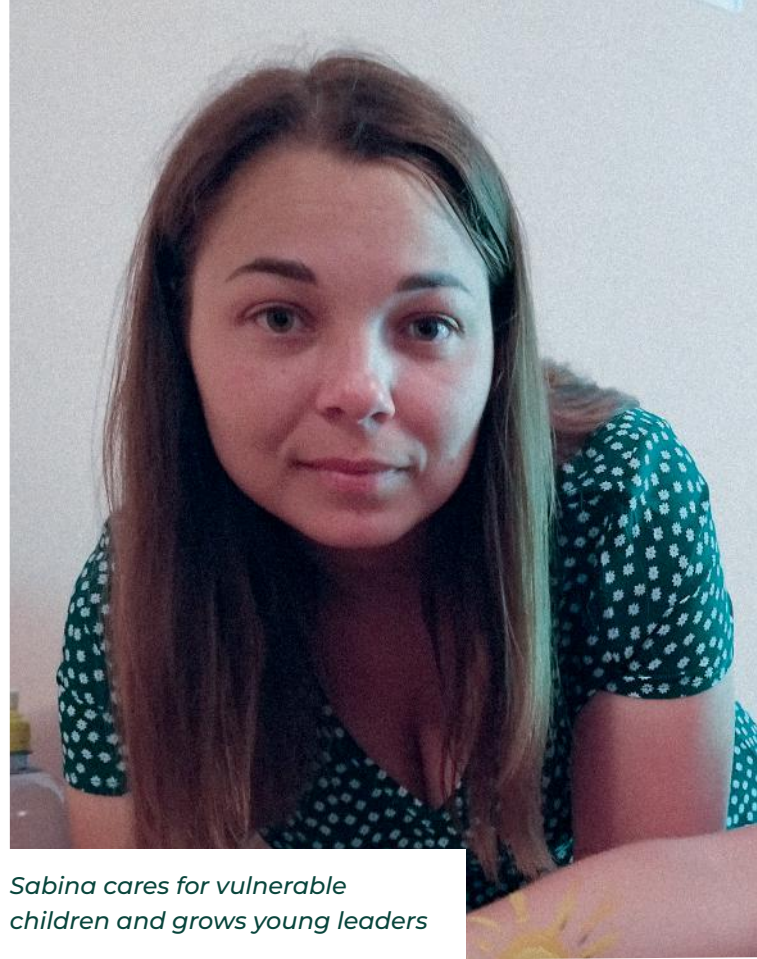
Sabina joined a one-year leadership programme. She grew in mission theology, character and core leadership skills. As with all Innovista training, it was immediately put into practice.

This included a summer camp for sixty vulnerable children, but with a twist.

The camp was designed and run by young people in their teens and early twenties, supported by Sabina and her Innovista mentor, Jana.

In Sabina's words, "It was a beautiful camp, but the result was more beautiful".

Children from the camp joined the new children's ministry.



Sabina cares for vulnerable children and grows young leaders

Some of the young people continue to serve on this team.

Sabina and the pastor of the small local church started a day centre for these children.

As a result, up to twenty-five vulnerable children each day, enjoy creative activities and a good meal.

Reporting back on objective for 2025

This story illustrates the focus on emerging leaders and those in their first senior roles. The team successfully invested 80% of its time in these leaders because evaluation showed they were particularly effective in creating change that catalysed mission.

This included work supporting Christian entrepreneurs, who model serving God in business and create opportunities for young people to get jobs and stay to help shape their communities..

Plan for 2026

This focus on younger leaders will continue. It will be augmented with work to facilitate increased partnerships between the churches and specialist mission organisations in Moldova. Innovista has been asked to convene and facilitate gatherings for this purpose, in recognition of its commitment to and skills in working with others.



The team who designed and ran the summer camp

**It was a
beautiful camp,
but the result
was more
beautiful.**

Sabina





CENTRAL ASIA and beyond

From slavery to service

Safiyah* was a domestic slave, used, beaten and controlled by her husband and mother-in-law.

She longed to escape. But in a culture where divorce creates social and economic exclusion, she agonised about leaving.

Because she made money, Safiyah could work as a teacher. She loved the children. She loved using her talents. School was respite.

One of her colleagues saw her pain. She patiently cared. Over time, she shared about life with Jesus. Through her sensitive witness, Safiyah followed Jesus and joined a secret church.

“Christ changed my life”, says Safiyah, “but I saw that the church was generally not good at caring for vulnerable women like me.”

So, I started working with them. I would meet them in the markets. I could see them, because I knew their pain.”

Mentored by local Innovista staff, Safiyah built a team.

In surrounding villages, they reach these precious women. They connect and care. Some are now following Jesus too. They get them Bibles and help them share their faith.

Innovista’s local mentor says:

Safiyah works day and night for these women...so their lives can change as her life has changed. All the time, Safiyah is going to villages saying, “You see my life with Jesus. You can have this too”.

** Names and images changed, to keep people safe.*



Christ changed my life”, says Safiyah, “but I saw that the church was generally not good at caring for vulnerable women like me.

Safiyah





Learning together in Azerbaijan

Reporting back on objective for 2025

Work to support missional leaders in Azerbaijan expanded. This included the first multi-day leadership development experience for a group of emerging and established leaders. Unusually for Azerbaijan, most participants came from outside the capital, where the challenges are greater but the support much less.

Plan for 2026

We will increase investment in Azerbaijani leaders via in-person and online training. Priority will be given to leaders who serve outside the capital city. We will start work with national leaders to build a local expression of Innovista in Azerbaijan.

We also aim to start exploratory work in another Central Asian country.



IRELAND

Helping leaders reimagine local mission

All of us struggle to see things clearly at times.

One team of church elders had the courage to ask for help. Here's some of their story.

After a 'mission in your community' workshop, the church elders asked Innovista to run an away day in August 2025. The idea was to grapple more with the question: **How can this local church play its part in God's mission today?**

So, the church spoke with people in the local community, researched local government statistics and talked to other community leaders.

At the same time, the church joined another local church to prayer walk in their area. They noticed several needs and opportunities:

- Significant numbers of children under 16 in the area
- Out of work men with nothing to do during the day – around 20-30% of working age men in area are unemployed.

The church is now developing their response. At the same time, **their willingness to engage and listen has better connected the church with the community.**

"We have people in church regularly now who have not had any meaningful church connection in the past. This has come through consistent engagement and prayer for and with these folks. It has come from gaining a better understanding of what it is like to live in Portstewart. Some folks who haven't been about for a long time are coming back to church. One of the people we have prayed with has come to faith and is part of our bible study. All of this is incredibly encouraging."

Helping us understand our community was really important.



Reporting back on objective for 2025

The goal of appointing a new national director for Innovista Ireland was not successful. Work to support leaders in Ireland continued, but with reduced capacity.

Plan for 2026

The board of Innovista Ireland will oversee a revised strategy that prioritises the leaders who need the most help, but get the least support.



Clarifying the rhythms of work and rest and sabbath has been so helpful; this benefits me as a leader, our home, and makes our team and church so much stronger.

GB

Innovista's focus is on places where missional leaders need the most help but get the least. In GB this means supporting leaders in communities suffering from multiple deprivation.

Bryn leads a church plant in a Welsh town. The church connects especially well with those on the margins, including people struggling with addiction.

But the small team were stretched to breaking point. They are all at a similar life stage, with young children.

Bryn is part of the Cant i Gymru (100 for Wales) church planting collective who asked Innovista to help Bryn.

Here's what he said about the support he received:

"I got clear that I don't need to be a pastor stuck in a study, I can be the pastor God has called me to be – with those who are marginalised, ignored by others, forgotten about, lost.

"Clarifying the rhythms of work and rest and sabbath has been so helpful; this benefits me as a leader, our home, and makes our team and church so much stronger."

Bryn and the team are seeing more mission impact. The church is reaching 120 kids through a weekly after-school club, 30 parents and toddlers through their tots' group and gathering about 40 people on a Sunday.

Plan for 2026

Expand support to church planters and builders like Bryn, by helping them to build leadership teams that account for the realities of bi-vocational mission.





**Generations of leaders
serving God's mission,
helping put the world right**



2028 Vision

Leaders in churches and specialist ministry organisations are often not equipped for the demands and complexity of leading people, change, and mission.

This is especially true in places where there is poverty, persecution and war. **Leaders who need the most help, get the least.**

As a result, leaders are isolated, churches and ministries struggle to survive and mission impact is lost.

Innovista grows courageous and creative leaders to bring the Hope of Jesus in tough places.

We equip leaders through training that is local, practical and rooted in God's mission.

By the end of 2028, we aim to provide this distinctive support to leaders in twenty countries.

Reporting back on objective for 2025

The capacity of Innovista's national teams was strengthened by:

Three staff starting accredited coaching training. One graduated in 2025 with the other two due to graduate in 2026. One of our Central Asian Staff continued a Masters Degree in Theology and is due to graduate in 2026.

We launched an online resource where Innovista staff can securely access the latest training and tools. This secure platform also enables our teams to collaborate across vast distances to create new training.

Work in new countries

The board approved a four-stage process to develop Innovista's distinctive support in new countries. This is being applied to new locations, including Azerbaijan.

Develop the network of leader-developers

We designed and delivered an event for staff and associates from across Europe, to equip them to develop missional leaders. This event also launched an improved, systematic training process, that combines in-person and online support.

Plans for 2026

We will continue to invest in our leader developers and begin targeted work to raise the next generation.

We hope to start work in two new countries during 2026.

Caring for Creation

Reflecting our role as stewards of God's world, Innovista is playing it's part in caring for creation. As part of our commitment to good stewardship, we have reduced our flights from pre-pandemic levels and offset (as standard) the environmental impact through the organisation Climate Stewards (www.climatestewards.org). Other changes include defaulting to public transport where possible and purchasing decisions that consider environmental impact.

Innovista supports leaders...

1



**Who follow Jesus
into the world**

2



**Who are adaptors
and innovators**

3



**With character
and skill**

4



By walking with them

5



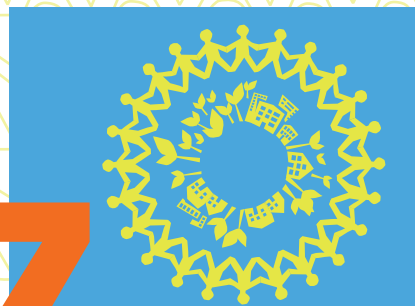
**Through local
trainers**

6



**Through scripture,
community and service**

7



**Who work together
for greater impact**



Training for leaders of CYE



CEO's Mark Sheldrake and Jason Lane (pictured at CYE)

Collaborating for Good

Working with others can use resources more effectively and increase impact. For this reason, Innovista's national teams develop creative collaborations and formal partnerships with other organisations to better serve their countries.

In the UK, one example is the collaboration between Innovista and Christian Youth Enterprises (CYE).

CYE hosted Innovista International's staff retreat at their beautiful sailing centre on the south coast of England, providing a perfect venue for reflection and team development. In exchange, Innovista provided a bespoke development day for CYE's leadership team. CEO's Mark Sheldrake and Jason Lane (pictured at CYE, above) will continue the collaboration next year.



I had coaching from Innovista when I took on the challenge of leading global training with Christianity Explored (90% of our courses take place abroad!). Three years on, I still find myself reverting to my coaching notes before making strategic decisions. I could not be more grateful... and I praise God for the work Innovista does."

Jubi de Silva, Global Training Director, Christianity Explored



*Emerging leaders
in Moldova*

*Mentoring in
Azerbaijan*



Structure, governance and management

Organisation

Innovista International is a charitable company limited by guarantee, governed by its Memorandum and Articles of Association. It was incorporated in the United Kingdom 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 of £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 the Executive Team, under the supervision of the trustees. Decision-making powers are retained by the trustees and exercised at regular trustees' meetings, of which there are a minimum of three each year.

Fundraising and compliance

Innovista is a member of the Fundraising Regulator and as such, adheres to best practice in all our fundraising activities. All fundraising activities are regularly monitored by the International Director and the Board of Trustees. The majority of fundraising work is carried out in-house. When consultants are used, they are always selected on the basis of having shared faith, shared values and proven expertise in the sector. We hold all our fundraisers to account on our shared values of excellence and stewardship, as well as the Fundraising Regulator's Code of Fundraising Practice. Two of our team are also members of the Chartered Institute of Fundraising.

No complaints were made in 2025 regarding our fundraising. We do most of our fundraising by email, which is augmented by direct mail campaigns twice a year. Whilst we do have elderly people on our mailing lists, we know them personally and immediately respond to any requests to unsubscribe. Fundraising for more significant investments is done relationally and we would only approach a major donor where we knew that this was something they were personally committed to.

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.

Leadership and administrative information

Trustees/Directors

The Board of Trustees is responsible for ultimate strategic decisions. The Board of Trustees who were in office during the year and up to the date of signing were:

- Tim Wills (Chair)
- Claire Goodman
- Geraldine Payne
- Richard Myers
- Stuart Weekes (until November 2025)

Executive Team

The Board has delegated day-to-day operational decisions to the Executive Team. The team in place during the year were:

- Jason Lane, International Director
- Sam Moore, Director of Leadership Development
- Hannah Burnham, Director of Development

Charity number

1108679

Company number

05371169

Principal address and registered office

Suite 143, 266 Banbury Road, Oxford, OX2 7DL

Objectives

Our governing document states that our overall objectives are to:

- **Advance the Christian faith through our words and actions.**
- **Advance education through training that helps people become better leaders.**
- **Promote community capacity-building by equipping leaders and potential leaders in disadvantaged communities*.**
- **Prevent and relieve poverty by providing training and resources to people in need.**

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

Auditor

Caladine Ltd, Chantry House, 22 Upperton Road, Eastbourne, BN21 1BF

Bank

HSBC PLC, 65 Cornmarket Street, Oxford, OX1 3HY

Financial Review

Income and expenditure

Our income for 2025 was £652,491, a 7% decrease on last year. We received significantly more from churches, as we continue to deepen partnership with longstanding supporters. We are incredibly grateful to everyone who gave in 2025.

Expenditure in 2025 was £740,996, a 2% increase on last year.

Grants

Much of Innovista’s work is undertaken through making grants to partner organisations and individuals. Innovista Ukraine, Innovista Ireland and Innovista Moldova are separate legal entities to which monthly grants are made to enable them to carry out their charitable activities in those countries, in the context of agreed country strategies.

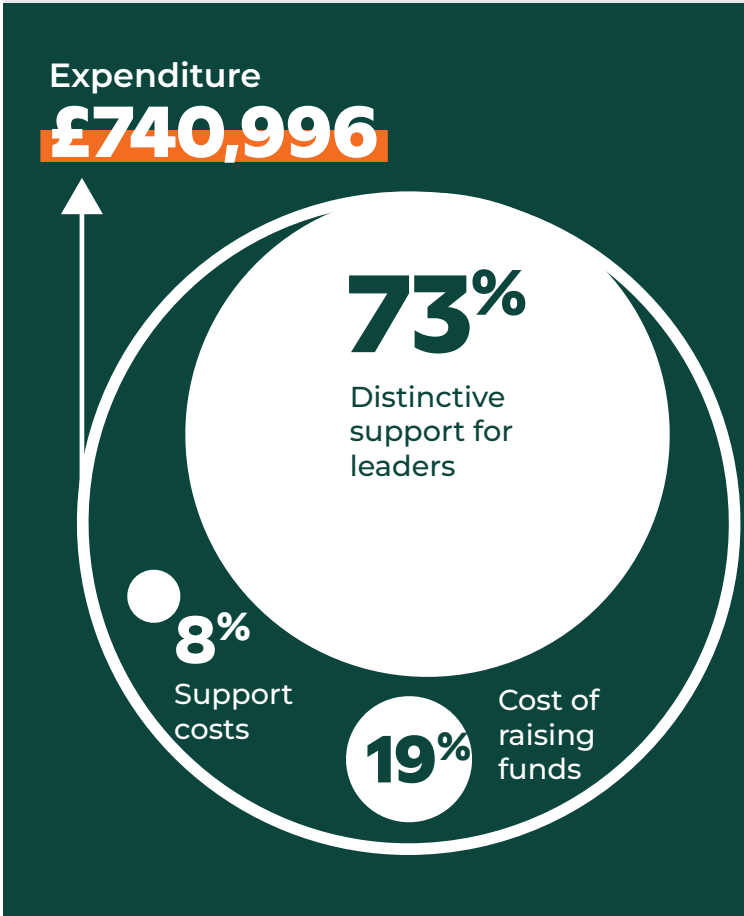
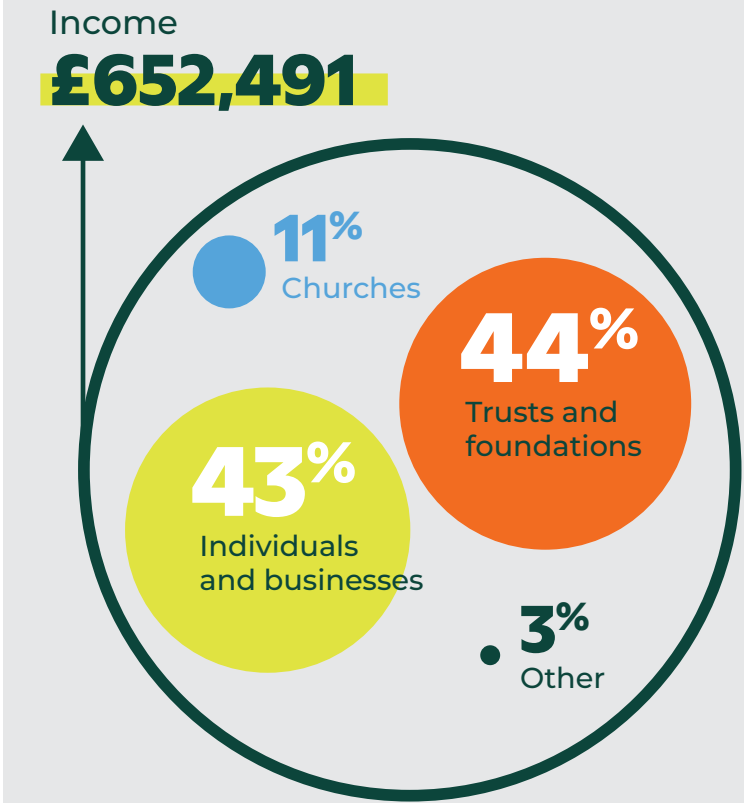
Grants are also made to non-Innovista affiliated entities where these contribute to Innovista’s purpose and align with our values. Appropriate reporting of use of funds is required, and monitoring is carried out on a regular basis.

Reserves

The final fund balance at the end of the reporting period was £161,380, of which £125,704 were restricted funds. Additional details about our restricted funds can be found in note 20 of the financial statements.

Innovista International has a policy of retaining reserves amounting to between 60 and 90 days of normal operating costs, in order to finance its planned activities and meet its future financial obligations. Based on current expenditure levels, an unrestricted reserve of £150,000 is to be maintained.

Unrestricted reserves at the end of 2025 stood at £35,676. Although below the desired level, the trustees will continue to monitor the situation over the next 12 months, in order to maintain reserves in line with the agreed policy.



Trustees' Responsibility Statement

The trustees, who are also directors of the charity for the purposes of the Companies Act, have prepared this report 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.

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 Statement of Recommended Practice
- 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
- They 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

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



Tim Wills
Chair of the Board of Trustees

17 September 2026

Independent auditor's report to the members of Innovista International

Opinion

We have audited the financial statements of Innovista International (the 'charity') for the year ended 31 December 2025 which comprise the statement of financial activities, the statement of financial position, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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 for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the 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.

The extent to which the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through

discussions with trustees, and from our commercial knowledge and experience of the charity sector;

- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Companies Act 2006, Charities Act 2011 and employment legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

Audit response to risks identified

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC and relevant regulators.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Mr Colin James Dadswell FCCA (Senior Statutory Auditor)

for and on behalf of Caladine Limited,
Statutory Auditor
Chartered Certified Accountants
Chantry House
22 Upperton Road
Eastbourne
East Sussex
BN21 1BF

17 September 2026



Statement of financial activities including income and expenditure account for the year ended 31 December 2025

		Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
		2025	2025	2025	2024	2024	2024
Notes		£	£	£	£	£	£
Income from:							
Donations and legacies	3	384,688	248,887	633,575	344,550	356,565	701,115
Charitable activities	4	1,763	14,873	16,636	-	1,010	1,010
Investments	5	2,030	-	2,030	2,654	-	2,654
Other income	6	250	-	250	-	-	-
Total income		388,731	263,760	652,491	347,204	357,575	704,779
Expenditure on:							
Raising funds	7	109,895	27,474	137,369	103,189	25,797	128,986
Charitable activities	8	219,084	384,543	603,627	197,019	399,604	596,623
Total expenditure		328,979	412,017	740,996	300,208	425,401	725,609
Net income/ (expenditure)		59,752	(148,257)	(88,505)	46,996	(67,826)	(20,830)
Transfers between funds	20	(80,673)	80,673	-	(46,747)	46,747	-
Other recognised gains and losses:							
Other gains/(losses)	15	(957)	-	(957)	44	-	44
Net movement in funds	11	(21,878)	(67,584)	(89,462)	293	(21,079)	(20,786)
Reconciliation of funds:							
Fund balances at 1 January 2025		57,554	193,288	250,842	57,261	214,367	271,628
Fund balances at 31 December 2025		35,676	125,704	161,380	57,554	193,288	250,842

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

Statement of financial position

as at 31 December 2025

		2025		2024	
	Notes	£	£	£	£
Fixed assets					
Property, plant and equipment	16		10,492		15,844
Current assets					
Trade and other receivables	17	47,433		12,878	
Cash at bank and in hand		128,751		245,206	
		176,184		258,084	
Current liabilities	18	(25,296)		(23,086)	
Net current assets			150,888		234,998
Total assets less current liabilities			161,380		250,842
Net current assets			161,380		250,842
The funds of the charity					
Restricted income funds	20		125,704		193,288
Unrestricted funds	21		35,676		57,554
			161,380		250,842

The financial statements were approved by the trustees on 17 September 2026



Tim Wills
Trustee

Company registration number 05371169 (England and Wales)

Statement of cash flows

for the year ended 31 December 2025

		2025	2024
	Notes	£	£
Cash flows from operating activities			
Cash (absorbed by)/generated from operations	24	(117,404)	23,662
Investing activities			
Purchase of property, plant and equipment		(1,331)	(1,259)
Proceeds from disposal of property, plant and equipment		250	-
Investment income received		2,030	2,654
Net cash generated from investing activities		949	1,395
Net (decrease)/increase in cash and cash equivalents		(116,455)	25,057
Cash and cash equivalents at beginning of year		245,206	220,149
Cash and cash equivalents at end of year		128,751	245,206

Notes to the financial statements

for the year ended 31 December 2025

1 Accounting policies

Company information

Innovista International is a private company limited by guarantee incorporated in England and Wales. The registered office is Suite 143, 266 Banbury Road, Oxford, OX2 7DL.

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, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

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 the charity's 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.

Assets for distribution are recognised only when distributed. Assets given for use by the charity are recognised when receivable. Stocks of undistributed donated goods are not valued for balance sheet purposes.

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.

The charity makes grants to various organisations and individuals to further its charitable objects. Innovista Ukraine, Innovista Ireland and Innovista Moldova are separate legal entities to which monthly grants are made to enable them to carry out their charitable activities in those countries.

Grants are also made to non-Innovista affiliated entities where these share similar aims, objectives and ethos. Appropriate reporting of use of funds is required and monitoring is carried out on a regular basis.

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:

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 the statement of financial activities.

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).

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.

1 Accounting policies (Continued)

1.9 Financial instruments (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.

3 Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	384,688	248,887	633,575	344,550	356,565	701,115
Donations and gifts						
Churches	37,197	32,880	70,077	9,245	26,215	35,460
Individuals and businesses (including tax reclaim under gift aid)	207,390	70,930	278,320	231,505	103,306	334,811
Trusts and foundations	140,101	145,077	285,178	103,800	227,044	330,844
	384,688	248,887	633,575	344,550	356,565	701,115

4 Charitable activities

	2025 £	2024 £
Training courses and events	16,636	1,010
Analysis by fund		
Unrestricted funds	1,763	-
Restricted funds	14,873	1,010
	16,636	1,010

5 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	2,030	2,654

6 Other income

	Unrestricted funds 2025 £	Total 2024 £
Net gain on disposal of tangible fixed assets	250	-

7 Expenditure on raising funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Fundraising and publicity						
Staging fundraising events	1,688	422	2,110	1,391	348	1,739
Fundraising agents	10,464	2,616	13,080	6,400	1,600	8,000
Advertising	8,740	2,185	10,925	6,523	1,631	8,154
Other fundraising costs	2,987	747	3,734	1,092	273	1,365
Staff costs	84,750	21,187	105,937	86,525	21,631	108,156
Depreciation and impairment	1,266	317	1,583	1,258	314	1,572
	109,895	27,474	137,369	103,189	25,797	128,986

8 Expenditure on charitable activities

	Charitable activities 2025 £	Charitable activities 2024 £
Direct costs		
Staff costs	287,550	231,968
Depreciation and impairment	5,100	5,374
Other staff costs	11,254	8,306
Events and activities	40,240	33,336
Premises, incl. international	4,576	6,412
Insurance	4,553	3,821
	353,273	289,217
Grant funding of activities (see note 9)	187,724	217,076
Share of support and governance costs (see note 10)		
Support	53,090	81,990
Governance	9,540	8,340
	603,627	596,623
Analysis by fund		
Unrestricted funds	219,084	197,019
Restricted funds	384,543	399,604
	603,627	596,623

9 Grants payable

	Charitable activities 2025 £	Charitable activities 2024 £
Grants to institutions:		
Innovista Ukraine	82,838	65,792
Innovista Ireland	16,955	7,932
Innovista Moldova	63,201	61,790
Ukraine church partners	-	63,311
	162,994	198,825
Grants to individuals	24,730	18,251
	187,724	217,076

10 Support costs allocated to activities

	Charitable activities	Total
	2025	2024
	£	£
Consultancy	26,896	46,756
Telephone and IT	16,390	25,626
Bank charges	2,137	2,322
Legal and professional fees	1,476	1,585
Printing, postage and stationery	6,191	5,701
Governance	9,540	8,340
	62,630	90,330
	2025	2024
	£	£
Governance costs comprise:		
Audit fees	6,960	5,940
Accountancy	2,580	2,400
	9,540	8,340

11 Net movement in funds

	2025	2024
	£	£
The net movement in funds is stated after charging/(crediting):		
Fees payable to the charity's auditor:		
• for the audit of the charity's financial statements	6,960	5,940
• for other financial services	2,580	2,400
Depreciation of owned property, plant and equipment	6,683	6,946
Profit on disposal of property, plant and equipment	(250)	-

12 Trustees

One trustee was reimbursed £63 for travel expenses (2024: No trustees were reimbursed any expenses.)

13 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Generating funds	4	3
Charitable activities	8	7
Total	12	10

Employment costs

	2025 £	2024 £
Wages and salaries	343,405	296,480
Social security costs	30,056	23,886
Other pension costs	20,026	19,758
	393,487	340,124

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

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.

	2025 £	2024 £
Aggregate compensation	145,725	138,697

14 Taxation

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

15 Other gains or losses

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Foreign exchange gains/(losses)	(957)	44

16 Property, plant and equipment

	Office and media equipment £
Cost	
At 1 January 2025	52,449
Additions	1,331
Disposals	(11,472)
At 31 December 2025	42,308
Depreciation and impairment	
At 1 January 2025	36,605
Depreciation charged in the year	6,683
Eliminated in respect of disposals	(11,472)
At 31 December 2025	31,816
Carrying amount	
At 31 December 2025	10,492
At 31 December 2024	15,844

17 Trade and other receivables

	2025 £	2024 £
Amounts falling due within one year:		
Other receivables	41,622	7,601
Prepayments and accrued income	5,811	5,277
	47,433	12,878

18 Current liabilities

	2025 £	2024 £
Other taxation and social security	8,221	6,884
Other payables	3,251	7,130
Accruals and deferred income	13,824	9,072
	25,296	23,086

19 Retirement benefit schemes

	2025	2024
	£	£

Defined contribution schemes

Charge to profit or loss in respect of defined contribution schemes	20,026	19,758
---	--------	--------

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.

20 Restricted funds

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

	At 1 January 2025	Incoming resources	Resources expended	Transfers	At 31 December 2025
	£	£	£	£	£
Eurasia	183,103	174,181	(322,704)	73,687	108,267
Ireland	-	25,111	(20,611)	-	4,500
Other staff funds	-	23,860	(23,860)	-	-
Innovista GB	-	11,260	(18,246)	6,986	-
Other restricted funds	10,185	29,348	(26,596)	-	12,937
	193,288	263,760	(412,017)	80,673	125,704

Previous year:	At 1 January 2024	Incoming resources	Resources expended	Transfers	At 31 December 2024
	£	£	£	£	£
Ukraine emergency	145,668	11,043	(160,680)	3,969	-
Eurasia	62,974	282,831	(201,965)	39,263	183,103
Ireland	-	10,931	(10,931)	-	-
Other staff funds	-	26,304	(26,304)	-	-
Innovista GB	-	11,400	(14,915)	3,515	-
Other restricted funds	5,725	15,066	(10,606)	-	10,185
	214,367	357,575	(425,401)	46,747	193,288

The Eurasia fund is for the support of the charity's bases in Ukraine and Moldova, and its work in Central Asia. Grants are made from this fund to support that work. As explained in note 23, operations in Ukraine and Moldova are conducted through separate legal entities registered in those countries. The transfer of £73,687 primarily represents monies from unrestricted funds to cover a deficit on restricted funds for Moldova and Central Asia.

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 Innovista GB fund is for the training of Christian leaders working in Great Britain.

Other transfers from unrestricted funds have been made in the year to cover any deficits in any of the restricted funds.

21 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 January 2025	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 December 2025
	£	£	£	£	£	£
General funds	57,554	388,731	(328,979)	(80,673)	(957)	35,676

Previous year:	At 1 January 2024	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 December 2024
	£	£	£	£	£	£
General funds	57,261	347,204	(300,208)	(46,747)	44	57,554

22 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total
	2025	2025	2025
At 31 December 2025:	£	£	£
Property, plant and equipment	10,476	16	10,492
Current assets/(liabilities)	25,200	125,688	150,888
	35,676	125,704	161,380

22 Analysis of net assets between funds (Continued)

	Unrestricted funds	Restricted funds	Total
	2024	2024	2024
At 31 December 2024:	£	£	£
Property, plant and equipment	15,203	641	15,844
Current assets/(liabilities)	42,351	192,647	234,998
	57,554	193,288	250,842

23 Related party transactions

The charitable activities carried out in Ukraine 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 £82,838 (2024: £65,792) 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 £16,955 (2024: £7,932) to Innovista Ireland in the year.

The charitable activities carried out in Moldova are conducted through a separate charitable legal entity registered in the Moldova. 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 £63,201 (2024: £61,790) to Innovista Moldova in the year.

Rachel Lane, spouse of International Director Jason Lane, received £850 (2024: £660) for the provision of coaching services during the year.

24 Cash (absorbed by)/generated from operations

	2025	2024
	£	£
Deficit for the year	(88,505)	(20,830)
Adjustments for:		
Investment income recognised in statement of financial activities	(2,030)	(2,654)
Foreign exchange differences	(957)	44
Gain on disposal of property, plant and equipment	(250)	-
Depreciation and impairment of property, plant and equipment	6,683	6,946
Movements in working capital:		
(Increase)/decrease in trade and other receivables	(34,555)	44,755
Increase/(decrease) in trade and other payables	2,210	(4,599)
Cash (absorbed by)/generated from operations	(117,404)	23,662

25 Analysis of changes in net funds

The charity had no material debt during the year.

Cover image: A mobilised church leader brings Hope near Ukraine's frontline.

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Innovista International is registered in England and Wales as a charity (no. 1108679) and a company limited by guarantee (no. 05371169).



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by guarantee no.
05371169

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