

Year ended 2024

# REPORT AND FINANCIAL STATEMENTS

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# Report of the Board of management for the year ended 31 August 2024

The Board Members have pleasure in presenting their report and the financial statements of the charity for the year ended 31<sup>st</sup> August 2024, which covers the activities of All Nations Christian College Limited and those of its wholly owned subsidiary, All Nations Trading Limited.

## **Reference and administrative information**

All Nations Christian College Limited is a registered charity and a company limited by guarantee with no share capital. (Charity number: 311028, Company number: 990054)

## **Board members**

The following members served during the year:

Dr Carolyn Rosalee Velloso Ewell  
Mrs Alison Gibson  
Ms Alison Grieve\*            Treasurer  
Mrs Alison Guinness\*\*      Vice-Chair  
Mr Peter James  
Mrs Harriet Katunge Muthami  
Mr Emmanuel Ndikumana  
Mr Norman Patterson\*  
Mrs Caroline Sanderson\*\*  
Mr Ben Stanley\*              Chairman

\* Member of Finance Committee

\*\* Member of Governance Committee

Company Secretary is Mrs Karen Hoar

## **Professional advisors**

### **Auditors**

Jacob Cavenagh & Skeet  
5 Robin Hood Lane, Sutton, Surrey SM1 2SW

### **Bankers**

Barclays Bank plc  
Lea Valley Group, 78 Turners Hill, Cheshunt, Herts EN8 9BW

CAF Bank Plc CAF Bank Plc  
25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4JQ

### **Solicitors**

Anthony Collins  
134 Edmund Street, Birmingham B3 2ES

### **Pensions advisor**

Succession Group Limited  
Drake Buildings, 15 Davy Road, Plymouth Science Park, Derriford, Plymouth, PL6 8BY

### **Registered Office**

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Email: [fd@allnations.ac.uk](mailto:fd@allnations.ac.uk)  
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Telephone: 01920 443500

## Chairman's statement

Education and learning have been changing, with increased flexibility and accessibility a student requirement as well as a market necessity. This is seen most sharply in higher education, with a blurring between continuing professional development using quality accredited courses and the traditional awards at undergraduate and postgraduate level, particularly for mature students.

Since its inception over 60 years ago, All Nations has sought to differentiate by recognising the importance of character formation in our students, developed over time through the unique intercultural community we bring together. Formation of character includes the spiritual and behavioural disciplines that help our students successfully navigate the complexities of serving in challenging situations. It's critical for the resilience of our community and is seen in the feedback we get from alumni and their organisations.

This formation does not come easily. It is cultivated through applied learning and deep interchange of ideas. It develops through an environment which encourages trust and authenticity, and gives the space for students to interact. It flourishes through reflective and high-quality modules, focusing on the intercultural and spiritual aspects of formation, whilst being maintained to the same high standards as everything else we teach.

The challenge is blending the increased flexibility and accessibility with this excellence in character formation. We have been at the forefront of efforts to re-shape validated training at BA and MA levels over the last decade, meaning when the pandemic hit, we were able to maintain training through our hybrid online learning infrastructure.

But we cannot rest. Our next developments are in "flipped" learning (or reverse classroom), where we deliver lectures asynchronously but prioritise the tutor group and community learning time. We're excited about the potential as we partner with organisations globally to run learning cohorts. We still want intercultural community environments in which our students are shaped, but we recognise the proportion of students who want to devote 2-3 years to come onsite in the UK is shifting. Many students are bi-vocational, needing to work and study. Others seek to blend their education with practical learning in context.

The work with partners is a particular encouragement. We want to be a blessing and find mutual benefits, with the learning experience being shaped by our partners and ultimately our intercultural training being sharpened through the expertise and contexts our partners bring. If we are serious about intercultural learning, we must develop partnerships which allow that to happen with excellence, bringing the best of institutions and thinking from Asia, Africa, South America and Europe.

As these threads come together, All Nations will change. But what we pray will remain the same is the core purpose and clarity of scope. Our new mission statement, agreed following extensive consultation with Board, staff, students and alumni, reflects this commitment. *"To cultivate biblically rooted, hope-filled and culturally relevant engagement with God's mission by training and equipping disciples of Jesus Christ in partnership with the global church."*

This annual report shows many of the activities which reflect this focus. We recognise the huge work that the faculty, staff team and leadership have put in to the last year, and are hugely grateful for the dedication and excellence they bring. Yet again, our students are achieving superb results in the independently examined undergraduate and postgraduate courses.

We also remain dependent on God for His provision. He provides according to His purposes and plans, and we are thankful for various encouragements in people, resources and partnerships. We look forward to the coming season as we partner further and seek to serve the global church in our core mission: biblically-rooted, hope-filled and culturally relevant.

**Ben Stanley**  
Chairman, Board of Trustees

# Objectives and activities

## *Our purpose and values*

The mission statement of the college has been reviewed during 2023.24. The new mission statement is:

To cultivate biblically rooted, hope-filled and culturally relevant engagement with God's mission by training and equipping disciples of Jesus Christ in partnership with the global church.

The review was highly inclusive with the involvement of the Board and the college community including current students, staff and Alumni for their opinions on our purpose as a college and how we could be missionally relevant for the years ahead. About five hundred replied, feeding in their expertise and helping us shape our thinking. Key themes in the responses included the need to assure an intercultural approach reflecting polycentric mission (the theme of Lausanne's major gathering in South Korea in 2024), increased accessibility and flexibility of training, and the importance of spiritual and character formation. The new mission statement was published in January 2024.

Following the launch of our new mission statement, the college community spent time reflecting deeply on the meaning of each individual element of our purpose. We have also aligned our training strategy to this statement, shaping some major changes in our delivery mechanisms.

The values of the College are:

- Theologically evangelical
- Positively inter-denominational
- Instinctively mission-focused
- Intentionally cross-cultural.

## *Public benefit*

The Board Members confirm that they have had due regard to the guidance issued by the Charity Commission relating to public benefit and believe that All Nations provides benefit to the public in a number of different ways.

## *Activities*

The principal activity of the college continued to be the outworking our purpose to train and equip disciples of Jesus Christ for missional engagement that is biblical rooted, hope-filled and culturally relevant. Our training programme includes a BA degree in Biblical and Intercultural studies, and a Postgraduate programme with 7 awards focused on various aspects of missiology. These programmes are validated by The Open University and involve both residential and on-line students (hybrid delivery). We also deliver a variety of non-accredited courses including our En Route programme which is delivered 3 times a year and a variety of shorter on-line and residential courses. All courses embody a holistic 'head, heart and hands' approach to learning and attract students from a wide variety of countries across the globe. The whole training is centred on the personal and spiritual formation of our students. The gaining of practical experience is a key part of the training with students engaged in a wide range of practical ministries and internships both locally and across the globe.

In addition, we continue to work with a wide range of partners both nationally and internationally, particularly through our All Nations On The Move (ANOTM) initiative which responds to invitations from churches, mission movements and training institutions particularly in the Global South, to partner in the delivery of cross-cultural mission training. This year we have partnered with 16 institutions across 4 continents. We have been involved in the delivery of training 1,315 people comprising 49 undergraduate, 41 postgraduate, 36 En Route courses, 478 short courses and 711 ANOTM training.

Our training staff continue to be involved in a wide range of networks and regularly speak and contribute to conferences and events both nationally and globally.

The College also acts as a conference and retreat venue for other organisations, providing a space for refreshment, rejuvenation and equipping of those involved in cross-cultural mission and ministry, among others. Approximately 3,000 benefitted from our facilities as short term visitors this year.

These activities are enabled by a very hard-working team covering the support functions of finance, human resources, communications and marketing, facilities management, catering, premises, housekeeping, conferencing and ICT and led by the Senior Leadership Team (SLT) of the college and governed by a highly engaged and committed Board of Trustees.

Strategic activities this year have included a thorough process of reviewing our mission statement resulting in a new and updated statement, and a thorough review of our training strategy. We have also developed and launched a new website and developed our digital marketing to reach new audiences and markets.

In order to achieve the public benefit requirement, the principal activity of the College during the year continued to be that of providing hybrid courses (residential and online) in biblical, missiological and related subjects.

The All Nations community is made up of committed evangelical Christians who want to serve God in cross-cultural mission, through actively going out into every part of the world or through supporting those who do. Students come from all over the world and want training in order to be more effective in communicating with people who do not know Jesus Christ, His Gospel of salvation and what it means to be a Christian.

All Nations is committed to integral mission and offers a 'head, heart and hands' approach, providing intellectual, spiritual and practical training:

**Intellectual training:** Theological studies are an important part of training. They help students have a clear understanding of the Gospel they seek to spread, and the God they seek to glorify. The Bible, as the word of God, is the basis for this study.

**Spiritual training:** Understanding and growing in their own faith is important for students in their preparation for mission work. All Nations' training includes subjects such as prayer, pastoral issues and how to avoid burnout.

**Practical Ministry:** The head, heart, hands learning ethos sees practical training as an integral part of student formation at All Nations. Students are all involved in some aspect of practical ministry and for BA students, it is one of their core modules.

Students were involved with a wide range of opportunities for their weekly practical ministry; from an afterschool drop in for teenagers with FUTURE HOPE; many different placements serving in their local church; including in prayer ministry, preaching, and Sunday school. In London, some students were involved in leading the Christianity Explored course at All Souls, Langham Place, and in leading the student service at Chinese Church in London (CCIL) Soho. Onsite placements continued to be offered with creation care, and in managing the popular All Nations coffee shop. Further afield, remote access students have been undertaking their practical ministry in a variety of different countries, including church planting in Thailand and starting a church podcast in Argentina.

Two students undertook their Ministry Internships during college holidays. One student was volunteering in France in a church-based project with refugees, and another was on a short-term creative arts team to Japan with WEC International. A number of students reflected back on previous mission experience aboard the Operation Mobilisation (OM) Ship Logos Hope, in Indonesia with Overseas Missionary Fellowship (OMF), and with Chinese Overseas Christian Mission (COCM) in Milton Keynes.

Practical Courses are designed to upskill and prepare our students for life after college. A number of new courses have been designed and delivered this year, including Working with Children Cross-Culturally, Mission Mobilisation and Using Zoom to Engage with Supporters. These run alongside some college favourites such as car maintenance and basic hairdressing!



## ***Beneficiaries***

Our primary beneficiaries are those who are trained and equipped through our training programmes, both in the UK and beyond. Students go on to be involved in a wide variety of mission activities including church planting and evangelism, discipleship, relief and community development projects, advocacy, education and creation care activities among others. Our holistic emphasis ensures that all these involvements are centred on the Lordship of Christ and contribute to the building of God's kingdom. Through this biblically rooted, hope-filled and culturally relevant missional engagement people and communities around the world are positively impacted spiritually, socially, economically, politically and environmentally. Many of our students go on to strategic leadership roles in mission organisations and movements influencing mission strategy and engagement across the globe. Many of our alumni are involved in training and equipping those in local contexts, multiplying our impact. Whilst we do not have exact figures for this indirect impact, we estimate that through individuals and partners, our material reaches 50-100 times as many people as actually study on our courses.

In 2023-24 1,315 people were trained and participated in trainings run by All Nations.

## ***Library***

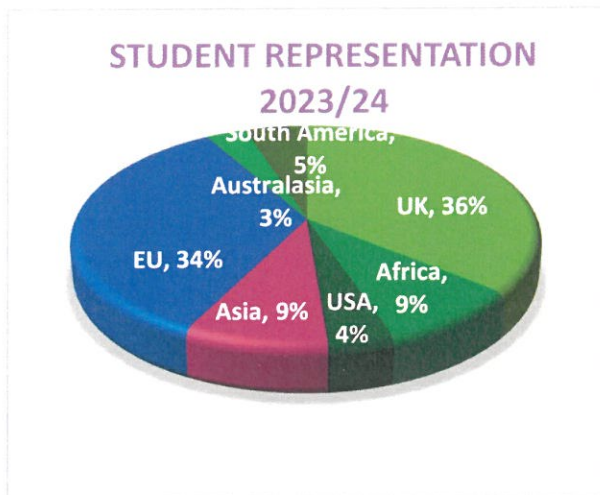
All Nations' library provides a supportive environment for learning and study in which all library users can find high quality information resources and services to facilitate their current or continuing education, their personal and professional development and their role within the Christian community. It continues to maintain its position as one of the most important missiological resource centres in the UK and Western Europe with around 67,000 books, 50,000 indexed journal articles and a sizeable collection of multimedia resources. The library provides digital resources through its Virtual Learning Environment, EBSCO's Religion and Philosophy Collection and has over 18,000 EBSCO eBooks. All Nations' library is a member of the Association of British Theological and Philosophical Library (ABTAPL) and the Centre for Inclusion and Collaborative Partnerships (CICP)'s Librarians' Network.

In addition to being available to All Nations' students, the library is also open to members of the public, for an annual subscription, for those taking courses of theological education, or engaged in Christian ministry and mission work.

# Achievements and performance

## Review of operations for the year

The College continued to run its range of courses during 2023-24, all of which reflect the College's "head, heart and hands" approach, a holistic learning strategy that integrates intellectual, spiritual and practical dimensions of training.



We had 25 nationalities represented in the student body of which 36% came from the UK, 34% from the EU, 9% from Asia, 9% from Africa, 5% from South America, 4% from USA and 3% from Australasia.

The Undergraduate and Post-graduate programmes were validated by The Open University (OU) in April 2022 and April 2023 respectively. These validations apply for five years.

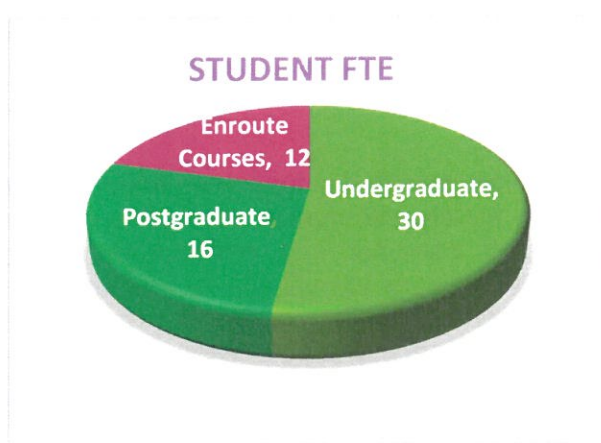
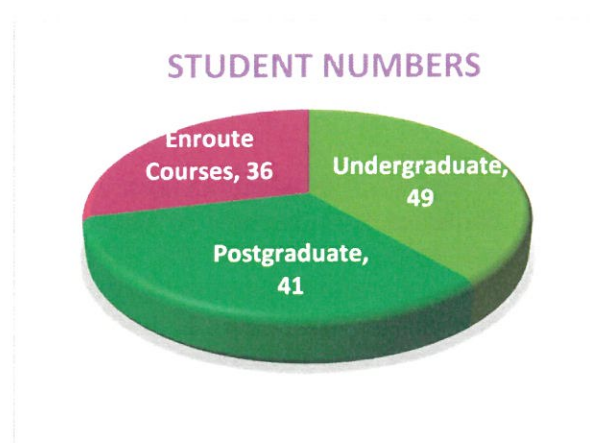
Both programmes are now delivered in both campus-based, hybrid and remote-access modes. The College is registered with the Office for Students.

## Student experience

All our courses, both on campus and online, have continued to receive very positive student evaluations. The students have expressed a high degree of satisfaction with the scope and breadth of content, the integration of the modules and the variety of teaching and learning styles employed.

## Student numbers

The College attracted students of a high calibre with 126 students in total or 58 Full time equivalent (FTE). This included 49 students (30 FTE) on our BA programme; 41 students on our post-graduate MA/MtH (16 FTE) and 36 students (12 FTE) on our Enroute course.



In addition to the above, around 478 people completed a short course which includes 255 student who attended a short course training programme for Operation Mobilisation (OM) Ships International. We had 711 people received training through the All Nations On The Move courses. **In total the number of people who received All Nations training increased from 993 in 2022-23 to 1,315 in 2023-24.**

## Revalidation

The postgraduate programme was successfully revalidated by the Open University for five years, last year with **no conditions** and 4 commendations. This year was the first year of delivery of the new programme.

## Student feedback

Undergraduate students made the following comments in their annual programme evaluation:

*The quality of teaching at All Nations is amazing, most excellent - because tutors have a real purpose and passion for what they teach. Thank you so much!*

*I am grateful that many tutors give space to class discussion. I think this immensely enriches the learning!*

*The library has been excellent, whenever I have needed to get access to something the library did not have (The Librarian) has gotten it for me and I am very grateful to her for doing this.*

*My personal and spiritual formation is massive. I'll be forever thankful for this place, how God works here, the people, tutors, staff!*

*The programme has been excellent overall and the support given has been a real blessing.*

*I thoroughly enjoyed my year at ANCC and have grown a lot. Thanks to all hard-working staff and the beautiful program you guys provide!*



Postgraduate students also provided positive feedback on the programme:

*As a remote learning student, I have appreciated the flexibility of the delivery of the module to enable me to study from overseas and in the UK during my course. I recognise the challenges this mode of delivery brings and think that ANCC is managing it well. I would certainly recommend this mode of study with ANCC to others.*

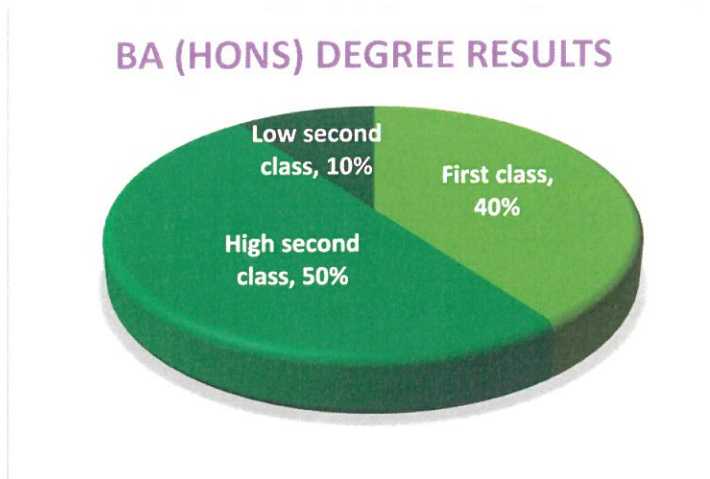
*It has been a great learning experience at ANCC over the past three years as a part-time online student. Thank you for the support from the tutors and other staff who enabled me to finish the MA course at a good pace while working full time as a missionary.*

*I have very much enjoyed my studies at All Nations. It has enriched me and has helped me to develop critical thinking skills. I have been impressed with the flexibility of teachers and how they try to accommodate and make personal assignments as helpful as possible. Thank you for that.*

*I was impressed with the way in which remote students were integrated into the on-campus classrooms – it was clear that much thought had gone into making it as equivalent (and seamless) an experience as possible. I also thoroughly enjoyed the spirit of the ANCC community and how the tutors were invested in the students and their learning process above and beyond the lectures. I felt especially cared for through the efforts of the tutors to make things as workable as possible for me with the significant time zone issues I had.*

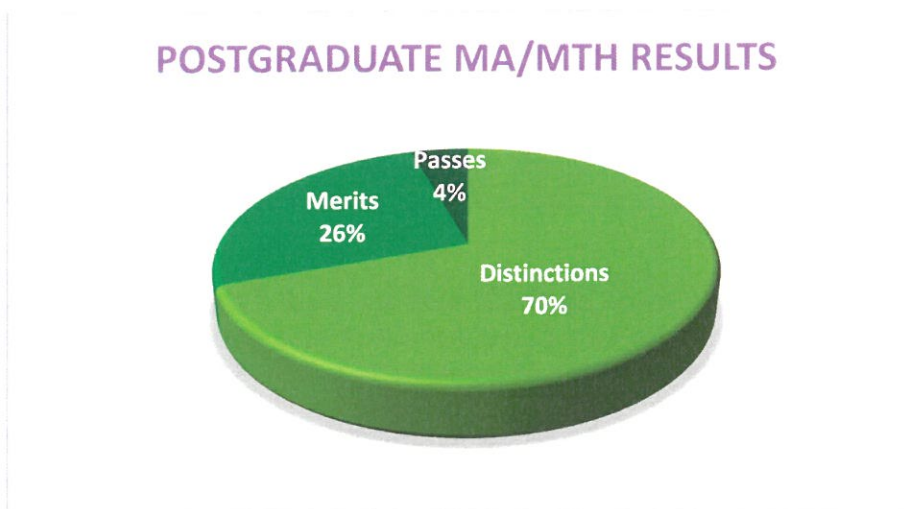
## Academic achievement

The undergraduate examination board that met on 10<sup>th</sup> July 2024 confirmed 10 students to receive their BA (Hons) degree. Of the 10 students, 4 gained first class (40%), 5 gained high second class (50%), and 1 gained low second class (10%), thus resulting a total of 90% in the first class and high second-class categories. There was no third class or fail.



In the previous academic year, a total of 10 students were presented to receive their BA (Hons) degree. Of the 10 students, 6 gained first class (60%), 3 gained high second class (30%), and 1 gained low second class (10%), thus resulting a total of 90% in the first class and high second-class categories. There was no third class or fail.

The Postgraduate exam board met on 15 November 2023 with 23 students graduating; 1 with PG Cert, 1 with PG Dip, and 21 with MA/MTh awards. This is the highest number we have graduated in over 10 years. Student standard of achievement remained exceptional with 16 students achieving distinctions (70%), 6 merits (26%) and 1 Pass (4%).



## **External examiners' commendations**

The external examiners on the BA and MA programmes have consistently commended the standard and quality of the curriculum, teaching, learning and assessments. The following are comments from the external examiners' report on the **BA programme** of 2023-24:

*The students' work in general demonstrates the achievement of the learning outcomes, but I continue to be impressed by the reflection on present-day application that is demonstrated in some essays and the genuine motivation to contextualise the work for a missionary context.*

*I also commend ANCC for their rigorous foundations in biblical languages, which is demonstrated by the quality of the language teaching.*

*I am impressed by the consistent level of feedback that each student receives for their work. The materials that I sampled, testify to an excellent feedback culture and a well-functioning assessment system in place and I would like to commend ANCC for that.*

*The sample of work that I viewed, attests to a high level of teaching that facilitates learning on a high level and enables students to achieve the programmes learning outcomes.*

*Students show a strong grasp of the curriculum, have developed high quality writing skills, and the ability to engage with very diverse sources. Work produced is at least as good as that of peers.*

*Marking is consistent and in line with the marking scheme. Feedback is very good: thorough, formative and very clear and actionable.*

*I am impressed by the wide breath of knowledge and skills put into the assignments. The students' work is of high quality for an Undergraduate programme.*

*The quality of teaching and learning is high – it is evident that the teachers want the students to do well and give very detailed feedback.*

External Examiner comments from the **Postgraduate programme** were extremely positive:

*The overall quality is of a very high standard and this is reflected in a proportion of merits and distinctions significantly higher than is typical across the sector. I believe this reflects a highly engaged and motivated student intake, strong resources, and a staff team that is very committed to students' development.*

*The quality of the students' work is impressive and demonstrates the high level of teaching at All Nations Christian College. There is a consistent emphasis and reflection on missiology which speaks for the alignment of the teaching in different modules with the programmes' learning outcomes.*

*The students are particularly strong on engagement with very broad and academically appropriate sets of sources, producing high quality contextual awareness and analysis.*

*The coursework and especially the dissertations show the students' critical skills and their ability to develop a scholarly argument.*

*The very flexible curriculum, with much optionality in assessment and relatively small cohort sizes, allows various interests to be pursued from a strong, central core.*

*The quality of teaching and learning, evidenced by student performance, has been consistently high across all four years of my term (as an EE).*

## Other activities and programmes

### *All Nations On The Move (ANOTM)*

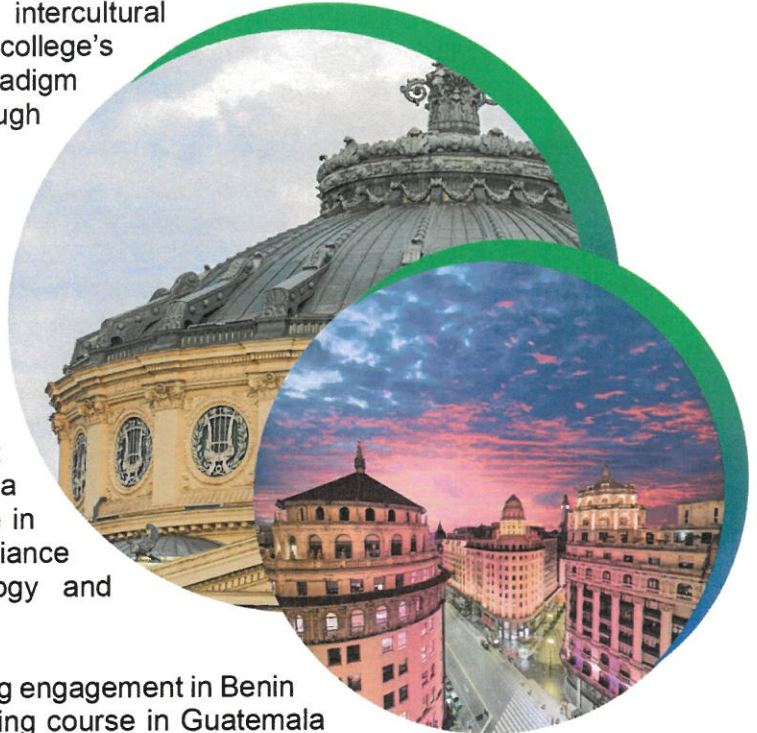
The All Nations On The Move (ANOTM) initiative represents a key part of the College's investment in global mission training provision beyond its UK campus. ANOTM participates in projects with like-minded organisations across four continents, particularly Latin America, Africa, and Asia. It cooperates with multiple partners in various contexts to offer high-quality, accessible, affordable, and appropriate intercultural mission training. Designed as the college's contribution to the emerging mission paradigm "from everywhere to everywhere through everyone to everyone" (Daniel Ahn 2022).

During the course of this year, ANOTM activities continued with the sixth En Route Romania course with the Baptist Institute of Bucharest and fourth Escuela de Misión Transcultural training from Chile with the 2<sup>nd</sup> Baptist Church of Iquique. The initiative also included contributions to two Norwegian mission training schools, Gå Ut Senteret (GUS) and Bibelskolen i Grimstad (BiG), and a research assignment and teaching intensive in Bujumbura, Burundi with Burundi Mission Alliance and the Great Lakes School of Theology and Leadership.

Other engagements comprised a short training engagement in Benin with local churches, a five-day mission training course in Guatemala with Instituto Para Misión, and two training events in Nepal with National Missions Commission of Nepal. Further training was conducted in the Democratic Republic of Congo Ministère de la vie Chrétienne/Audacious Faith Ministries International and Brazzaville in the Republic of Congo with local churches. Additional training events in Argentina with local churches, Nigeria with CAPRO, and Indonesia with Huria Kristen Batak Protestan complete the programme for 2023-24. The total number of people trained was 711 people for 2023-24.

The ANOTM Lead has continued to organise the ANOTM initiative alongside his Ph.D. studies, seeking to maintain the number of training events, level of partner interaction, and student impact. Despite a reduced budget for 2024-25, we will endeavour to continue growing the initiative over the coming year. The number of global mission training opportunities always exceeds the resources available.

Going forward, we are exploring how we can connect our ANOTM mission training partners, friends, and contacts from around the world to deepen relationships and foster global cooperation. As one approach in our desire to see the global community equipped and trained for mission, ANOTM will continue to grow within the context of our wider partnerships and training services.



## Short courses

**Inter-cultural Coaching:** The fourth year of the Intercultural Coaching course, accredited by the Association of Coaching in partnership with Schuppener Global Transitions (SGT) based in Germany is in progress. The six-module course began in June 2024 and will finish on June 2025 with 10 students. The course has made several enhancements including using the VLE platform. The partnership agreement has been renewed until May 2027.

**Retreats:** The college site provides a beautiful space for reflection, rest and refreshment enabling the running of a range of different retreats. The creative retreat 'Jars of Clay' was run during Lent with 4 retreatants that included 2 onsite students. Two individually guided 'Emmaus Retreats' were run in April and May with a total of 4 retreatants. During the summer our course 'Refresh for Mission' was held on site. Refresh is a short recuperative retreat with a supportive, peaceful environment in which to process past experiences, the prospect of change and maintain a healthy ministry-life balance. A new guided weekend retreat called the 'Come Away Retreat' is expected to start to run in February 2025.

**Explore (online)** is an online course for those considering mission and wanting to explore God's will for their life and for those heading for cross-cultural mission service and needing some flexibility. It has been especially helpful for those already in their place of ministry (such as a group of apprentices with Friends International) and those getting ready for their placement. It's delivered online and provides a high level of flexibility as it is not restricted to time-zones. Students, and their online tutors (experienced mission practitioners), successfully connected around the globe; India, Zambia, Botswana, Nepal, UAE, Romania and other European countries. Student feedback includes:

*"I am on a cross-cultural mission... Everything I have studied has been so rich for me. I have also discussed it with my mission leader every week, it has been very enriching."*

*"Each week I've been able to apply things immediately to my work."*

[I've most enjoyed] *"Learning really interesting stuff. Engaging with people over the forums and having interesting discourse, sharing ideas, sharing our lives, praying for each other. The Zoom calls with other participants and tutors. Getting to discuss important topics and hear about the tutors' lives and work."*

The first module of Explore has been translated into Simplified Chinese and will be piloted in mainland China with a view to producing a full version. The course will be facilitated by a team from Hong Kong.

**Encounter** is the new name for what was previously called Express (online) which is a short online course that has enabled participants to understand the basics of intercultural mission as they embark on a short-term posting. The majority of the students have been sent by Latin Link. Student feedback includes:

*It has made me think a lot more about motivations towards mission and what my hopes and expectations are before I head out. It also helped me learn a lot more about Integral mission and it being God's mission and story.*

*I have a greater understanding of what to expect and some of the feelings and experiences I might encounter and how to deal with them.*

**EnVision (online)** is designed to help Christian groups, especially local churches, learn more about how to engage in intercultural ministry. While there has been little uptake in the last year, mission agencies have expressed interest in using sections as part of awareness raising and staff development. Videos with Dutch subtitles have been produced and we have been requested to produce a version with Romanian subtitles.

To encourage more people to apply for the online courses, fees for 2024-25 have been reduced to be more in line with the current context of online learning and other training options with All Nations. Significant reductions will be available to those from the Global South (e.g. 50% for Explore).

## Events

Throughout the year there have been a number of special events which have opened up the life of college for wider engagement with a range of people and organisations.

**Carols from Easneye:** In December we hosted around 300 people for our annual 'Carols from Easneye' event. Our advent readings highlighted the themes of hope, preparation, joy and love. The All Nations' International Choir performed a range of songs and carols and a former student mounted a Christmas art exhibition for us. It was great to connect with local churches and friends of the college.

**Graduation:** We had a joyful and special day for the MA and BA Graduation which took place in January. There were 27 graduates who received certificates. Our guest speaker was the former All Nations Principal Rev/Dr Chris Wright who gave an excellent reflection.

**Alumni Connect:** Also in January, we gathered 70 former students and staff to connect and enjoy a cream tea. As well as giving updates on the college, we celebrated the life and work of Nigel Goodwin alumni of 1964, and watched a beautiful and moving documentary filmed at All Nations. [https://www.youtube.com/watch?v=R8N3LT9T4\\_A](https://www.youtube.com/watch?v=R8N3LT9T4_A)

**Alumni connect online:** We held another Alumni Connect gathering which was online. We were very thankful to those who were able to attend this 1 hour gathering where we were able to give an update on college news, student recruitment, our new and emerging training strategy, and encourage ways of engaging and supporting the College at this time.

**Missions Fair:** We welcomed 30 different mission organisations on site for our annual Missions Fair. They promoted mission opportunities to our students. Many who came were All Nations alumni so it was great to connect and give them an update on college life.

**The Big 60! Congratulations Dr Bob Hunt:** We were delighted to acknowledge and celebrate 60 years of Dr Bob Hunt's commitment and service to All Nations. Bob arrived at All Nations as a student in 1964. After going on mission to Belgium and DR Congo, he served the college for 33 years in various roles as Lecturer, Vice Principal and Acting Principal. He has remained faithful in prayer and support of the college. Students and staff celebrated this milestone with him.

**Intercultural Leadership Consultation:** In May we were delighted to host the Intercultural Leadership Consultation Day, which was in partnership with One People Commission and Intercultural Churches UK. We received insights from leaders who have significant intercultural experience: The Rev Dr Israel Oluwole Olofinjana Director of One People Commission; Adam Martin Leader of IC UK; Rev Osoba Otaigbe and Rev Dr Tim Wambuyan; Wonu Adefala of Global Connections and Rani Joshi of South Asian Forum. All Nations is very much a part of these strategic consultations.

**Multicultural Night:** In June we hosted a great Multicultural Night celebrating our beautiful and diverse community. We shared music and arts from around the world and highlighted some of the creative research projects developed by our final year undergraduate students. We were delighted to have contemporary artist Paul Hobbs exhibit with us and it was great to host people from the local community and local churches.

**Ministry Placements Cream Tea:** Our students have benefitted from doing their practical ministry placements with a range of churches and organisations. We are so thankful for these ongoing partnerships which allow students the chance to learn new skills and gain ministry experience. A cream tea was held as an expression of our thanks for all they do to support us.

**Conclusion of Studies:** We were delighted to both congratulate and commission students from the En Route and BA Programmes at the end of the college year. We sent out 30 students to go all over the world to continue the work of the great commission. Students headed to a range of different countries, some of them were: Costa Rica, Papua New Guinea, Australia, Albania, Scotland, Thailand, Switzerland, Japan, France, The Netherlands and the UK.

**Coffee Shop and Book Shop:** Over last year we continued to run the All Nations 'Coffee Shop and Book Shop,' drawing in regular visitors and customers to the college. Students and staff love hosting friends and visitors, and the coffee shop is thriving and blessing all who come.

**Open Days and Evenings:** Throughout the year the college has put on a range of 'Open Day' and 'Open Evening' events, which took place both on campus and online. We gave intentional focus to both our undergraduate and postgraduate programmes which helped different audiences engage our courses.

## **Conferences and hospitality**

Conference and hospitality income has grown 19% compared to the previous year. The total income for 2023-24 was £207k compared to £174k in 2022-23. We had a total of 2,129 people over 137 days which includes 929 for day conferences; 690 stayed for residential conferences; 356 came for events including local churches and community events and 154 for afternoon teas. As the college accommodation is not full, we are able to offer smaller events during term time which is opening up new opportunities for those that are looking for smaller conferences in a prayerful community within beautiful surroundings. We are looking at how we resource this area of growth even better in 2024-25.



## **On site charity lettings**

We are blessed by the fellowship we have with Friends International, Operation World and Serving in Mission (SIM) who rented office space during this year. We had to say goodbye to Operation World as they moved their office out of the UK at the end of March 2024.

## **Consultancy**

A consultancy agreement was continued with Home for Good for a Theologian in Residence role. Following our work with World Vision International on their project, "Building Evidence and Thought Leadership on Children's Spirituality as a Key Aspect of Child Well-Being", a second consultancy agreement was agreed with them on the topic of developing a framework to shape a global indicator for reporting on children's experience of God's love through a measure of Hope. We have also provided research and consultancy through written contributions to a Lausanne Occasional Paper on developing a theology of child participation.

## **Partnerships**

Although partnerships have always played an important role at college, we are developing our focus in this area to further pursue our strategic aims. A partnership strategy has been drafted and is being considered by SLT with the following aims:

- Expand the reach and influence of ANCC globally;
- Enable increased student recruitment;
- Provide additional resources for the college, including financial support, scholarships, and training opportunities;
- Strengthen ANCC's academic and practical training capabilities;
- Foster relationships with key stakeholders that align with the mission and values of ANCC;
- Enhance career placement and ministry opportunities for ANCC graduates.

We are seeking to consolidate and develop partnerships with through academic collaborations, ministry and practical training opportunities, and financial support and sponsorship.

Partnership agreements and Memorandum of Understanding (MOU) have continued or been established after discussion at SLT and approval by the Board. Initiatives include:

- being the main provider for mission training for organisations, for example BMS World Mission using ANCC as their main provider of mission preparation training;
- partnering to deliver mission training for churches and charities in other locations around the world, for example delivering “En Route to the least reached” training for OM Ships International;
- providing our unique location for students to come from other institutions, for example, students earn academic credit from Dallas International University by taking the Arts and Trauma Healing Course (ATH) in extension at All Nations;
- Fostering academic exchange and co-operation between ANCC and other institutions, for example a MOU agreed with The Theological University of Apeldoorn, Netherlands.

The development of our partnership activities will focus on three main areas led by a partnership coordination role. Activities include:

- **Identification.** The team is identifying and organising information of all current partnerships and centralising them in one place. This will ‘map’ all current partnerships across the organisation and ensure agreement are accessible as appropriate. This will make reviewing, renewing, and developing new partnerships more straightforward and consistent;
- **Strategy.** The team will pursue the partnership strategy to ensure it progresses consistently and robustly;
- **Support.** The coordinator will support partnership activities by encouraging and equipping people across the organisation to identify and develop appropriate partnership opportunities, and enabling appropriate and rigorous processes for establishing, evaluating, and renewing partnerships.

## **Marketing and fundraising**

Throughout the year there have been a number of conferences that the Marketing and Communications have been involved in to promote the college. These include:

**Opwekking in the Netherlands:** A student team promoted the college at this event in May which took place over Pentecost weekend. It was great to connect with our Dutch friends and promote the college.

**Developing Health Mission’s Fair (CMF) UK:** Staff members were able to both promote the college and speak at the fair to engage Christian medics in mission.

**Big Church Day Out UK:** A team of students and staff promoted All Nations to national churches in the UK at this event which also took place in May.

**Keswick Convention UK** 19 July-2 Aug. The College was pleased to attend 2 weeks of the Keswick Convention, provide speakers and host a Missions Tea’ for those currently serving in mission. Very positive connections were made and the college was promoted well.

**Global Connections UK:** Over the course of the year staff and students have been promoting the college through the Christian Unions Global Connections Eastern Partnerships forum. It has been a joy to connect with college and university students.

The Lord has blessed the work of All Nations with the generosity of Trusts and both regular and one-off giving to support our work. We are encouraged by the support and testimony of our supporters who often give so sacrificially. We gratefully received funds for bursaries which are used to support students who meet specific criteria. This has provided financial means for students who would not have the financial needs to come and be trained and equipped with us without it. This has been such a blessing. Thank you! We could not operate without your support.

All Nations is compliant with recognised standards of fundraising, including the standards published in November 2016 to ensure both the protection of vulnerable individuals and to avoid intrusive or persistent approaches. The College fully supports such requirements. The College's fundraising practices are ethical and in accordance with Biblical principles and the College does not participate in street fundraising. In 2023-24 the College received no complaints about the College's fundraising practice. The College did not use a professional fundraiser this year.

## ***New initiatives***

### **Impact programme**

The Impact Programme was launched as a new initiative that enables donors to partner with All Nations and make a future investment in developing strategic leaders particularly from the Global South. Many All Nations graduates have moved into significant positions of leadership globally, which has brought about transformational kingdom impact across the world. More talented leaders have a desire and need for mission training, but do not have the opportunity due to financial constraints. The programme is particularly aimed at donors who want to make a significant financial contribution towards a student/leader and partner with them over the course of their studies.

The partnership works as follows:

- **The Church** in the Global South recommends candidates who apply for study at All Nations.
- **All Nations** processes the applications and short-lists those who need funding.
- **Investors** indicate a willingness to give: All Nations and the investor together decide which student/leader to partner with.

We hope that this type of investment could make a long-term impact as young leaders are equipped to influence at local, national and global levels of mission and ministry. We currently have 3 students benefitting from this programme, 1 during 2023-24 and 2 starting 2024-25. The distinction between this and our bursary scheme 'Enable All' is that this programme targets fully funded and strategically identified student. 'Enable All' initiative is to enable all students in need of bursaries to receive some form of funding to study with us based upon their application and specific needs.

### **Podcast**

The All Nations podcast was launched over the summer giving us the opportunity to interview students and staff giving a range of stories and different perspectives on missional life and work. It has attracted many listeners and we are excited to see that this will develop and engage a wider audience.

### **Partnership**



In May we became a 'Partner in Action' for A Rocha UK and the first UK Bible College to be in the programme!! A Rocha UK is part of the global A Rocha family of conservation organisations working together to live out God's calling to care for creation and equip others to do likewise. At the launch event All Nations tutors gave a strong theological rationale for caring for the earth and we look forward to working with A Rocha UK to ensure this is further reflected in our college life as well as our teaching.

## Staff development and volunteers

The College is committed to staff development and staff have undertaken various training sessions this year in their teams and departments according to their specific areas of work. We have also arranged an All Staff training day to take place in September before the new 2024-2025 academic year begins. This is a Myers-Briggs Type Indicator workshop. Staff will have the opportunity to assess their personality type as individuals; then this will be followed by exploring how these personality types and preferences interact with each other. This will be key in understanding how team members can communicate most effectively within their teams as they collaborate and work together.

We have a number of volunteers, some of whom are residential on site, and others who are local to the vicinity of All Nations. They all provide an invaluable contribution to the running of the College. The Trustees wish to acknowledge and thank all those who make a significant contribution to the services of the College by giving up their time. We are extremely grateful for their hard work and dedication.

## Plans for the future

Our 2022-2025 Strategic Objectives are:

1. Potentially anywhere, we will resource the global Church through catalytic mission training, serving together with local partners
2. From our Easneye site, we will deliver mission training that is high quality, in demand and accessible through flexible learning support
3. We will become a sustainably resourced enterprise, including training, engagement, operations and all support functions

During 2023-24 we have made significant progress in developing our training strategy with an emphasis on widening accessibility and flexibility, recognising that global demand for the training we offer is high but that issues of funding, visas and language often restrict access to our current programmes. The training strategy outlines the way forward to ensure All Nations remains at the forefront of mission training globally, while retaining its commitment to excellent quality, holistic learning approaches, and personal and spiritual formation based primarily within intercultural communities.

In 2024-25 our focus will be to implement this training strategy with a key focus on the use of flipped learning approaches to widen accessibility to our programmes. Flipped learning is a teaching method that reverses the traditional classroom model by having students learn material outside of class through videos, resources or other online content and apply the material in class through interactive activities, group work and problem-solving. Our priority is to deliver the Certificate level of our BA in Biblical and Intercultural studies in this mode. In parallel we will continue to implement plans to pilot this approach through a remote learning cluster with an organisational partner, with a view to a new intake of students using this more flexible mode of study for next academic year. This strategic shift represents a significant challenge in terms of resourcing but a very significant opportunity in terms of widening impact and accessibility and delivering re-usable learning objects that can be utilised in different ways through our training programmes.

Our postgraduate programme continues to attract a diverse range of students from around the World, facilitated by our recently initiated 'impact programme' which enables transparent opportunities for trusts and other donors to invest in the training of strategic mission leaders from a wide variety of global contexts. Our on-going market research will also enable more targeted communications and the development of the programme to increase its accessibility to those who may require greater flexibility and a longer time frame for their study, for example bi-vocational church leaders.

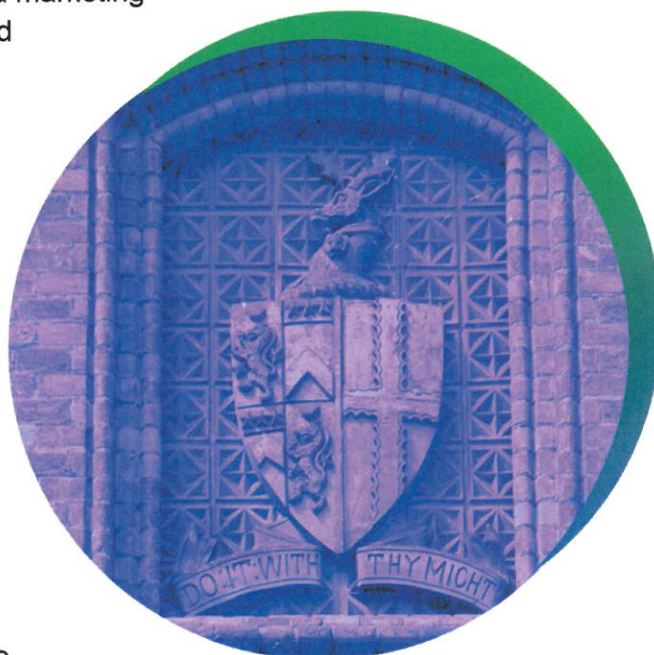
We will continue to deliver and develop our shorter-term non-validated programmes (En Route, Explore, Encounter and Express) both residentially and on-line and explore the delivery of these programmes in other parts of the world and in other languages.

Over the last 7 years (2017-present) a key aspect of our strategy to respond to the limited supply and rising demand for mission training in the Global South has been developing friendship-led relationships with a wide variety of individuals, churches, denominations and training institutions in the Global South through our All Nations On The Move (ANOTM) initiative. At their request, and according to their visions for mission training provision, we have worked together to catalyse mission training movements across four continents through our pioneering ANOTM initiative. Leading to the development and delivery of transformative, holistic mission training expressions in a variety of forms across the world, this pioneering phase has opened up multiple opportunities for intentional mutual capacity enhancement and clarified a vision for the provision of high-quality, accessible, appropriate intercultural mission training in the regions and languages of the globe where it is most needed. We look forward to continue to develop this initiative going forward.

In 2024-25 we will also be going through our regular institutional re-accreditation process with our validating partner The Open University. Successful completion of this is a key priority.

Other key strategic priorities to support our training and equipping purpose are as follows:

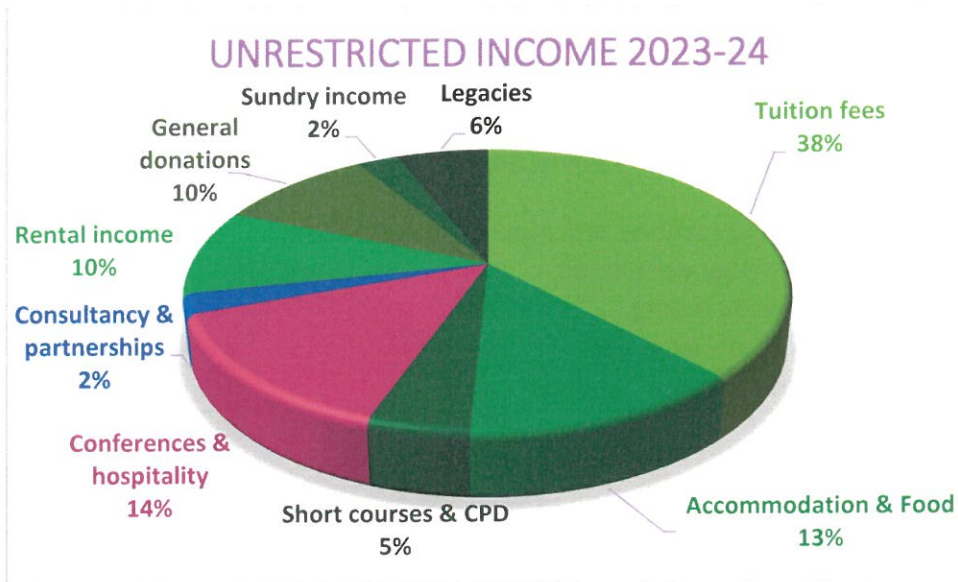
- Further develop our communications and marketing function, building on our newly developed website and enhanced social media presence to attract new students to our courses and new customers to our services.
- Strengthen our fundraising function to access the resources required to deliver the planned changes to our training strategy and provide financial support for students through our bursary fund, including development of the 'Impact programme'.
- Develop our on-site facilities and grow our conferencing and retreat provision, particularly during term time, to utilise the natural beauty of our site and the spiritual vibrancy of our intercultural community to bless the wider church and a range of other visitors.



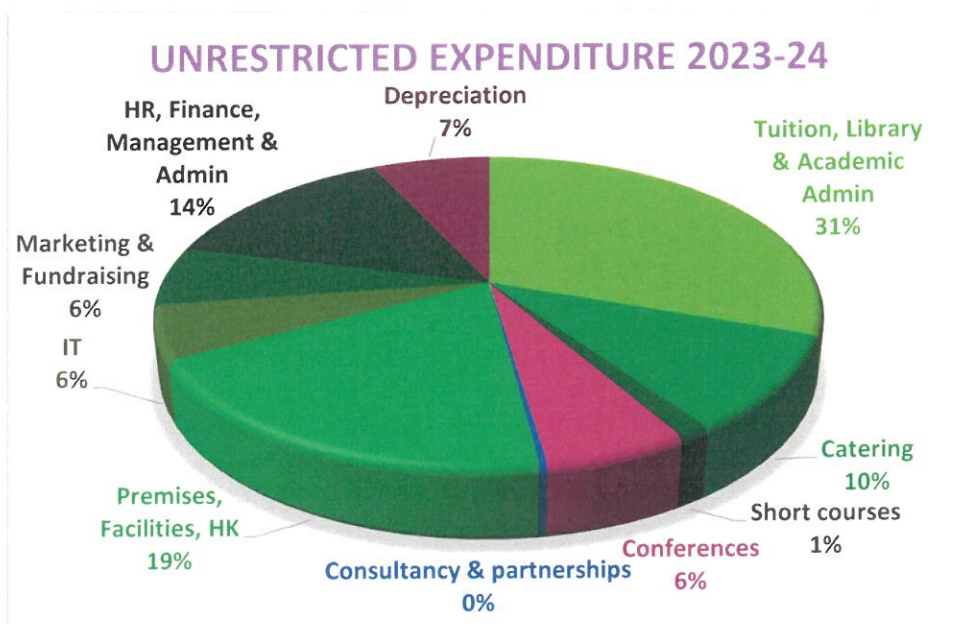
# Financial review

The results for the year ended 31<sup>st</sup> August 2024 are set out in the Statement of Financial Activities. These show that a deficit of £143,362 (2023: deficit £489,906) arose in the year.

Unrestricted fund balances carried forward at the year-end were £1,821,807 (2023: £2,048,521). Restricted funds carried forward at the year-end were £227,073 (2023: £157,745). Endowment funds carried forward at the year-end were £144,206 (2023: £130,182).



The level of donations received this year was lower than the previous year with £207,143 (£146,712 unrestricted) this year compared to £218,738 (£135,768 unrestricted) last year. Apart from the gifting of a house which we now have on the market, we have relatively low donations. However, this is an area we are focusing on. Restricted giving £60,431 not reflected in the pie charts above, was encouraging but was lower compared to the previous year £82,970.



## ***Investment policy***

Under the Articles of Association, the charity has the power to make any investments which the Board sees fit. The Board has considered the most appropriate policy for holding the endowment fund, balancing ethical, social and environmental considerations with the need for both income and capital growth and has found that the M&G Charifund, designed specifically for the charity sector, meets these requirements. For the year ended 31<sup>st</sup> August 2024, the investments held saw an increase in value.

In order to mitigate risk in the banking sector, surplus cash is put on deposit with various different banks. At year end monies were split between CAF Bank, CBF Church of England Deposit Fund, Barclays Bank, and Scottish Widows Bank.

## ***Grant making and fee payment arrangements***

In order to ensure that people from economically disadvantaged backgrounds are not excluded from coming to All Nations because of the level of fees, we have the following in place:

- The bursary fund: in 2023-24 we awarded £78,704 (2022-23: £83,418) in bursaries. £17,374 of these were for the year 2023-24 and £61,330 for 2024-25, to students who would otherwise be unable to afford to come to College. We are actively fundraising for Bursaries and investigating solutions to alleviate Visa restrictions.
- Our accreditation with the Open University and registration with the Office for Students means that students from the UK applying for a first degree or a post-graduate degree should be eligible for a student loan. This means that people from the UK with no financial means of their own are not prevented from coming to All Nations as a result of the level of fees.

We operate a flexible payment scheme whereby if a student cannot afford to pay their fees upfront, they are able to set up a monthly payment plan, as long as the fees are paid before the end of their time of study. This is a great help for students who do not have their own financial means but who are being supported by friends and family.

## ***Reserves policy***

The Board is required to have a reserves policy and it is reviewed annually. The Board has decided that an appropriate minimum level of free reserves at this time is £300,000. This sum is considered to be sufficient for an orderly closure of the College's activities if this should be necessary. It includes £30,000 for a Student Protection Fund in order to satisfy the requirements of the Office for Students. It would provide compensation to students who may not be able to complete their studies with the College, if the College were to close or their course was to be discontinued. Free reserves in excess of this amount may, at the discretion of the Board, be built up and used in furthering the College's activities. The Board reviews the reserves held on an annual basis.

The free reserves at 31 August 2024 amounted to £414,195 (2023: £544,445), a decrease on the previous year. In addition, the College has designated funds totalling £412,695 (2023: £412,695) at 31<sup>st</sup> August 2024. These funds are made up of: Seed Funding totalling £18,125 (2023: £18,125), and a Strategic Fund totalling £394,570 (2023: £394,570). The designated reserves would also be available as free reserves in the event of a winding up. In addition, the College has restricted funds of £227,073 (2023: £157,745) and funds totalling £1,139,123 (2023: £1,221,563) which can only be realised by the disposal of fixed assets and endowments. The total funds held at 31<sup>st</sup> August 2024 amounted to £2,193,086 (2023: £2,336,448). Details of the funds are shown in notes 16 to 19 of the financial statements.

# Structure, governance and management

## *Governing document and constitution*

All Nations Christian College Limited, known as All Nations (“the College”), is a company limited by guarantee, incorporated on 24<sup>th</sup> September 1970, and is a registered charity. The company was established under its Memorandum of Association which established the objects and powers of the charitable company and is governed by its Articles of Association. At the members’ meeting on the 8<sup>th</sup> June 2010 the existing Memorandum and Articles of Association of the Company were abrogated in their entirety and replaced with new Articles of Association. Three further amendments have been made; the latest special resolution of the members was passed on 10th November 2020 and broadened the objects to read “The object for which the Association is formed is the advancement of the Christian faith by the provision of Biblical and missionary training for men and women who have committed themselves to God for service anywhere in the world and by such other means as shall be determined by the Trustees from time to time.” In the event of the company being wound up Members are required to contribute an amount not exceeding £1. Members are the subscribers to the Articles of Association.

The company’s wholly owned subsidiary, All Nations Trading Limited, was incorporated on 1<sup>st</sup> November 1974. The purpose of the subsidiary is to generate funds for the College and profits are gift aided across to the College each year. The subsidiary’s main business is that of providing conference facilities. In addition, it provides consultancy services and broadband services.

## *Trustee Board*

The Trustee Board holds responsibility for the governance of All Nations as a charity, including all matters relating to financial standing, risk management and legal obligations. Board members are the members and directors of the company and are appointed either at the AGM or by the Board. The Articles of Association provide for a minimum of four Board members and a maximum of fifteen. Board members may serve for a maximum of two consecutive terms of five years and there are currently ten members on the Board.

New Board members undergo an induction to brief them on their legal obligations under charity and company law, the Articles of Association, the Board and decision-making processes, the recent performance of the charity and the College’s current strategic plan. They meet key employees and the other Board members.

The Board usually meets at least three times a year, although the Board meets more regularly when the need arises. The Board has established two sub-committees, for Finance and Resources and for Governance respectively. Both are advisory to the Board, as is a separate Academic Board which has the responsibility for the oversight and development of the curriculum of all the training programmes. Other sub-committees may be formed as and when required. A student representative sits in on Board meetings to enable the students to have a voice at Board level as well as for transparency.

During the year the Finance and Resources and Governance Committees reviewed key policies for the College, although the full Board bears the responsibility for their implementation and compliance. More information about the Board members can be found on our website here: <https://www.allnations.ac.uk/about-mission/board-members>.

The Board has adopted a formal policy to manage conflicts of interests on the part of Board members, which is referred to at every Board meeting.

## **Principal and Chief Executive Officer (PCEO)**

The PCEO, is appointed by and responsible to the Board for managing the day to day operations of the charity, and for reporting to the Board on progress in achieving the strategic objectives set by the Board. Rev Dr VJ Samkuty remained the interim PCEO for the entire academic year. An offer was made to a suitable candidate in the summer term for the PCEO role but sadly due to personal reasons the appointment did not go ahead. The College Board is making plans for the next step.

To facilitate effective operations, the PCEO has delegated authority, within the terms of delegation approved by the Board, for operational matters including finance, facilities, training and communications. His appraisal takes place annually, carried out by the Chairman and Vice-Chair of the Board.

## **Key management personnel remuneration**

All trustees give of their time freely and no trustee received remuneration in the year for their services as a trustee. Details of trustees' expenses and related party transactions are disclosed in Notes 9 and 22 to the accounts. The key management personnel of the charity as listed in note 9 are in charge of directing, controlling, running and operating the charity on a day to day basis.

The trustees review staff salaries annually and take note of the CPI, cost of living and the financial situation of the College. There is no automatic entitlement to an annual salary increase. The Board wishes to ensure that its pay levels are appropriate both to the experience and responsibilities carried by staff members and to the sector in which we operate. To this end, benchmark exercises are carried out from time to time.

## **Board members' responsibilities**

The Board Members (who are also directors of All Nations Christian College for the purposes of company law) are responsible for preparing the Board Members' Report (incorporating the directors' report) and the financial statements in accordance with 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)* and the requirements of the Office for Students.

Company law requires that the Board Members must not approve the financial statements for each financial year unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the charitable group for that period.

In preparing these financial statements, the Board Members are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its operations.

The Board Members are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company, and the group, and hence for taking reasonable steps for the prevention of fraud and other irregularities.

The Board Members have taken reasonable steps to:

- ensure that funds from the Department of Education (DfE), the Office for Students (OfS) and other funding bodies are used only for the purposes for which they have been given and in accordance with OfS' Financial Memorandum and the Funding Agreement with DfE and any other conditions which DfE or OfS may from time to time prescribe;
- ensure that there are appropriate financial management controls in place to safeguard public funds and funds from other sources;
- safeguard the assets of the charitable company and prevent and detect fraud; and
- secure the economic, efficient and effective management of the charitable company's resources and expenditure.

In so far as the Board Members are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Board Members have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Directors' report has been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.

## ***Internal controls***

The College has controls in place in order to help prevent and detect corruption, fraud, bribery and other irregularities. The College has a policy relating to staff whistleblowing, anti-corruption and bribery along with a set of financial procedures and controls. These are regularly reviewed by the Finance and Resources Committee. The College operates a dual signatory policy for the processing of payments with the exception of low value transactions such as cash and credit card expenditure.

Each year as part of their work, the external auditors assess the effectiveness of basic controls and report their findings to the Board. For the year 2023-24, their "*overall assessment was that the controls provide a system with low risk.*" All walkthrough tests performed and sample transactions reviewed showed systems, controls and procedures were found to be operating as expected and effectively.

There were no significant internal control weaknesses or failures that arose during the financial year or after the year end but before these financial statements were signed.

## **Risk management**

The College Board and SLT understand that sound risk management is integral to both good management and good governance practice. Risk management forms an essential part of the College's decision-making and is incorporated within all aspects of strategic and operational planning. Risk is considered for all new activities and projects to ensure they are in line with the College's objectives and strategy and do not include risks that the College feels unable to manage. Any risks or opportunities arising are identified, analysed and reported at an appropriate level including to the Board via the Finance and Resources Committee.

A risk register covering key strategic, business, operational, compliance and financial risks is maintained. Each risk is assigned a rating based on the likelihood and impact of risks becoming a reality and the risks are sorted by rating. The Risk Register is formally considered once a year by the Board although specific risks are considered more frequently where risks are known to be volatile. The SLT reviews the College's risks at the start and end of each term and more frequently as issues arise.

## **Auditors**

A resolution will be proposed at the Annual General Meeting that Jacob Cavenagh & Skeet be reappointed auditors to the charity for the ensuing year.

On behalf of the Board



Benjamin Stanley  
Chairman

Dated:

11/12/24

# Independent auditor's report

## Opinion

We have audited the financial statements of All Nations Christian College Limited (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 August 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated and parent charity Balance Sheets, the Consolidated 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 group's and of the charitable company's affairs as at 31 August 2024 and the group's incoming resources and application of resources, including the group 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 and the Office for Students.

### 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 group and charitable company 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 directors' use of the going concern basis of accounting in the preparation of the group 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 group and parent charity's ability to continue as a going concern for a period of at least 12 months from when the group financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors 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 group financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the group financial statements does not cover the other information contained within the annual report 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 group 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 group 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.

## **Independent auditor's report**

### **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 group financial statements are prepared is consistent with the group financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

### **Opinions on other matters prescribed by the Office for Students' (OfS) terms and conditions of funding for higher education institutions and the OfS' accounts direction**

In our opinion, in all material aspects:

- funds from whatever sources administered by the parent charity for specific purposes have been properly applied to those purposes and managed in accordance with the relevant legislation;
- funds provided by the OfS have been applied in accordance with the relevant terms and conditions, and any other terms and conditions attached to them; and
- the requirements of the OfS' accounts direction have been met.

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

In the light of the knowledge and understanding of the group and parent charity and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included with 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 by the parent charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit
- the directors 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 directors' report and from the requirement to prepare a strategic report.

### **Responsibilities of directors**

As explained more fully in the directors' responsibilities statement, the trustees' (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the group 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 group financial statements, the directors are responsible for assessing the group and parent 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 directors either intend to liquidate the 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.

## Independent auditor's report

### Auditor's responsibilities for the audit of the financial statements (continued)

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity, we identified that the principal risks of non-compliance with laws and regulations related to employment and financial reporting legislation and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011. 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, considering the internal controls in place and discussion amongst the engagement team.

We determined that the principal risks were related to management bias in accounting estimates, presentation of separately disclosed items and management override of controls.

In response to the risks identified we designed procedures which included, but were not limited to challenging significant accounting estimates, agreeing financial statement disclosures to underlying supporting documentation, evaluating the internal controls, reviewing trustees minutes and identifying and testing journal entries.

There are inherent limitations in the 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. 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 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.

### Use of our report

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



**Miriam Hickson FCA (Senior Statutory Auditor)**  
for and on behalf of Jacob Cavenagh & Skeet  
Statutory Auditor  
Chartered Accountants

5 Robin Hood Lane  
Sutton  
Surrey  
SM1 2SW

Dated: .....17/12/2024

## Consolidated statement of financial activities (Including income and expenditure account)

		Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds	Total Funds
		2024	2024	2024	2024	2023
	Note	£	£	£	£	£
<b>Year Ended 31 August 2024</b>						
<b>Income from:</b>						
Donations		146,712	60,431	-	207,143	218,738
Legacies		85,940	112,415	-	198,355	41,006
<b>Other trading activities</b>						
Subsidiary company income		138,326	-	-	138,326	129,737
<b>Investments</b>	<b>2</b>	29,844	8,185	-	38,029	16,564
<b>Charitable activities</b>	<b>3</b>	1,064,542	-	-	1,064,542	1,017,547
<b>Other income</b>	<b>3</b>	-	-	-	-	-
<b>Total income</b>		<b><u>1,465,364</u></b>	<b><u>181,031</u></b>	<b><u>-</u></b>	<b><u>1,646,395</u></b>	<b><u>1,423,592</u></b>
<b>Expenditure on:</b>						
<b>Raising funds</b>						
Fundraising & Marketing	<b>4</b>	103,372	-	-	103,372	119,602
Subsidiary company costs		72,459	-	-	72,459	48,798
<b>Charitable activities</b>	<b>5,6</b>	<b><u>1,525,447</u></b>	<b><u>102,503</u></b>	<b><u>-</u></b>	<b><u>1,627,950</u></b>	<b><u>1,737,997</u></b>
<b>Total expenditure</b>		<b><u>1,701,278</u></b>	<b><u>102,503</u></b>	<b><u>-</u></b>	<b><u>1,803,781</u></b>	<b><u>1,906,397</u></b>
Net gain/(loss) on investments	<b>13</b>	-	-	<u>14,024</u>	<u>14,024</u>	<u>(7,101)</u>
<b>Net income/(expenditure)</b>	<b>8</b>	<b>(235,914)</b>	<b>78,528</b>	<b>14,024</b>	<b>(143,362)</b>	<b>(489,906)</b>
Transfers between funds	<b>18</b>	<u>9,200</u>	<u>(9,200)</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net movement in funds</b>		<b>(226,714)</b>	<b>69,328</b>	<b>14,024</b>	<b>(143,362)</b>	<b>(489,906)</b>
<b>Reconciliation of Funds</b>						
Accumulated funds brought forward		<u>2,048,521</u>	<u>157,745</u>	<u>130,182</u>	<u>2,336,448</u>	<u>2,826,354</u>
Accumulated funds carried forward		<u>1,821,807</u>	<u>227,073</u>	<u>144,206</u>	<u>2,193,086</u>	<u>2,336,448</u>

The income is wholly derived from continuing activities.

The group result for Companies Act purposes is net expenditure for the year of £157,386 (2023 exp: £482,805).

The Company's net expenditure for the year was £143,362 (2023 net expenditure: £489,906).

## Consolidated statement of financial activities (Including income and expenditure account)

Year Ended 31 August 2023		Unrestricted Funds 2023	Restricted Funds 2023	Endowment Funds 2023	Total Funds 2023
	Note	£	£	£	£
<b>Income from:</b>					
<b>Donations and Legacies</b>					
Donations		135,768	82,970	-	218,738
Legacies		22,712	18,294	-	41,006
<b>Other trading activities</b>					
Subsidiary company income		129,737	-	-	129,737
<b>Investments</b>	<b>2</b>	8,652	7,912	-	16,564
<b>Charitable activities</b>	<b>3</b>	1,017,547	-	-	1,017,547
<b>Other income</b>	<b>3</b>	-	-	-	-
<b>Total income</b>		<u>1,314,416</u>	<u>109,176</u>	<u>-</u>	<u>1,423,592</u>
<b>Expenditure on:</b>					
<b>Raising funds</b>					
Fundraising & Marketing	4	119,602	-	-	119,602
Subsidiary company costs		48,798	-	-	48,798
<b>Charitable activities</b>	<b>5,6</b>	<u>1,626,943</u>	<u>111,054</u>	<u>-</u>	<u>1,737,997</u>
<b>Total expenditure</b>		<u>1,795,343</u>	<u>111,054</u>	<u>-</u>	<u>1,906,397</u>
Net gain/(loss) on investments	13	-	-	<u>(7,101)</u>	<u>(7,101)</u>
<b>Net income/(expenditure)</b>	<b>8</b>	<b>(480,927)</b>	<b>(1,878)</b>	<b>(7,101)</b>	<b>(489,906)</b>
Transfers between funds	18	4,182	<u>(4,182)</u>	<u>-</u>	<u>-</u>
<b>Net movement in funds</b>		<b>(476,745)</b>	<b>(6,060)</b>	<b>(7,101)</b>	<b>(489,906)</b>
<b>Reconciliation of Funds</b>					
Accumulated funds brought forward		<u>2,525,266</u>	<u>163,805</u>	<u>137,283</u>	<u>2,826,354</u>
Accumulated funds carried forward		<u>2,048,521</u>	<u>157,745</u>	<u>130,182</u>	<u>2,336,448</u>

## Balance sheet as at 31 August 2024

	Note	Group 2024 £	Group 2023 £	Company 2024 £	Company 2023 £
<b>Fixed assets</b>					
Intangible assets	11	18,800	19,000	18,800	19,000
Tangible assets	12	976,117	1,072,381	976,117	1,072,381
Investments	13	<u>144,206</u>	<u>130,182</u>	<u>144,306</u>	<u>130,282</u>
<b>Total fixed assets</b>		<b>1,139,123</b>	<b>1,221,563</b>	<b>1,139,223</b>	<b>1,221,663</b>
<b>Current assets</b>					
Stocks		10,010	9,816	10,010	9,816
Students' fees receivable		52,107	28,246	52,107	28,246
Prepayments and other debtors	14	187,888	291,737	113,928	230,673
Amount due from subsidiary		-	-	106,771	86,476
Cash and cash equivalents		<u>1,106,085</u>	<u>1,084,508</u>	<u>1,057,716</u>	<u>1,033,976</u>
<b>Total current assets</b>		<b>1,356,090</b>	<b>1,414,307</b>	<b>1,340,532</b>	<b>1,389,187</b>
<b>Liabilities</b>					
Creditors: Amounts falling due within one year:					
Loans		2,200	2,200	2,200	2,200
Sundry creditors and accruals	15	222,712	236,531	207,254	211,511
Fees received in advance		<u>77,215</u>	<u>60,691</u>	<u>77,215</u>	<u>60,691</u>
<b>Total current liabilities</b>		<b>302,127</b>	<b>299,422</b>	<b>286,669</b>	<b>274,402</b>
<b>Net current assets</b>		<b><u>1,053,963</u></b>	<b><u>1,114,885</u></b>	<b><u>1,053,863</u></b>	<b><u>1,114,785</u></b>
<b>Net assets</b>	16	<b><u>2,193,086</u></b>	<b><u>2,336,448</u></b>	<b><u>2,193,086</u></b>	<b><u>2,336,448</u></b>
<b>Capital Funds</b>					
Endowment (including revaluation reserve of £34,738, 2023: £20,714)	13, 17	144,206	130,182	144,206	130,182
<b>Income Funds</b>					
Unrestricted					
General		1,409,112	1,635,826	1,409,112	1,635,826
Designated	19	<u>412,695</u>	<u>412,695</u>	<u>412,695</u>	<u>412,695</u>
Total Unrestricted		<u>1,821,807</u>	<u>2,048,521</u>	<u>1,821,807</u>	<u>2,048,521</u>
Restricted	18	<u>227,073</u>	<u>157,745</u>	<u>227,073</u>	<u>157,745</u>
<b>Total Funds</b>		<b><u>2,193,086</u></b>	<b><u>2,336,448</u></b>	<b><u>2,193,086</u></b>	<b><u>2,336,448</u></b>

The accounts were approved by the Board on 11 December 2024 and signed on their behalf by:

Benjamin Stanley  
Chairman  
Company Number: 990054



Rev VJ Samkuttu  
Interim Principal and CEO



## Consolidated statement of cashflows For the year ended 31 August 2024

	Note	2024 £	2023 £
<b>Cash flows from operating activities:</b>			
Net income/(expenditure) as per SOFA		(143,362)	(489,906)
Adjustments for:			
Depreciation		107,173	109,555
Amortisation		9,400	-
Loss on sale of property, plant & equipment		-	-
(Gain)/Loss on investments		(14,024)	7,101
Investment income	2	(38,029)	(16,564)
Decrease in trade and other receivables		79,988	555,422
Increase in inventories		(194)	(4,058)
Increase in trade and other payables		<u>2,705</u>	<u>95,682</u>
<b>Cash (used by) / generated from operations</b>		<u><b>3,657</b></u>	<u><b>257,232</b></u>
<b>Net cash flows from operating activities</b>		<u><b>3,657</b></u>	<u><b>257,232</b></u>
<b>Cash flows from investing activities:</b>			
Purchase of property, plant and equipment	12	(10,909)	(20,726)
Purchase of intangible assets	11	(9,200)	(19,000)
Purchase of investments	13	-	-
Interest received	2	<u>38,029</u>	<u>16,564</u>
<b>Net cash flows from investing activities</b>		<u><b>17,920</b></u>	<u><b>(23,162)</b></u>
<b>Net increase/(decrease) in cash &amp; cash equivalents:</b>		<b>21,577</b>	<b>234,070</b>
Cash in hand and at bank at start of year		<u>1,084,508</u>	<u>850,438</u>
<b>Cash in hand and at bank at end of year</b>		<u><b>1,106,085</b></u>	<u><b>1,084,508</b></u>
<b>Net Debt Reconciliation</b>			
	At 1 September 2023 £	Cash flows £	At 31 August 2024 £
Cash and cash equivalents	1,084,508	21,577	1,106,085
Interest free loans from supporters	<u>(2,200)</u>	<u>-</u>	<u>(2,200)</u>
<b>Total</b>	<u><b>1,082,308</b></u>	<u><b>21,577</b></u>	<u><b>1,103,885</b></u>

# **Notes to the financial statements**

## **For the year ended 31 August 2024**

### **1 ACCOUNTING POLICIES**

#### ***Company Information***

All Nations Christian College Limited is a private company limited by guarantee, incorporated in England and Wales. The registered office is Easneye, Ware, Hertfordshire, SG12 8LX.

#### ***Accounting Convention***

The financial statements have been prepared under the Companies Act 2006 and in accordance with the Charities Statement of Recommended Practice (Charities SORP (FRS 102)), Financial Reporting Standard 102 (FRS 102) and the Charities Act 2011, and the requirements of the Office for Students. The Financial Statements are drawn up on the historical cost basis of accounting, as modified by the revaluation of investments. The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound. All Nations Christian College Limited meets the definition of a public benefit entity under FRS102. The accounts have been prepared on a going concern basis, on the basis that no material uncertainties exist that cast significant doubt on the College's ability to continue as a going concern. This assessment is made for a period of a year from the date of approval of these accounts. The Trustees have taken into account the key risks facing the College and are confident that the College has sufficient resources to enable it to continue as a going concern for the foreseeable future.

#### ***Consolidation***

These financial statements consolidate the results of the charity and its wholly-owned subsidiary, All Nations Trading Limited, on a line by line basis. A separate Statement of Financial Activities for the charity itself is not presented because the charity has taken advantage of the exemption afforded by Section 408 of the Companies Act 2006.

#### ***Cash flow statement***

The College prepares a consolidated cash flow statement and the consolidated accounts, which include the College's results, are made available to the public. The College therefore takes advantage of the exemption offered by FRS 102 Section 1 not to prepare a cash flow statement.

#### ***Income***

All income is included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income, it is probable that the income will be received and the amount can be reliably measured. Donations and gifts, other than legacies, are credited to the SOFA on receipt. Legacies are credited to the SOFA in the year in which the benefactor died where the amount receivable can be reliably determined and it is probable that it will be received. Student fees are recognised in the academic year to which they relate.

#### ***Donated services***

The College relies on the contribution of unpaid volunteers in order to carry out its activities. The role played by volunteers can vary significantly. Some are Missionaries in Residence and make a significant contribution to the teaching and pastoral work of the College. Others are more general and help with support services such as premises and administration. Since it is impractical to measure their contribution reliably, their donated services are not included as income in the College's accounts.

# Notes to the financial statements

## For the year ended 31 August 2024

### 1 ACCOUNTING POLICIES (continued)

#### **Allocation of expenditure**

All expenditure is accounted for on an accruals basis, and has been classified under headings that aggregate accounts related to the category. Expenditure is allocated as follows:

- (i) Raising funds: This includes the costs of the trading subsidiary and fundraising costs. Fundraising costs include direct costs such as advertising and a proportion of related support costs.
- (ii) Charitable activities: All direct expenditure in respect of the provision of tuition, accommodation of students and facilities, and including costs in support of this such as admissions, human resources, management and finance costs. Also includes costs relating to conferences held which are in line with the charity's objectives.

#### **Depreciation & amortisation**

The College carries out an annual review to consider the useful life and estimated residual value of the properties and consider any impairments that are necessary. Any impairment is recognised in the year in which it occurs. Separately identified freehold land is not depreciated. Depreciation is calculated on a straight line basis at rates considered appropriate to write off the deemed cost or cost of other assets less their estimated residual value over their estimated useful lives as follows:

Freehold Easneye Estate buildings	–	50 years
Residential Donated Properties	–	not depreciated
Solar panels (part of buildings)	–	25 years
Furniture, fittings & equipment	–	3-33 years
Heavy plant	–	10 years
Motor Vehicles	–	3 years

The College's intangible asset is the website. Amortisation is calculated on a straight line basis over three years.

#### **Foreign currency**

Foreign currency transactions are recorded at the rate of exchange at the time of the transaction.

#### **Library**

Additions to the library are written off in the year in which they are acquired. Consequently, as a whole the library, which has been built up over many years, has a substantial value which cannot be quantified and which does not appear in these financial statements.

#### **Fixed assets**

Fixed assets (tangible and intangible) are included in the balance sheet at cost.

#### **Investments**

Listed investments, bonds and deposits are shown in the balance sheet at market value and the investment in the subsidiary is shown at cost. In the opinion of the Board, the market value of the subsidiary is not materially different to its cost. The SOFA includes realised gains and losses on investments sold in the year and unrealised gains and losses on revaluation of investments. Investment income and bank interest are credited to the SOFA inclusive of any income tax recoverable thereon.

#### **Financial instruments**

The College only has financial assets and financial liabilities of a kind that qualify as basic financial instruments which are recognised at transaction value and subsequently measured at their settlement value.

# Notes to the financial statements

## For the year ended 31 August 2024

### 1 ACCOUNTING POLICIES (continued)

#### **Stocks**

Stocks consisting of provisions and fuel oil are valued by the management at or under cost.

#### **Debtors**

Grants receivable and other debtors are included at the settlement amount due. Prepayments are valued at the amount prepaid.

#### **Cash at bank and in hand**

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

#### **Creditors and provisions**

Creditors and provisions are recognised where the College has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be reliably measured or estimated. Creditors and provisions are recognised at their settlement amount.

#### **Pension scheme arrangements**

Pension costs are accounted for as the contributions are made.

#### **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 company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### **Leases**

Rentals payable under operating leases are charged to the SOFA evenly over the period of the lease.

#### **Fund accounting**

General funds may be used for any purpose within the Charity's objects. A designated fund is an unrestricted fund set up for a specific purpose. Restricted funds can only be used for particular purposes specified by or agreed with the donor. A permanent endowment fund is a particular type of restricted fund which must be held permanently. All movements on funds are recorded in the Statement of Financial Activities, allocated to the appropriate fund.

#### **Taxation**

The College is exempt from income and corporation taxes on income and gains to the extent that they are applied for its charitable objects. The trading subsidiary does not generally pay UK corporation tax because its policy is to pay all taxable profits to the Charity under Gift Aid.

2 INVESTMENT INCOME	Unrestricted Funds £	Restricted funds £	Total 2024 £	Total 2023 £
Bank interest receivable	<u>29,844</u>	<u>8,185</u>	<u>38,029</u>	<u>16,564</u>

## Notes to the financial statements

### For the year ended 31 August 2024

3	<b>INCOME FROM CHARITABLE ACTIVITIES &amp; OTHER INCOME</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2024</b>	<b>Total 2023</b>
		£	£	£	£
	Student fee income taught awards	412,328	-	412,328	375,183
	Course fee income non-credit bearing courses	204,361	-	204,361	183,612
	Subcontracted in course fees	-	-	-	21,986
	Student accommodation & meals	187,088	-	187,088	197,075
	Sundry income	10,413	-	10,413	21,200
	Rental income	142,917	-	142,917	131,122
	Partnerships & Consultancy	33,547	-	33,547	41,716
	Conference income	73,888	-	73,888	45,653
	<b>Total</b>	<b><u>1,064,542</u></b>	<b><u>-</u></b>	<b><u>1,064,542</u></b>	<b><u>1,017,547</u></b>

The College did not receive any grant income from the Office for Students or other bodies.

4	<b>FUNDRAISING AND MARKETING</b>	<b>Unrestricted Funds</b>	<b>Restricted funds</b>	<b>Total 2024</b>	<b>Total 2023</b>
		£	£	£	£
	Salary costs	72,755	-	72,755	94,260
	Advertising	787	-	787	1,645
	Promotional activity & Publications	18,279	-	18,279	8,317
	Appeals	-	-	-	-
	Database & Website costs	11,551	-	11,551	15,380
	<b>Total</b>	<b><u>103,372</u></b>	<b><u>-</u></b>	<b><u>103,372</u></b>	<b><u>119,602</u></b>

5	<b>EXPENDITURE ON CHARITABLE ACTIVITIES</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2024</b>	<b>Total 2023</b>
		£	£	£	£
	Tuition	404,598	23,799	428,397	472,067
	Catering	167,432	-	167,432	185,438
	Academic Administration	137,617	-	137,617	150,228
	Bursary grants	-	78,704	78,704	83,418
	Conferences	33,123	-	33,123	21,883
	Partnerships & Consultancy	5,230	-	5,230	-
	Support costs (notes 6 and 7)	777,447	-	777,447	824,963
	<b>Total</b>	<b><u>1,525,447</u></b>	<b><u>102,503</u></b>	<b><u>1,627,950</u></b>	<b><u>1,737,997</u></b>

#### 6 BREAKDOWN OF COSTS OF CHARITABLE ACTIVITY

Support costs have been allocated as follows:

	<b>Activities undertaken directly</b>	<b>Grant funding activities</b>	<b>Support costs</b>	<b>Total 2024</b>	<b>Total 2023</b>
	£	£	£	£	£
Student costs	738,676	-	763,748	1,502,424	1,619,663
Bursaries granted	-	78,704	-	78,704	83,418
Conferences	33,123	-	13,699	46,822	34,916
<b>Total</b>	<b><u>771,799</u></b>	<b><u>78,704</u></b>	<b><u>777,447</u></b>	<b><u>1,627,950</u></b>	<b><u>1,737,997</u></b>



## Notes to the financial statements

### For the year ended 31 August 2024

9 STAFF COSTS	2024	2023
	£	£
Wages and salaries	792,029	893,332
Social security costs	57,592	65,281
Pension costs	59,848	68,821
Redundancy costs	1,615	-
<b>Total</b>	<b><u>911,084</u></b>	<b><u>1,027,434</u></b>

During the year the company operated a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents the contributions payable by the company to the fund.

Average number of staff	2024		2023	
	Number	FTE*	Number	FTE*
Interim Principal and CEO	1	1	1	1
Academic	14.7	9.8	19.7	13.4
Support	<u>19.6</u>	<u>13.8</u>	<u>20.0</u>	<u>15.0</u>
<b>Total</b>	<b><u>35.3</u></b>	<b><u>24.6</u></b>	<b><u>40.7</u></b>	<b><u>29.4</u></b>

\* Full time equivalent

The librarian has been classified as support staff rather than Academic. There was 1 employee receiving remuneration and taxable benefits between £60,000 and £70,000 (2023: 0). The calculation includes salary and estimates for death in service benefit.

The College's Key Management Personnel are deemed to be those members of staff who are on the Senior Leadership Team. During the year these were: VJ Samkutty (Interim Principal/CEO), Mark Galpin, Steve Tompkins, Karen Hoar, Jill Ford and Rachael Bean (resigned December 2023). Aggregate employee-benefits of key management personnel for the year were £242,579 (2023: £302,078). The figures include salary, pension contributions, employer's national insurance, estimates for death in service benefit and housing benefit where applicable.

#### Office for Students staff disclosures

There were no members of staff with a full time equivalent basic salary over £100,000 per annum. The Head of provider remuneration: Interim Principal and CEO Rev Dr VJ Samkutty, received the following remuneration:

	2024	2023
	£	£
Basic salary before salary sacrifice	61,115	47,150
Employer pension contribution	4,789	3,772
Salary sacrifice arrangements - pension contributions	-	-
Non-taxable benefits - provision of accommodation	-	-
<b>Total package</b>	<b><u>65,904</u></b>	<b><u>50,922</u></b>

The Board is responsible for setting the pay of the Principal and CEO. In setting the figure they take account of the Christian, Charity, and Education contexts in which the College operates, and the pay of other staff. Performance is appraised annually by the Chair and Vice-Chair of the Board. Given the high demands and responsibility of the job, the Board feels the Head of Provider remuneration is well justified.

## Notes to the financial statements

### For the year ended 31 August 2024

#### 9 STAFF COSTS (Continued)

The pay ratios that need to be disclosed are as follows:

- i. The head of the provider's basic salary is 2.5 times the median pay of staff (2023: 2.2), where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its staff.
- ii. The head of the provider's total remuneration is 2.5 times the median total remuneration of staff (2023: 2.2), where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration by the provider of its staff.

#### 10 EMOLUMENTS OF BOARD MEMBERS

No remuneration was paid to any board members in respect of such office. Trustees were reimbursed expenses totalling £716 during the year (2023: £nil). The value of expenses waived was not material.

#### 11 INTANGIBLE FIXED ASSETS (GROUP AND COMPANY)

The new website is hosted by Champions and went live February 2024. In the prior year accounts, the new website was classed as an asset under construction and was not included in the breakdown below. The previous website has been fully amortised and the disposal is shown within these accounts.

	<b>Website</b>
	<b>£</b>
<b>Cost</b>	
At 1 September 2023	32,740
Additions	9,200
Disposals	<u>(13,740)</u>
At 31 August 2024	<u>28,200</u>
<b>Amortisation</b>	
At 1 September 2023	13,740
Charge for the year	9,400
Eliminated on disposals	<u>(13,740)</u>
At 31 August 2024	<u>9,400</u>
<b>Net book value</b>	
At 31 August 2023	<u>19,000</u>
At 31 August 2024	<u>18,800</u>

## Notes to the financial statements

### For the year ended 31 August 2024

#### 12 TANGIBLE FIXED ASSETS (GROUP)

	Freehold Properties	Furniture Fittings & Equipment	Heavy Plant	Motor Vehicles	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 September 2023	1,751,695	905,829	235,681	11,521	2,904,726
Additions	-	10,909	-	-	10,909
Disposals	-	(2,389)	-	-	(2,389)
At 31 August 2024	<u>1,751,695</u>	<u>914,349</u>	<u>235,681</u>	<u>11,521</u>	<u>2,913,246</u>
<b>Depreciation</b>					
At 1 September 2023	993,392	709,592	117,840	11,521	1,832,345
Charge for the year	28,598	55,007	23,568	-	107,173
Eliminated on disposals	-	(2,389)	-	-	(2,389)
At 31 August 2024	<u>1,021,990</u>	<u>762,210</u>	<u>141,408</u>	<u>11,521</u>	<u>1,937,129</u>
<b>Net book value</b>					
At 31 August 2023	<u>758,303</u>	<u>196,237</u>	<u>117,841</u>	-	<u>1,072,381</u>
At 31 August 2024	<u>729,705</u>	<u>152,139</u>	<u>94,273</u>	-	<u>976,117</u>

#### TANGIBLE FIXED ASSETS (COMPANY)

	Freehold Properties	Furniture Fittings & Equipment	Heavy Plant	Motor Vehicles	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 September 2023	1,751,695	877,453	235,681	11,521	2,876,350
Additions	-	10,909	-	-	10,909
Disposals	-	(2,389)	-	-	(2,389)
At 31 August 2024	<u>1,751,695</u>	<u>885,973</u>	<u>235,681</u>	<u>11,521</u>	<u>2,884,870</u>
<b>Depreciation</b>					
At 1 September 2023	993,392	681,216	117,840	11,521	1,803,969
Charge for the year	28,598	55,007	23,568	-	107,173
Eliminated on disposals	-	(2,389)	-	-	(2,389)
At 31 August 2024	<u>1,021,990</u>	<u>733,834</u>	<u>141,408</u>	<u>11,521</u>	<u>1,908,753</u>
<b>Net book value</b>					
At 31 August 2023	<u>758,303</u>	<u>196,237</u>	<u>117,841</u>	-	<u>1,072,381</u>
At 31 August 2024	<u>729,705</u>	<u>152,139</u>	<u>94,273</u>	-	<u>976,117</u>

The freehold properties include £350,000 for Bell Lane, Broxbourne House which is a property outside of the college grounds. This property has been put on the market in 2023-24 but has not yet been sold.

The College has one mixed use investment property. However, as the fair value of the property would be very difficult to measure reliably, being one listed building amongst a number of other buildings on an estate which operates under a restrictive covenant, the whole property has been recognised at cost within tangible fixed assets.

## Notes to the financial statements

### For the year ended 31 August 2024

#### 13 FIXED ASSET INVESTMENTS (GROUP AND COMPANY)

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Listed investments	144,206	130,182	144,206	130,182
Investment in Trading Subsidiary	-	-	100	100
<b>Total</b>	<b><u>144,206</u></b>	<b><u>130,182</u></b>	<b><u>144,306</u></b>	<b><u>130,282</u></b>

	2024	2023
	£	£
<b>Endowment Funds</b>		
<b>Listed UK investments</b>		
Market value at 1 September	130,182	137,283
Additions		
Net unrealised gain/(loss) on investment assets	<u>14,024</u>	<u>(7,101)</u>
Market value at 31 August	<u>144,206</u>	<u>130,182</u>
Historic cost as at 31 August	<u>109,468</u>	<u>109,468</u>

At 31 August 2024, all of the charity's listed investments were held in M&G Unit Trusts – Charifund.

#### Shares in subsidiary company – General Funds

The company's investment in its subsidiary is made up as follows:

	Investment at cost
	£
At 1 September 2023 and 31 August 2024	<u>100</u>

Amounts owed to the College by the subsidiary are classified as amounts due within one year since it is expected that they will be repaid within a year.

At 31 August 2024, All Nations Christian College Limited held more than 10% of the allotted share capital of the following company:

Name of company	Description of shares held	Proportion of shares held	Nature of business	Aggregate reserves	Results for the year
		%		£	£
All Nations Trading Limited	Shares of £1 each	100	Conference services	100	-

All Nations Trading Limited is a company registered in England, number 1189164. It shares its principal place of business with the College.

## Notes to the financial statements

### For the year ended 31 August 2024

#### 13 FIXED ASSET INVESTMENTS (GROUP AND COMPANY) (Continued)

##### Trading Company summary profit and loss account

	2024	2023
	£	£
Turnover	141,832	133,598
Cost of sales and administration expenses	(97,981)	(74,217)
Depreciation	-	-
Profit	43,851	59,381
Amount gift aided to parent company	(43,851)	(59,381)
Net profit	<u>-</u>	<u>-</u>

The assets and liabilities of the subsidiary were:

	2024	2023
	£	£
Current assets	122,329	111,595
Creditors: Amounts falling due within one year	(122,229)	(111,495)
Total Net assets	<u>100</u>	<u>100</u>
Aggregate share capital and reserves	<u>100</u>	<u>100</u>

All the above are included in the consolidated accounts of the College.

#### 14 PREPAYMENTS AND OTHER DEBTORS

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Other debtors	127,797	116,057	53,837	54,993
Prepayments & Accrued income	60,091	175,680	60,091	175,680
<b>Total</b>	<b><u>187,888</u></b>	<b><u>291,737</u></b>	<b><u>113,928</u></b>	<b><u>230,673</u></b>

Included within Prepayments & Accrued income in 2023 is £47,136 being the estimated value of the legacy from the estate of Scott, finalised in September 2023. We have bequeathed a freehold property, which is subject to a life tenancy. The estimated value of the legacy is unknown at present. The conditions for recognition of this income have not been met and therefore this legacy is not included in income and debtors.

#### 15 CREDITORS: Amounts falling due within one year

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Creditors	30,851	60,386	16,893	36,926
Deferred Income (fees in advance)	77,215	60,691	77,215	60,691
Accruals	114,646	115,454	113,146	113,894
<b>Total</b>	<b><u>222,712</u></b>	<b><u>236,531</u></b>	<b><u>207,254</u></b>	<b><u>211,511</u></b>
Deferred income Bought forward	60,691	53,025	60,691	53,025
Additions	57,722	41,050	57,722	41,050
Release	(41,198)	(33,384)	(41,198)	(33,384)
<b>Deferred income carried forward</b>	<b><u>77,215</u></b>	<b><u>60,691</u></b>	<b><u>77,215</u></b>	<b><u>60,691</u></b>

## Notes to the financial statements

### For the year ended 31 August 2024

#### 16 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group	Fixed assets £	Investments £	Net current Assets £	Total at 31 August 2024 £
Endowment funds	-	144,206	-	144,206
Restricted funds	-	-	227,073	227,073
<b>Unrestricted funds</b>				
General fund	994,917	-	414,195	1,409,112
Seed Funding	-	-	18,125	18,125
Strategic Fund	-	-	394,570	394,570
<b>Total</b>	<b><u>994,917</u></b>	<b><u>144,206</u></b>	<b><u>1,053,963</u></b>	<b><u>2,193,086</u></b>

PRIOR YEAR Group	Fixed assets £	Investments £	Net current Assets £	Total at 31 August 2023 £
Endowment funds	-	130,182	-	130,182
Restricted funds	-	-	157,745	157,745
<b>Unrestricted funds</b>				
General fund	1,091,381	-	544,445	1,635,826
Seed Funding	-	-	18,125	18,125
Strategic Fund	-	-	394,570	394,570
<b>Total</b>	<b><u>1,091,381</u></b>	<b><u>130,182</u></b>	<b><u>1,114,885</u></b>	<b><u>2,336,448</u></b>

Company	Fixed assets £	Investments £	Net current Assets £	Total at 31 August 2024 £
Endowment funds	-	144,206	-	144,206
Restricted funds	-	-	227,073	227,073
<b>Unrestricted funds</b>				
General fund	994,917	100	414,095	1,409,112
Seed Funding	-	-	18,125	18,125
Strategic Fund	-	-	394,570	394,570
<b>Total</b>	<b><u>994,917</u></b>	<b><u>144,306</u></b>	<b><u>1,053,863</u></b>	<b><u>2,193,086</u></b>

PRIOR YEAR Company	Fixed assets £	Investments £	Net current Assets £	Total at 31 August 2023 £
Endowment funds	-	130,182	-	130,182
Restricted funds	-	-	157,745	157,745
<b>Unrestricted funds</b>				
General fund	1,091,381	100	544,345	1,635,826
Seed Funding	-	-	18,125	18,125
Strategic Fund	-	-	394,570	394,570
<b>Total</b>	<b><u>1,091,381</u></b>	<b><u>130,282</u></b>	<b><u>1,114,785</u></b>	<b><u>2,336,448</u></b>

## Notes to the financial statements

### For the year ended 31 August 2024

#### 17 ENDOWMENT FUNDS

The Goldsmith Bursary Fund was established in 1998 to fund a bursary to a student or students attending the College. The interest income received from the capital is credited to the restricted bursary fund for the payment of bursaries to students (note 2). Investment gains/(losses) are retained in the Endowment Funds.

18 RESTRICTED FUNDS (Group and Company)	Balance	Movement		Balance
	1 September 2023	Income	Expenditure & transfers out	31 August 2024
	£	£	£	£
Bursary fund	94,093	178,896	(78,704)	194,285
Accommodation Fund	100	-	-	100
Online Fund	23,074	395	(7,506)	15,963
New dev. Fund – Zoom rooms	6,576	-	-	6,576
New dev. Fund – Maple Hall	8,070	10	-	8,080
ANOTM Fund	15,513	1,517	(15,551)	1,479
Library fund	540	-	(327)	213
ICT and website fund	9,000	200	(9,200)	-
Learning Services Fund	-	13	(13)	-
Big Church Festival Fund	252	-	(252)	-
Plants for college Fund	527	-	(150)	377
<b>Total restricted funds</b>	<b><u>157,745</u></b>	<b><u>181,031</u></b>	<b><u>(111,703)</u></b>	<b><u>227,073</u></b>

Prior Year (Group and Company)	Balance	Movement		Balance
	1 September 2022	Income	Expenditure & transfers out	31 August 2023
	£	£	£	£
Bursary fund	107,184	70,327	(83,418)	94,093
Accommodation Fund	100	-	-	100
Online Fund	16,649	14,991	(8,566)	23,074
New dev. Fund – Zoom rooms	10,651	-	(4,075)	6,576
New dev. Fund – Maple Hall	8,010	60	-	8,070
ANOTM Fund	20,090	8,436	(13,013)	15,513
Library fund	1,121	-	(581)	540
ICT fund and website fund	-	13,182	(4,182)	9,000
Big Church Festival Fund	-	1,250	(998)	252
SLT Away Day Fund	-	305	(305)	-
Plants for college Fund	-	625	(98)	527
<b>Total restricted funds</b>	<b><u>163,805</u></b>	<b><u>109,176</u></b>	<b><u>(115,236)</u></b>	<b><u>157,745</u></b>

The Bursary Fund exists to enable men and women to study at All Nations who are planning to enter into strategic cross-cultural ministry after leaving College, and are unable to raise the fees.

The Accommodation Fund relates to donations specifically given to increase provision of student accommodation.

The Online Fund was set up to help fund the development of online courses.

## Notes to the financial statements

### For the year ended 31 August 2024

#### 18 RESTRICTED FUNDS (Continued)

The Zoom Rooms project equips every classroom and lecturer with what is needed to deliver all learning by zoom with excellence. Some assets for this project were capitalised, at which point transfers of Nil (2023: £nil) were made to the General Fund in accordance with paragraph 2.12 of SORP 2019.

The Maple Hall project is the refurbishment of the dining hall.

The All Nations On The Move (ANOTM) Fund (previously called En Route On The Move) relates to funding the initiative of the same name, taking the training taken from our En Route courses to chosen locations globally and working with local partners to deliver it.

The Library Fund is for donations specifically given to spend on the College Library.

The restricted funds on the new website have been fully expensed and transferred out.

The remaining funds for the Big Church Festival funds to attend the festival and promote the college have been fully expensed and transferred out. Some funds on the Plants for college grounds is carried forward and still to be utilised.

19 DESIGNATED FUNDS (Group and Company)	Balance	Movement		Balance
	1 September 2023	Income & transfers in	Expenditure & transfers out	31 August 2024
	£	£	£	£
Seed Funding	18,125	-	-	18,125
Strategic Fund	<u>394,570</u>	-	-	<u>394,570</u>
<b>Total designated funds</b>	<b><u>412,695</u></b>	<b>-</b>	<b>-</b>	<b><u>412,695</u></b>

Prior Year (Group and Company)	Balance	Movement		Balance
	1 September 2022	Income & transfers in	Expenditure & transfers out	31 August 2023
	£	£	£	£
Seed Fund	18,125	-	-	18,125
Strategic Fund	<u>394,570</u>	-	-	<u>394,570</u>
<b>Total designated funds</b>	<b><u>412,695</u></b>	<b>-</b>	<b>-</b>	<b><u>412,695</u></b>

The Seed Fund is made up of a donation received in 2016/17 which management have designated to be invested in strategic College activities rather than to go into general operating income.

The Strategic Fund was set up with the intention of putting legacies received where the benefactor has not placed any restriction on the College as to its use and which are not budgeted for, into this fund. The intention is to spend fund monies on strategic projects, rather than operational expenditure.

## Notes to the financial statements

### For the year ended 31 August 2024

#### 20 OPERATING LEASES (Group and Company)

The total future minimum lease payments under non-cancellable operating leases are payable:

	2024 £	2023 £
Within one year	<u>3,208</u>	<u>3,208</u>
Between two and five years	<u>7,619</u>	<u>10,429</u>

During the year, the lease payments amounted to £3,208 (2023: £3,148).

#### 21 CONSTITUTION OF THE COMPANY AND STATUS

The company is limited by guarantee, and each member of the Board of Management is under covenant to contribute a sum not exceeding one pound sterling in certain circumstances as set out in clause 10 of the Articles of Association. The number of members is 10 (2023: 10).

#### 22 RELATED PARTIES

Expenses reimbursed and remuneration of the trustees are disclosed in Note 10. The remuneration of key management personnel of the Charity is disclosed in Note 9.

During the year, a teaching payment of £215 including NI (2023: nil) was paid to a trustee.

Members of the close family of the key management personnel received remuneration of £1,602 (2023: £3,551) and employer's pension contributions of nil (2023: £nil).

Redcliffe College has eight trustees, four of whom are Board members of All Nations. All Nations therefore has significant influence over Redcliffe College. During the year, All Nations had the following transactions with Redcliffe College:

	2024 £	2023 £
Bursary Fund Donation	8,000	nil
Other Donations	nil	nil
Costs re-charged to Redcliffe	5,053	37,297
Balance due to All Nations at the year-end	1,876	31,044
Donations received – Transfer of net assets	25,000	nil

There were no other related party transactions during the year requiring disclosure.