

OCCA House

England & Wales · Charity number 1067314

Details

Other names	RZIM EUROPE, RZIM ZACHARIAS TRUST, THE ZACHARIAS TRUST, OCCA The Oxford Centre for Christian Apologetics
Status	Registered
Legal form	Charitable company
Company number	03449676
Registered	1998-01-09
Register	View on the Charity Commission register

Contact

Address	27 Beaumont Street Oxford OX1 2NR
Phone	01865302900
Email	office@theocca.org
Website	www.theocca.org

Activities

Objects: TO ADVANCE THE CHRISTIAN FAITH IN ACCORDANCE WITH THE STATEMENT OF BELIEFS APPEARING IN THE SCHEDULE HERETO IN THE UNITED KINGDOM AND ELSEWHERE AS THE DIRECTORS OF THE CHARITY (THE TRUSTEES) MAY FROM TIME TO TIME THINK FIT .

Activities: Education, training and religious activities

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Religious Activities
- **Who:** Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£1,061,458	£1,699,828	£3,722,110	21
2024-08-31	£1,184,144	£1,739,012	£4,360,480	19
2023-08-31	£888,554	£1,787,607	£4,915,348	18
2022-08-31	£976,390	£1,128,405	£5,814,401	15
2021-09-30	£2,374,906	£8,331,036	£5,966,416	36

Trustees

Name	Role	Appointed
Roderick Brian Street	Chair	2023-07-13
Akeel Husein Kurban Sachak		2021-06-15
Christine Diane Brindley		2022-04-25
Margaret Ruth Spence		2024-07-22
NICHOLAS JOHN HOUGHTON		2023-11-06
Ralph Rex Hewins		2026-02-09
Robert John McIntyre		2023-08-07
Simom Steer		2025-01-20

Accounts

Company registration number 3449676 (England and Wales)

Charity registration number 1067314 (England and Wales)

OCCA HOUSE LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

OCCA HOUSE LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Rod Street (Board Chair) Margaret Spence Nick Houghton Robert McIntyre Christine Brindley Akeel Sachak Mr R Hewins Rev Dr S Steer	(Appointed 9 February 2026) (Appointed 20 January 2025)
Senior Management	Charlie Styles (Resigned 30 April 2025) Jo Frost (Appointed 23rd February 2026)	CEO Executive Director
Country of incorporation	United Kingdom (England and Wales)	3449676
Charity registration	England and Wales	1067314
Registered office	27 Beaumont Street Oxford OX1 2NR	
Auditor	Thomas and Young Limited Carleton House 266-268 Stratford Road Shirley Solihull B90 3AD	
Bankers	Triodos Bank Barclays Bank Nationwide Building Society CCLA Investment Management Limited	

OCCA HOUSE LIMITED

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OCCA HOUSE LIMITED

LETTER FROM THE CHAIR OF OCCA HOUSE LIMITED FOR THE YEAR ENDED 31 AUGUST 2025

It has been another significant year in which we have seen God shaping and working through the OCCA. There is again much to thank God for in what He has been doing this year.

Our focus on evangelistic apologetics – pointing people towards the God who loves them and helping provide well founded and reasoned arguments for the truth of the Gospel – is the thread that links all we do and remains our distinctive in supporting the work of the church.

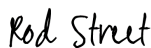
Key achievements for the ministry this year include both work equipping the church to better address the tough questions that people want answers to in their exploration of faith and engaging directly with those with these questions:

- Our regular summer school attracted 80 delegates from all over the globe exploring *The Stories that Shape Us* and we ran another Confident Faith Day conference, where 200 people joined the summer school attendees in Oxford to be encouraged and equipped, covering the same theme; considering some of the dominant narratives and beliefs that inform our time.
- On our training pathway, well over 100 students went through our Foundational Apologetics and one year hybrid core course and another 550 church groups signed up for our small group resource 'Essentials'.
- We continued to hold many 'Reboot' events through the year, engaging with young people on the issues uppermost in their minds from abortion and identity to climate change and gender. These included two of our 'Reboot City' events in Reading and Manchester which attracted over 450 attendees and received more excellent feedback.
- We strengthened our partnering with UCCF in seeking to support their work in universities around the country. Overall our team of speakers had another very busy year fielding a wide range of topics in many different settings from schools and colleges to church events and business gatherings. This included our President, John Lennox speaking at the National Prayer Breakfast in Parliament. Speaking remains an area of great importance for the OCCA as we support the witness of Christians who have opportunities in their local situation.
- In addition, our presence and work online has continued to develop and enables us to reach many more people both in the UK and all over the world supporting both Christians and those simply interested in the reasons for the hope that is in us.

We are particularly grateful to all those who continue to pray and support the work and we have been very encouraged by the increased numbers who have committed to regularly praying for the work of the OCCA and signing up to our regular prayer materials. We are very conscious that any impact from our work is entirely dependent on the work of our God.

We thank Him for his blessing of the work done this year and continue to pray that his name will be glorified in all we do.

Signed by:



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Rod Street

Chair, OCCA House Limited

09-03-2026

Date:

OCCA HOUSE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 AUGUST 2025

The Trustees present their annual report and financial statements for the year ended 31 August 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)".

Objectives and activities

The Objects of the Company are:

'To advance the Christian faith in accordance with the statement of beliefs appearing in the Schedule (in the Memorandum of Association) in the United Kingdom and elsewhere as the Directors of the Charity (the Trustees) may from time to time think fit.'

Its aims are primarily education, training, communications, speaking, and religious activities. These are discharged through the provision of human resources (staff, volunteers), services and advocacy, advice, and information.

The Company's main activities through the year, carried out throughout the UK and internationally, included speaking, teaching, and training in a variety of contexts, including academia, media, business, and the church.

STRATEGIC AIMS 2025 / 2026

Our desire is to see extended Gospel reach, through further growth in evangelistic opportunities. We continue to identify and respond to pertinent questions from people outside the Christian faith. In addition to maximising evangelism to youth, schools, government, workplace and students, we will also seek new avenues in arenas where Christians have not spoken before.

OCCA wants to see believers sharing their faith without fear, in a way that makes sense to the world. We summarise this as confident, connected evangelism.

We do this by engaging the world by both listening and speaking - seeking to understand the times and express the Christian faith clearly and relevantly to the culture of today. This includes speaking in various contexts and producing written, audio, and video material for publication.

We seek to equip the Church to do the same: working with local churches and Christian organisations to give every Christian confidence to explain the hope they have, investing in a new generation of evangelists who will in turn equip others.

In 2025 and 2026, we will continue to be particularly focussing on digital content creation in both training and outreach. This will see the continued delivery of online training courses and relaunching some of our previous activities. We will also continue to host in-person events, such as our Summer School and REBOOT events like REBOOT Roundtable and REBOOT City.

OCCA HOUSE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Public benefit

Each year the Trustees review our objectives and activities to ensure they continue to reflect our aims. In carrying out this review, the Trustees act consistently with the Charity Commission's guidance on public benefit.

As indicated above, the primary aims of the Company are education, training, communications, speaking, and religious activities. These are discharged through the provision of human resources (staff, volunteers), services and advocacy, advice, and information.

The Company carries out a wide range of activities in pursuance of its charitable aims. The Trustees consider that these activities, summarised below, provide benefit to the wider community:

- OCCA courses, talks in universities and other academic institutions, public discussion forums and media work.
- Teaching teenagers, students, and adults at a variety of different events.
- The creation of books, audio and video materials, web and social media content, and other educational resources.

Teaching and training forums are accessible and welcoming venues for discussion and learning by people of all faiths, races, cultures, or creeds and those who wish to know more about the Christian faith. Where a charge is made, concessions and, in some cases, scholarships may be available.

Strategic report

OCCA The Oxford Centre for Christian Apologetics exists to play a specific part in the mission of evangelising the world. OCCA aims to model evangelistically fruitful apologetics ministry that is creative and pioneering, characterised by being both intellectually rigorous and tender-hearted. Since its establishment in 2004, OCCA has invested in over 650 individuals from nearly 50 countries through its one-year programme, the month-long course for senior business professionals, new quarterly online programmes, a new one-year hybrid online and in-person programme, and the Doctoral Fellows programme.

Evangelism

Evangelism in universities, government, businesses, churches, schools and youth spheres continued during the financial year. Our team fulfilled hundreds of speaking engagements.

Education and Training

We continued to run courses for church-based small groups as the first stage of our revamped training pathway call *Essentials*. The course is called **Confident Faith: Apologetics for Everyone**.

We now continue to run stage two, called our **Foundational Apologetics** course, which began in March 2022, covering sixteen different topics over the course of eight weeks. We run three course cycles per year, with 25-40 delegates on each course.

We are also now continuing a new stage three, a more demanding year-long, part-time **hybrid course** with online classes and two, 3-day in-person intensive weekends in Oxford, with 35 students.

OCCA continues to plan to re-launch stage four, a full-time, one-year intensive in-person apologetics course in Oxford.

In 2025 OCCA hosted an in-person, 4-day **Summer School** in Oxford where over 80 people attended for training. It included live speaking events, lectures, group discussions, and breakout sessions.

OCCA also hosted a one-day **Confident Faith Conference** in Oxford where just over 200 people attended for an intensive day of training that also included speaking events, Q&A, and breakout sessions.

The **Doctoral Fellows** programme seeks to create and grow an interconnected academic community of evangelists and to train and equip them to use the platform of their academic careers in evangelistically fruitful ways.

The **Business Programme** geared towards senior executives and professionals did not take place in 2025. However, we continue to engage with Business Programme alumni and are in planning stages for redesigning and relaunching the project in the future, possibly with an expanded scope.

OCCA HOUSE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Media

OCCA's redesigned and re-equipped media studio saw activity from both our team and partners throughout the financial year. Apart from the new content created by the team, including a significant focus on YouTube content, ministry friends, guest speakers, and other ministries partnered with the team in utilizing our media studio for external recordings.

Platform	URL	Followers
Facebook	https://www.facebook.com/theocca	15,000
Instagram	https://www.instagram.com/theocca	4,496
Twitter	https://twitter.com/theocca	1,880
YouTube	https://www.youtube.com/@OCCAOxford	107,000

We had strategically planned to hit the important milestone of 100,000 subscribers on our relaunched YouTube channel and were able to do so by the end of 2024.

REBOOT

The aim of our REBOOT youth apologetics programme is to engage and equip young people with a faith perspective on life's difficult questions, using fun and engaging conferences. Teenage delegates bring their burning questions, wrestle with big topics, and feel heard, understood, and valued as they navigate issues of worldview, science, identity, and faith.

In 2025, REBOOT continued to run live digital events, called **Roundtables** for youth workers focused on answering tough questions and equipping them to minister in their context.

In the autumn of 2024, we hosted two larger **REBOOT City** events, with one in **Reading** and one in **Manchester**, which, combined, saw over 450 youth and youth group leaders from around the UK gather for a day of teaching, breakout sessions, questions and responses, and other activities.

REBOOT also continued to engage in public speaking events, including REBOOT Locals, held training for youth leaders, and engaged in the digital and social media spaces.

Achievements and performance

Significant activities and achievements against objectives

Fundraising practices

Our fundraising predominantly works through personal contacts and opportunities to share our vision and explain clearly what we do. Our goal is to treat everyone who interacts with us with the same due respect and courtesy and, at the same time, ensure we do this in a way that follows best practice and ensures legal compliance, including meeting GDPR requirements. There have been no reported complaints or failures in respect of our fundraising activities.

Financial review

The Company continued to operate with a higher average cash balance than in recent previous years (2023), due largely to the sale of both main office properties in July 2023. The Company, per an agreement with the former affiliate ministry in the US, received 50% of the building sale proceeds. Most of the proceeds have since been placed in a cash investment portfolio and designated by the Board toward the provision of offices for OCCA. Interest income from the designated funds has since partially covered office rental and related operational costs.

The balance on the unrestricted funds decreased by £668k to £3,402m in 2025. The decrease is in line with expectations, as the Board continued a deliberate strategy of using remaining funds (above the designated funds for office provision) with specific, limited budget deficits to continue to help the ministry transition to relaunching and growing programmes. The Company operated with higher income from courses and events than in 2024, as further initiatives came online and expanded.

OCCA HOUSE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Reserves policy

The Board has examined OCCA House's requirements for reserves in the light of the main risks to the organisation. It established a broad objective whereby the unrestricted funds not committed or invested in tangible fixed assets should equate to at least three months' expenditure. The Board continued to review the reserves policy in September 2024, maintaining its inclusion of at least three months' expenditure, as well as a prudent provision for winddown activities, in the event of a significant reduction in income.

The reserves are needed to meet the working capital requirements of the organisation, and the senior management team is confident that the current reserves level would achieve this. As at 31 August 2025 the total funds of the charity were £3,722,110. Of this, £319,600 was in restricted funds, £43,637 was represented by tangible fixed assets, and £3,057,991 was represented by remaining designated funds for the building. The designated premises funds are reduced each year by the cost of occupancy, with the reduction in the 2024-2025 accounts effectively including approximately 1.5 years of moving and rental costs for new offices from December 2023.

For the purposes of assessing total available reserves, the Board considers designated building funds and free reserves together, leaving an available balance of £3,358,873. Unrestricted expenditure in the year was £1,649,335, and therefore total reserves represent more than four months' expenditure, which exceeds the objective. The free reserves are strategically being used in deliberate deficit budgets while the ministry launches and grows new projects and concentrates on growing fundraising.

Principal funding sources

As an independent ministry, in FY 2024-2025 OCCA relied on the generous support of our donors in the UK and elsewhere.

OCCA continued to focus on its training objective through the *OCCA Essentials*, *Foundational*, and *Hybrid* programmes in 2025. Restricted grants towards OCCA scholarships enabled us to continue offering bursaries to facilitate applications from a broad diversity of countries and communities. Significant scholarships for students were made available for the 2024-2025 academic year.

Specific online and the annual in-person Vision donor events were organised during the year towards the aim of increasing funding support from the UK.

Investment policy

Aside from retaining a prudent amount in reserves (see reserves policy), the Company's income is spent during the course of the financial year on operational and other expenditure. The Company holds current and deposit accounts in sterling and a current account in US dollars. The Finance Committee of the Board has formulated an investment policy limiting the amounts held in the main current (operating) bank account and promoting the diversification of the sums held in savings accounts amongst different financial institutions.

In the summer of 2023, the Finance Committee undertook a review of possible investment options for proceeds from the sale of the two former office premises. While comparing risk, funds availability, and interest rates, the Board elected to place a majority of the building sale proceeds in a cash investment fund with CCLA Investment Management Ltd., a firm that specialised in ethical investing for charities, churches, and local authorities. The Board designated funds for the continued provision of office premises and interest earned on those funds partially covers office rental after vacating the former offices at the end of FY 2023.

Risk Management

Our approach to risk takes due note of the guidelines provided by the Charity Commission. Following the guidelines, the Company maintains a risk register that identifies potential risks and assesses the possible impact to the Company of these risks. The register groups the risks into five broad categories: Financial, Operational, Governance, Regulatory, and external.

Risk management is one of the matters addressed by the Finance Committee of the Board. We manage and mitigate potential risks through regular review of the risk register. Key potential risks are assessed during the year by the management team and discussed with the Finance Committee and (if appropriate) with the full Board.

OCCA HOUSE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Affiliation

The Company is a member of the UK Evangelical Alliance (UKEA) and the European Evangelical Alliance (EEA).

Structure, governance and management

OCCA House Limited (formerly RZIM Zacharias Trust) is a company limited by guarantee, incorporated on 14 October 1997 and registered as a charity on 9 January 1998. The company was established under a Memorandum of Association that established the objects and powers of the charitable company and is governed under its Articles of Association.

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Rod Street (Board Chair)

Margaret Spence

Nick Houghton

Robert McIntyre

Christine Brindley

Matt Baird

(Resigned 2 July 2025)

Akeel Sachak

Mr R Hewins

(Appointed 9 February 2026)

Rev Dr S Steer

(Appointed 20 January 2025)

Mr S Martin

(Resigned 21 October 2024)

Recruitment and appointment of trustees

The Trustees hold Board meetings four times per year. Both the CEO and Director of Operations attend Board meetings. Other members of staff may be invited to present specific reports. The Articles of Association include provisions for the election, retirement, and removal of Trustees.

None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

Trustee induction and engagement

An induction pack for Trustees is made available to new Trustees and follows the Charity Commission guidelines. The Board is periodically provided with relevant material and guidance from the Charity Commission and other professional institutions on charity governance and regulatory changes. Independent legal advice and guidance is sought where specific points of clarification are required.

Trustees attend events organised by the Company, visit the offices and interact with the staff team. Trustees receive a detailed board report and other information prior to each of the four board meetings.

Our fifteenth annual UK vision day was held in November 2025. Trustees, senior management, and members of the speaking team invited sponsors and key supporters to hear reports of the activities of the Company over the last year and its forward plans.

Two sub-committees support the Board's activities: one focused on finance, development, risk, and governance, and another on people-related matters (HR, premises, welfare, and safeguarding). The two committees each meet four times per year, typically by conference or video call. Working parties are periodically convened to look at specific areas that may arise from time to time. Policy is discussed and agreed by the entire Board.

OCCA HOUSE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

Organisational Structure

Decisions taken by Trustees include those involving premises, leases, strategic partnerships, banking arrangements, financial practices including reserves, governance, approval of accounts, and staff-related matters. The Board Chair holds an annual review with the CEO, to whom the executive leadership of the Company is delegated by the Board of Trustees.

Decisions taken by the management team include day-to-day operational decisions, preparation of the strategic plan and budget for Board discussion and approval, plan and budget delivery, financial and management accounting, management of the staff team, event planning, and delivery, education, and training curricula.

The average staff employed at year-end was 21 (12.5 FTE)

Day to Day Management of the Company

The Trustees delegate the responsibility for the day-to-day executive management of the Company to the CEO, who reports to the Chair of the Board. From his appointment in January 2022, our CEO was Charlie Styles until his resignation on 30 April 2025. From May 2025, key members of the Board alongside the Director of Operations and Marketing Manager were responsible for day-to-day management.

Remuneration policy

Key Management Personnel

After completing an externally-contracted benchmarking in the second half of 2021, ensuring salaries are accurately positioned, in line with Oxford area charity salaries, the Company continues to review salaries on an annual basis. The Company maintains accreditation with the Oxford Living Wage.

Statement of Trustees responsibilities

The Trustees, who are also the directors of OCCA House Limited for the purpose of company law, are responsible for preparing the Trustees Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with applicable law, we certify that:

- so far as we are aware, there is no relevant audit information of which the Company's auditors are unaware; and
- as the Board of Trustees, we have taken all the steps we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

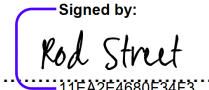
Auditor

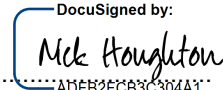
After a review, Thomas and Young was appointed by the Board to provide audit and accounting services starting from 2024-2025.

OCCA HOUSE LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

The Trustees report was approved by the Board of Trustees.

Signed by:

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Rod Street (Board Chair)

DocuSigned by:

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Nick Houghton

09-03-2026
Date:

OCCA HOUSE LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF OCCA HOUSE LIMITED

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

OCCA HOUSE LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF OCCA HOUSE LIMITED

Responsibilities of Trustees

As explained more fully in the statement of Trustees responsibilities, the Trustees, who are also the directors of the Charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with directors and other management, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting correspondence;

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

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

OCCA HOUSE LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF OCCA HOUSE LIMITED

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

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

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

- agreeing financial statement disclosures to underlying supporting documentation; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance.

Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

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

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:



35BD92752FCD4B6

Mark McLean FCA (Senior Statutory Auditor)

For and on behalf of Thomas and Young Limited, Statutory Auditor

Chartered Accountants

Carleton House

266-268 Stratford Road

Shirley

Solihull

B90 3AD

10-03-2026

Date:

Thomas and Young Limited is eligible for appointment as auditor of the Charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

OCCA HOUSE LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2025

		Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Notes							
Income and endowments from:							
Donations and legacies	3	550,502	89,228	639,730	669,556	99,758	769,314
Charitable activities	4	224,987	8,795	233,782	147,253	-	147,253
Investments	5	174,542	2,671	177,213	231,616	-	231,616
Other income	6	10,733	-	10,733	35,961	-	35,961
Total income		960,764	100,694	1,061,458	1,084,386	99,758	1,184,144
Expenditure on:							
Raising funds	7	58,076	-	58,076	66,274	-	66,274
Charitable activities	8	1,591,259	50,493	1,641,752	1,601,951	70,787	1,672,738
Total expenditure		1,649,335	50,493	1,699,828	1,668,225	70,787	1,739,012
Net income/(expenditure)		(688,571)	50,201	(638,370)	(583,839)	28,971	(554,868)
Transfers between funds		20,362	(20,362)	-	-	-	-
Net movement in funds	10	(668,209)	29,839	(638,370)	(583,839)	28,971	(554,868)
Reconciliation of funds:							
Fund balances at 1 September 2024		4,070,719	289,761	4,360,480	4,654,558	260,790	4,915,348
Fund balances at 31 August 2025		3,402,510	319,600	3,722,110	4,070,719	289,761	4,360,480

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

OCCA HOUSE LIMITED

BALANCE SHEET
AS AT 31 AUGUST 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Tangible assets	14		43,637		15,429
Current assets					
Stocks	15	10,879		8,370	
Debtors	16	14,959		22,778	
Cash at bank and in hand		3,785,130		4,511,053	
		3,810,968		4,542,201	
Creditors: amounts falling due within one year	17	(132,495)		(197,150)	
Net current assets			3,678,473		4,345,051
Total assets less current liabilities			3,722,110		4,360,480
The funds of the Charity					
Restricted income funds	19	319,600		289,761	
Unrestricted funds	20	3,402,510		4,070,719	
		3,722,110		4,360,480	

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 August 2025.

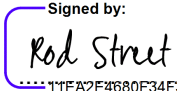
However, an audit is required in accordance with the Section 144 of the Charities Act 2011.

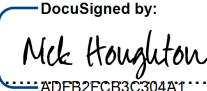
The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 09-03-2026

Signed by:

.....11EA2E4680F34F3.....
Rod Street (Board Chair)

DocuSigned by:

.....ADFB2FCB3C304A1.....
Nick Houghton

OCCA HOUSE LIMITED**STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED 31 AUGUST 2025**

	Notes	2025 £	£	2024 £	£
Cash flows from operating activities					
Cash absorbed by operations	24		(859,963)		(689,014)
Investing activities					
Purchase of tangible fixed assets		(51,729)		(10,997)	
Proceeds from disposal of tangible fixed assets		8,556		35,961	
Proceeds from disposal of investments		-		273,795	
Investment income received		177,213		231,616	
Net cash generated from investing activities			134,040		530,375
Net cash generated from financing activities			-		-
Net decrease in cash and cash equivalents			(725,923)		(158,639)
Cash and cash equivalents at beginning of year			4,511,053		4,669,692
Cash and cash equivalents at end of year			3,785,130		4,511,053

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1 Accounting policies

Charity information

OCCA House Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 27 Beaumont Street, Oxford, OX1 2NR.

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The Charity is a Public Benefit Entity as defined by FRS 102.

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

1.4 Income

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

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

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

1.5 Expenditure

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

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

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

Fixtures and fittings	3-5 years
-----------------------	-----------

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

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

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1.9 Cash and cash equivalents

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

1.10 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

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

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

Basic financial assets

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

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

1 Accounting policies

(Continued)

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.11 Employee benefits

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

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

1.12 Retirement benefits

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

2 Critical accounting estimates and judgements

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

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

3 Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	397,946	2,999	400,945	669,556	99,758	769,314
Grants	152,556	86,229	238,785	-	-	-
	<u>550,502</u>	<u>89,228</u>	<u>639,730</u>	<u>669,556</u>	<u>99,758</u>	<u>769,314</u>

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

4 Income from charitable activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Training and education						
Training fees and sale of goods	224,987	8,795	233,782	147,253	-	147,253

5 Income from investments

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Interest receivable	174,542	2,671	177,213	231,616	-	231,616

6 Other income

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Net gain on disposal of tangible fixed assets	8,556	35,961
Royalties	1,027	-
Other income	1,150	-
	10,733	35,961

7 Expenditure on raising funds

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Fundraising and publicity		
Seeking donations, grants and legacies	1,085	-
Other fundraising costs	1,289	7,245
Staff costs	39,438	46,055
Support costs	16,264	12,974
	58,076	66,274

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

8 Expenditure on charitable activities

	Communicat ions and speaking 2025 £	Training and education 2025 £	Total 2025 £	Communicat ions and speaking 2024 £	Training and education 2024 £	Total 2024 £
Direct costs						
Staff costs	512,698	276,069	788,767	664,971	-	664,971
Other direct costs	195,139	310,858	505,997	296,085	465,184	761,269
	<u>707,837</u>	<u>586,927</u>	<u>1,294,764</u>	<u>961,056</u>	<u>465,184</u>	<u>1,426,240</u>
Share of support and governance costs (see note 9)						
Support	211,426	113,845	325,271	149,014	86,925	235,939
Governance	14,116	7,601	21,717	6,669	3,890	10,559
	<u>933,379</u>	<u>708,373</u>	<u>1,641,752</u>	<u>1,116,739</u>	<u>555,999</u>	<u>1,672,738</u>
Analysis by fund						
Unrestricted funds	903,418	687,841	1,591,259	1,116,739	485,212	1,601,951
Restricted funds	29,961	20,532	50,493	-	70,787	70,787
	<u>933,379</u>	<u>708,373</u>	<u>1,641,752</u>	<u>1,116,739</u>	<u>555,999</u>	<u>1,672,738</u>

9 Support costs allocated to activities

	2025 £	2024 £
Depreciation	23,521	19,090
Operating lease charges	115,260	36,400
Other office costs	92,781	142,555
Professional fees	43,537	6,598
Information technology	29,819	43,714
Advertising and marketing	36,502	-
Staff training	114	-
Governance costs	22,803	11,115
	<u>364,337</u>	<u>259,472</u>
Analysed between:		
Fundraising	17,349	12,974
Communications and speaking	225,542	155,683
Training and education	121,446	90,815
	<u>364,337</u>	<u>259,472</u>

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

9 Support costs allocated to activities

(Continued)

	2025 £	2024 £
Governance costs comprise:		
Audit fees	10,500	10,800
Legal and professional	10,508	-
Trustees and meeting expenses	1,795	315
	<u>22,803</u>	<u>11,115</u>

10 Net movement in funds

2025
£

2024
£

The net movement in funds is stated after charging/(crediting):

Fees payable for the audit of the charity's financial statements	10,500	10,800
Depreciation of owned tangible fixed assets	23,521	19,090
Profit on disposal of tangible fixed assets	(8,556)	(35,961)
Operating lease charges	<u>115,260</u>	<u>36,400</u>

11 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the year.

12 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Raising funds	1	2
Communications and speaking	13	10
Training and education	7	7
	<u>21</u>	<u>19</u>

Employment costs

2025
£

2024
£

Wages and salaries	707,004	598,397
Social security costs	61,374	57,020
Other pension costs	59,827	55,609
	<u>828,205</u>	<u>711,026</u>

Termination payments totalling £30,000 were made in the reporting period.

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

12 Employees

(Continued)

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2025 Number	2024 Number
£60,001 to £70,000	1	-
£70,001 to £80,000	-	1
	<u> </u>	<u> </u>

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2025 £	2024 £
Aggregate compensation	120,637	162,597
	<u> </u>	<u> </u>

13 Taxation

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

14 Tangible fixed assets

	Fixtures and fittings £
Cost	
At 1 September 2024	555,348
Additions	51,729
	<u> </u>
At 31 August 2025	607,077
	<u> </u>
Depreciation and impairment	
At 1 September 2024	539,919
Depreciation charged in the year	23,521
	<u> </u>
At 31 August 2025	563,440
	<u> </u>
Carrying amount	
At 31 August 2025	43,637
	<u> </u>
At 31 August 2024	15,429
	<u> </u>

15 Stocks

	2025 £	2024 £
Finished goods and goods for resale	10,879	8,370
	<u> </u>	<u> </u>

OCCA HOUSE LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 AUGUST 2025**16 Debtors**

	2025	2024
	£	£
Amounts falling due within one year:		
Trade debtors	(49)	1,340
Other debtors	2,464	3,335
Prepayments and accrued income	12,544	18,103
	<u>14,959</u>	<u>22,778</u>

17 Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	24,362	25,965
Accruals and deferred income	108,133	171,185
	<u>132,495</u>	<u>197,150</u>

18 Retirement benefit schemes

	2025	2024
	£	£
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	<u>59,827</u>	<u>55,609</u>

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

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

19 Restricted funds

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

	At 1 September 2024	Incoming resources	Resources expended	Transfers	At 31 August 2025
	£	£	£	£	£
Asia-Pacific Bursaries	5,776	-	-	-	5,776
Canada Bursaries	61,994	2,671	-	(2,306)	62,359
Digital services	86,457	-	-	-	86,457
OCCA Cultural Review Fund	1	-	-	-	1
Online Resources	5,000	-	-	-	5,000
Reboot	97,877	30,244	(29,961)	-	98,160
Scholarship support	7,656	8,795	(8,532)	-	7,919
Youth work	25,000	-	-	-	25,000
John Lennox	-	46,984	-	(18,056)	28,928
Specified event support	-	12,000	(12,000)	-	-
	<u>289,761</u>	<u>100,694</u>	<u>(50,493)</u>	<u>(20,362)</u>	<u>319,600</u>

Previous year:	At 1 September 2023	Incoming resources	Resources expended	Transfers	At 31 August 2024
	£	£	£	£	£
Asia-Pacific Bursaries	5,776	-	-	-	5,776
Canada Bursaries	58,966	3,028	-	-	61,994
Digital services	85,617	54,000	(53,160)	-	86,457
OCCA Cultural Review Fund	-	5,250	(5,249)	-	1
Online Resources	5,000	-	-	-	5,000
Reboot	67,298	36,025	(5,446)	-	97,877
Scholarship support	13,133	1,455	(6,932)	-	7,656
Youth work	25,000	-	-	-	25,000
	<u>260,790</u>	<u>99,758</u>	<u>(70,787)</u>	<u>-</u>	<u>289,761</u>

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

19 Restricted funds

(Continued)

The Asia Bursaries & Canada Bursaries funds from donors specifically to help students from Asia & Canada who wouldn't otherwise be able to afford our courses.

The Digital Services and Online Resources is for OCCA media and communications costs.

The OCCA Cultural Review fund this was one off project in relation to discharge invoices following restructuring leadership changes and relaunch of the organisation.

The Reboot youth work fund is used for expenditure on youth apologetics.

The Scholarship support fund provides scholarships and assists with students living costs.

The John Lennox fund, is funds received from donors specifically to support John's salary. John is very well known in Evangelical Christian circles having written a large number of books, spoken all over the world and been involved in a number of televised debates. He has a substantial following through his own website.

The Ministry work fund supports various global speaking projects.

Transfer of £2,306 from Restricted income was to re-allocate the appropriate amount of interest used in the year towards Bursary costs.

Transfer of £18,056 from Restricted income was to cover the payroll costs incurred in the year relating to the John Lennox Grace, Science, and Miracles project.

20 Unrestricted funds

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

	At 1 September 2024	Incoming resources	Resources expended	Transfers	At 31 August 2025
	£	£	£	£	£
Replacement premises	3,350,000	-	(292,009)	-	3,057,991
General funds	720,719	960,764	(1,357,326)	20,362	344,519
	<u>4,070,719</u>	<u>960,764</u>	<u>(1,649,335)</u>	<u>20,362</u>	<u>3,402,510</u>
Previous year:	At 1 September 2023	Incoming resources	Resources expended	Transfers	At 31 August 2024
	£	£	£	£	£
Replacement premises	3,350,000	-	-	-	3,350,000
General funds	1,304,558	1,084,386	(1,668,225)	-	720,719
	<u>4,654,558</u>	<u>1,084,386</u>	<u>(1,668,225)</u>	<u>-</u>	<u>4,070,719</u>

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

20 Unrestricted funds

(Continued)

Replacement premises fund is designated towards the provision of future offices for OCCA.

21 Analysis of net assets between funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 August 2025:			
Tangible assets	43,637	-	43,637
Current assets/(liabilities)	3,358,873	319,600	3,678,473
	<u>3,402,510</u>	<u>319,600</u>	<u>3,722,110</u>
	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 August 2024:			
Tangible assets	15,429	-	15,429
Current assets/(liabilities)	4,055,290	289,761	4,345,051
	<u>4,070,719</u>	<u>289,761</u>	<u>4,360,480</u>

22 Operating lease commitments

Lessee

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

	2025 £	2024 £
Within one year	139,417	144,840
Between two and five years	34,852	433,440
	<u>174,269</u>	<u>578,280</u>

23 Related party transactions

Transactions with related parties

Included in donations is a total of £53,860 (2024: £153,150) contributed by trustees, and expenses of £1,795 were reimbursed to them in respect of meeting and training costs.

OCCA HOUSE LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 AUGUST 2025

24	Cash absorbed by operations	2025 £	2024 £
	Deficit for the year	(638,370)	(554,868)
	Adjustments for:		
	Investment income recognised in statement of financial activities	(177,213)	(231,616)
	Gain on disposal of tangible fixed assets	(8,556)	(35,961)
	Depreciation and impairment of tangible fixed assets	23,521	19,090
	Movements in working capital:		
	(Increase)/decrease in stocks	(2,509)	1,534
	Decrease in debtors	7,819	11,258
	(Decrease)/increase in creditors	(64,655)	101,549
	Cash absorbed by operations	(859,963)	(689,014)
25	Analysis of changes in net funds		

The Charity had no material debt during the year.

Accounts

OCCA House Limited

Financial Statements

Year ended 31 August 2024

Charity registration number: 1067314

Company registration number: 3449676

OCCA HOUSE LIMITED

Financial Statements

Year ended 31 August 2024

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OCCA HOUSE LIMITED

Charity Reference and Administrative Details

Year ended 31 August 2024

Charity registration number	1067314
Company registration number	3449676
Trustees	Rod Street (Board Chair) James Gardner (resigned 6 March 2024) Matt Baird Christine Brindley Nick Houghton (appointed 6 November 2023) Yolanda Ibbett (resigned 6 March 2024) Simon Martin (appointed 16 July 2024. resigned 21 October 2024) Robert McIntyre (appointed 7 August 2023) Akeel Sachak Margaret Spence (appointed 22 July 2024)
CEO	Charlie Styles (appointed 17 January 2022)
Registered office	27 Beaumont Street Oxford OX1 2NR
Auditor	Gravita Audit Oxford LLP 1 st Floor, Park Central 40-41 Park End Street Oxford OX1 1JD
Bankers	Triodos Bank Barclays Bank Nationwide Building Society The Co-operative Bank CCLA Investment Management Limited

OCCA HOUSE LIMITED

Letter from the Chair of OCCA House Limited

Year ended 31 August 2024

We have much to thank God for in what He has been doing through the course of this year. We have been pressing into new ways to point people to the God who loves them, helping to address the big questions that we all face.

Key achievements for the ministry this year include both familiar elements and the development of some newer ones, including:

- Our team of speakers spoke on around 330 occasions, as ever taking God's Good News into many different contexts. Speaking in legal and financial firms, at universities and colleges, at church events and in government gatherings. Each speaker is able to talk into their specialist area and to provide informed and helpful answers to topics and issues with which people are grappling. This continues to be an area of great importance for the OCCA as we support the witness of Christians with opportunities in their local situations.
- In addition, our presence and work online has grown enormously throughout the year. Subscribers to our YouTube channel have grown threefold and we estimate over one million people have engaged with our content. It is reaching both Christians and those simply interested in both the UK and all over the world.
- We held many 'Reboot' events through the year, engaging with young people on the issues uppermost in their minds from abortion and identity to climate change and gender. Our work both online and face-to-face working with churches continues to help Gen Z and Gen Alpha explore the big questions in life and remains very popular and powerful with young people.
- Off the back of our summer school this year, we ran a new Confident Faith conference, where over 250 people joined us in Oxford to be encouraged and equipped on topics ranging from AI and identity to navigating economic unrest and finding meaning in pain.
- Our training pathway, launched last year, continues to develop. Over 100 students went through our live training programmes and over 600 church groups used our small group resource 'Essentials'.

We are particularly grateful to all those who continue to pray and support the work and we have been very encouraged by the increased numbers who have committed to regularly praying for the work of the OCCA and signing up to our regular prayer materials. We are very conscious that any impact from our work is entirely dependent on the work of our God.

We thank Him for his blessing of the work done this year and continue to pray that his name will be glorified in all we do.

Rod Street
Chair, OCCA House Limited

OCCA HOUSE LIMITED

Notes to the Financial Statements

Year ended 31 August 2024

The Trustees present their report and the audited financial statements of OCCA House Limited ('the Company') for the year ended 31 August 2024. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' (FRS 102) in preparing the annual report and financial statements of the Company.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the Company's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Trustees of the Charity

The directors of the charitable company are its trustees for the purposes of charity law. The Trustees who have served during the year are as follows:

Rod Street (Board Chair)
James Gardner (resigned 6 March 2024)
Matt Baird
Christine Brindley
Nick Houghton (appointed 6 November 2023)
Yolanda Ibbett (resigned 6 March 2024)
Simon Martin (appointed 16 July 2024. resigned 21 October 2024)
Robert McIntyre (appointed 7 August 2023)
Akeel Sachak
Margaret Spence (appointed 22 July 2024)

1. STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

OCCA House Limited (formerly RZIM Zacharias Trust) is a company limited by guarantee, incorporated on 14 October 1997 and registered as a charity on 9 January 1998. The company was established under a Memorandum of Association that established the objects and powers of the charitable company and is governed under its Articles of Association.

The Board of Trustees

The Trustees hold Board meetings four times per year. Both the CEO and Director of Operations attend Board meetings. Other members of staff may be invited to present specific reports. The Articles of Association include provisions for the election, retirement, and removal of Trustees.

Trustee Induction and Engagement

An induction pack for Trustees is made available to new Trustees and follows the Charity Commission guidelines. The Board is periodically provided with relevant material and guidance from the Charity Commission and other professional institutions on charity governance and regulatory changes. Independent legal advice and guidance is sought where specific points of clarification are required.

Trustees attend events organised by the Company, visit the offices and interact with the staff team. Trustees receive a detailed board report and other information prior to each of the four board meetings.

Our fourteenth annual UK vision day was held in November 2024. Trustees, senior management, and members of the speaking team invited sponsors and key supporters to hear reports of the activities of the Company over the last year and its forward plans.

OCCA HOUSE LIMITED

Notes to the Financial Statements

Year ended 31 August 2024

Two sub-committees support the Board's activities: one focused on finance, development, risk, and governance, and another on people-related matters (HR, premises, welfare, and safeguarding). The two committees each meet four times per year, typically by conference or video call. Working parties are periodically convened to look at specific areas that may arise from time to time. Policy is discussed and agreed by the entire Board.

Organisational Structure

Decisions taken by Trustees include those involving premises, leases, strategic partnerships, banking arrangements, financial practices including reserves, governance, approval of accounts, and staff-related matters. The Board Chair holds an annual review with the CEO, to whom the executive leadership of the Company is delegated by the Board of Trustees.

Decisions taken by the management team include day-to-day operational decisions, preparation of the strategic plan and budget for Board discussion and approval, plan and budget delivery, financial and management accounting, management of the staff team, event planning, and delivery, education, and training curricula.

The total staff employed at year-end was 20 (15 FTE).

Risk Management

Our approach to risk takes due note of the guidelines provided by the Charity Commission. Following the guidelines, the Company maintains a risk register that identifies potential risks and assesses the possible impact to the Company of these risks. The register groups the risks into five broad categories: Strategic, Compliance/ Governance & Legal, Operational, Financial, and Reputational.

Risk management is one of the matters addressed by the Finance Committee of the Board. We manage and mitigate potential risks through regular review of the risk register. Key potential risks are assessed during the year by the management team and discussed with the Finance Committee and (if appropriate) with the full Board.

Affiliation

The Company is a member of the UK Evangelical Alliance (UKEA) and the European Evangelical Alliance (EEA).

Day to Day Management of the Company

The Trustees delegate the responsibility for the day-to-day executive management of the Company to the CEO, who reports to the Chair of the Board. From his appointment in January 2022, our CEO was Charlie Styles.

2. OBJECTIVES AND ACTIVITIES

The Objects of the Company are:

'To advance the Christian faith in accordance with the statement of beliefs appearing in the Schedule (in the Memorandum of Association) in the United Kingdom and elsewhere as the Directors of the Charity (the Trustees) may from time to time think fit.'

Its aims are primarily education, training, communications, speaking, and religious activities. These are discharged through the provision of human resources (staff, volunteers), services and advocacy, advice, and information.

The Company's main activities through the year, carried out throughout the UK and internationally, included speaking, teaching, and training in a variety of contexts, including academia, media, business, and the church.

OCCA HOUSE LIMITED

Notes to the Financial Statements

Year ended 31 August 2024

3. PUBLIC BENEFIT STATEMENT

Each year the Trustees review our objectives and activities to ensure they continue to reflect our aims. In carrying out this review, the Trustees act consistently with the Charity Commission's guidance on public benefit.

As indicated above, the primary aims of the Company are education, training, communications, speaking, and religious activities. These are discharged through the provision of human resources (staff, volunteers), services and advocacy, advice, and information.

The Company carries out a wide range of activities in pursuance of its charitable aims. The Trustees consider that these activities, summarised below, provide benefit to the wider community:

- OCCA courses, talks in universities and other academic institutions, public discussion forums and media work.
- Teaching teenagers, students, and adults at a variety of different events.
- The creation of books, audio and video materials, web and social media content, and other educational resources.

Teaching and training forums are accessible and welcoming venues for discussion and learning by people of all faiths, races, cultures, or creeds and those who wish to know more about the Christian faith. Where a charge is made, concessions and, in some cases, scholarships may be available.

4. STRATEGIC REPORT

OCCA The Oxford Centre for Christian Apologetics exists to play a specific part in the mission of evangelising the world. OCCA aims to model evangelistically fruitful apologetics ministry that is creative and pioneering, characterised by being both intellectually rigorous and tender-hearted. Since its establishment in 2004, OCCA has invested in over 500 individuals from nearly 50 countries through its one-year programme, the month-long course for senior business professionals, new quarterly online programmes, a new one-year hybrid online and in-person programme, and the Doctoral Fellows programme.

Evangelism

Evangelism in universities, government, businesses, churches, schools and youth spheres continued during the financial year. Our team fulfilled hundreds of speaking engagements.

Education and Training

We continued to run courses for church-based small groups as the first stage of our revamped training pathway call *Essentials*. The course is called **Confident Faith: Apologetics for Everyone**.

We now continue to run stage two, called our **Foundational Apologetics** course, which began in March 2022, covering sixteen different topics over the course of eight weeks. We run three course cycles per year, with 25-40 delegates on each course.

We have also now launched stage three, a more demanding year-long, part-time **hybrid course** with online classes and two, 3-day in-person intensive weekends in Oxford.

OCCA continues to plan to re-launch stage four, a full-time, one-year intensive in-person apologetics course in Oxford.

In 2024 OCCA hosted an in-person, 4-day **Summer School** in Oxford where nearly 70 people attended for training. It included live speaking events, lectures, group discussions, and breakout sessions.

OCCA also hosted a one-day **Confident Faith Conference** in Oxford where nearly 250 people attended for an intensive day of training that also included speaking events, Q&A, and breakout sessions.

OCCA HOUSE LIMITED

Notes to the Financial Statements

Year ended 31 August 2024

The **Doctoral Fellows** programme seeks to create and grow an interconnected academic community of evangelists and to train and equip them to use the platform of their academic careers in evangelistically fruitful ways.

The **Business Programme** geared towards senior executives and professionals did not take place in 2024. However, we continue to engage with Business Programme alumni and are in planning stages for redesigning and relaunching the project in the future, possibly with an expanded scope.

Media

OCCA's redesigned and re-equipped media studio saw activity from both our team and partners throughout the financial year. Apart from the new content created by the team, including a significant focus on YouTube content, ministry friends, guest speakers, and other ministries partnered with the team in utilizing our media studio for external recordings.

Platform	URL	Followers
Facebook	https://www.facebook.com/theocca	15,000
Instagram	https://www.instagram.com/theocca	3,797
Twitter	https://twitter.com/theocca	1,664
YouTube	https://www.youtube.com/@OCCAoxford	101,000

We had strategically planned to hit the important milestone of 100,000 subscribers on our relaunched YouTube channel and were able to do so by the end of 2024.

REBOOT

The aim of our REBOOT youth apologetics programme is to engage and equip young people with a faith perspective on life's difficult questions, using fun and engaging conferences. Teenage delegates bring their burning questions, wrestle with big topics, and feel heard, understood, and valued as they navigate issues of worldview, science, identity, and faith.

In 2024, REBOOT continued to run live digital events, called **Roundtables** for youth workers focused on answering tough questions and equipping them to minister in their context.

During the financial year, we continued to plan two larger **REBOOT City** events that took place in the autumn, with one in **Reading** and one in **Manchester**, which, combined, saw over 450 youth and youth group leaders from around the UK gather for a day of teaching, breakout sessions, questions and responses, and other activities.

REBOOT also continued to engage in public speaking events, including REBOOT Locals, held training for youth leaders, and engaged in the digital and social media spaces.

STRATEGIC AIMS 2024 / 2025

Our desire is to see extended Gospel reach, through further growth in evangelistic opportunities. We continue to identify and respond to pertinent questions from people outside the Christian faith. In addition to maximising evangelism to youth, schools, government, workplace and students, we will also seek new avenues in arenas where Christians have not spoken before.

OCCA wants to see believers sharing their faith without fear, in a way that makes sense to the world. We summarise this as confident, connected evangelism.

We do this by engaging the world by both listening and speaking - seeking to understand the times and express the Christian faith clearly and relevantly to the culture of today. This includes speaking in various contexts and producing written, audio, and video material for publication.

OCCA HOUSE LIMITED

Notes to the Financial Statements

Year ended 31 August 2024

We seek to equip the Church to do the same: working with local churches and Christian organisations to give every Christian confidence to explain the hope they have, investing in a new generation of evangelists who will in turn equip others.

In 2024, we will continue to be particularly focussing on digital content creation in both training and outreach. This will see the continued delivery of online training courses and relaunching some of our previous activities. We will also continue to host in-person events, such as our Summer School, Summer Conference, and REBOOT events like REBOOT Roundtable and REBOOT City.

FINANCIAL REVIEW

Performance and Out-turn

The financial year commenced on 1 September 2023 and ended on 31 August 2024.

The Company operated with a higher average cash balance than in 2023, due largely to the sale of both main office properties in July 2023. The Company, per an agreement with the former affiliate ministry in the US, received 50% of the building sale proceeds. Most of the proceeds were placed in a cash investment portfolio and designated by the Board toward the provision of future offices for OCCA. Interest income from the designated funds has since partially covered office rental and related operational costs.

The balance on the unrestricted income decreased by £584k to £4.071m in 2024. The decrease is in line with expectations, as the Board continued a deliberate strategy of using remaining funds (above the designated funds for office provision) with specific, limited budget deficits to continue to help the ministry transition to relaunching and growing programmes. The Company operated with higher income from courses and events than in 2023, as further initiatives came online and expanded.

Principal Funding Sources

As an independent ministry, in FY 2023-2024 OCCA relied on the generous support of our donors in the UK and elsewhere.

OCCA continued to focus on its training objective through the OCCA *Essentials*, *Foundational*, and *Hybrid* programmes in 2024. Restricted grants towards OCCA scholarships enabled us to continue offering bursaries to facilitate applications from a broad diversity of countries and communities. Significant scholarships for students were made available for the 2023-2024 academic year.

Specific online and the annual in-person Vision donor events were organised during the year towards the aim of increasing funding support from the UK.

Fundraising practices

Our fundraising predominantly works through personal contacts and opportunities to share our vision and explain clearly what we do. Our goal is to treat everyone who interacts with us with the same due respect and courtesy and, at the same time, ensure we do this in a way that follows best practice and ensures legal compliance, including meeting GDPR requirements. There have been no reported complaints or failures in respect of our fundraising activities.

Key Management Personnel

After completing an externally-contracted benchmarking in the second half of 2021, ensuring salaries are accurately positioned, in line with Oxford area charity salaries, the Company continues to review salaries on an annual basis. The Company maintains accreditation with the Oxford Living Wage.

OCCA HOUSE LIMITED

Notes to the Financial Statements

Year ended 31 August 2024

Investment Policy

Aside from retaining a prudent amount in reserves (see the next paragraph), the Company's income is spent during the course of the financial year on operational and other expenditure. The Company holds current and deposit accounts in sterling and a current account in US dollars. The Finance Committee of the Board has formulated an investment policy limiting the amounts held in the main current (operating) bank account and promoting the diversification of the sums held in savings accounts amongst different financial institutions.

In the summer of 2023, the Finance Committee undertook a review of possible investment options for proceeds from the sale of the two former office premises. While comparing risk, funds availability, and interest rates, the Board elected to place a majority of the building sale proceeds in a cash investment fund with CCLA Investment Management Ltd., a firm that specialised in ethical investing for charities, churches, and local authorities. The Board designated funds for the continued provision of office premises and interest earned on those funds partially covers office rental after vacating the former offices at the end of FY 2023.

Reserves Policy

The Board has examined OCCA House's requirements for reserves in the light of the main risks to the organisation. It established a broad objective whereby the unrestricted funds not committed or invested in tangible fixed assets should equate to at least three months' expenditure. The Board continued to review the reserves policy in September 2024, maintaining its inclusion of at least three months' expenditure, as well as a prudent provision for winddown activities, in the event of a significant reduction in income.

The reserves are needed to meet the working capital requirements of the organisation, and the senior management team is confident that the current reserves level would achieve this. As at 31 August 2024 the total funds of the charity were £4,360,480. Of this £289,761 was in restricted funds, £15,429 was represented by tangible fixed assets, £3,350,000 was represented by designated funds leaving free reserves of £705,290. Unrestricted expenditure in the year was £1,668,225, and therefore free reserves represent more than four months' expenditure, which exceeds the objective. The free reserves are strategically being used in deliberate deficit budgets while the ministry launches and grows new projects and concentrates on growing fundraising.

Governance and Audit

Gravita Audit Oxford LLP (formerly Critchleys Audit LLP) was appointed by the Board to provide audit and accounting services for 2024. A full review of audit providers was conducted in 2015.

OCCA HOUSE LIMITED

Notes to the Financial Statements

Year ended 31 August 2024

TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare the financial statements for each financial year. Under that law, Trustees have elected to prepare the financial statements in accordance with the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the accounting statements on the going concern basis unless it is inappropriate to assume that the company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board of Trustees serving during the year is set out above, in the section on Charity Reference and Administrative Details.

Disclosure of information to the auditors

In accordance with applicable law, we certify that:

- so far as we are aware, there is no relevant audit information of which the Company's auditors are unaware; and
- as the Board of Trustees, we have taken all the steps we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

On behalf of the Board



Rod Street
Chair of Board of Trustees, OCCA House Limited

14 May 2025

OCCA HOUSE LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF OCCA HOUSE LIMITED

Opinion

We have audited the financial statements of OCCA House Limited (the 'charity') for the year ended 31 August 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

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

OCCA HOUSE LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF OCCA HOUSE LIMITED

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

OCCA HOUSE LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF OCCA HOUSE LIMITED

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our knowledge and experience;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where applicable; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

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

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

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

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

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

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

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

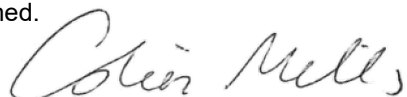
A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

OCCA HOUSE LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF OCCA HOUSE LIMITED

Use of our report

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



Colin Mills (Senior Statutory Auditor)

For and on behalf of Gravita Audit Oxford LLP, Statutory Auditor

Chartered Accountants

First Floor, Park Central

40-41 Park End Street

Oxford

OX1 1JD

Date: 19 May 2025.....

OCCA HOUSE LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2024

		Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
	Notes						
Income and endowments from:							
Donations and legacies	3	669,556	99,758	769,314	650,130	74,492	724,622
Charitable activities	4	147,253	-	147,253	151,792	-	151,792
Investments	5	231,616	-	231,616	12,140	-	12,140
Other income	6	35,961	-	35,961	-	-	-
Total income		1,084,386	99,758	1,184,144	814,062	74,492	888,554
Expenditure on:							
Raising funds	7	66,274	-	66,274	123,936	-	123,936
Charitable activities	8	1,601,951	70,787	1,672,738	1,597,026	66,645	1,663,671
Total expenditure		1,668,225	70,787	1,739,012	1,720,962	66,645	1,787,607
Net income/(expenditure) and movement in funds		(583,839)	28,971	(554,868)	(906,900)	7,847	(899,053)
Reconciliation of funds:							
Fund balances at 1 September 2023		4,654,558	260,790	4,915,348	5,561,458	252,943	5,814,401
Fund balances at 31 August 2024		4,070,719	289,761	4,360,480	4,654,558	260,790	4,915,348

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

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

OCCA HOUSE LIMITED

BALANCE SHEET

AS AT 31 AUGUST 2024

	Notes	2024 £	£	2023 £	£
Fixed assets					
Tangible assets	14		15,429		23,522
Current assets					
Stocks		8,370		9,904	
Debtors	15	22,778		34,036	
Investments	16	-		273,795	
Cash at bank and in hand		4,511,053		4,669,692	
		4,542,201		4,987,427	
Creditors: amounts falling due within one year	17	(197,150)		(95,601)	
Net current assets			4,345,051		4,891,826
Total assets less current liabilities			4,360,480		4,915,348
The funds of the charity					
Restricted income funds	19	289,761		260,790	
Unrestricted funds	20	4,070,719		4,654,558	
		4,360,480		4,915,348	

The financial statements were approved by the trustees on 14-MAY-2025


.....
Rod Street
Trustee

Company registration number 3449676 (England and Wales)

OCCA HOUSE LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2024

	Notes	2024 £	£	2023 £	£
Cash flows from operating activities					
Cash absorbed by operations	24		(689,014)		(581,624)
Investing activities					
Purchase of tangible fixed assets		(10,997)		(23,608)	
Proceeds from disposal of tangible fixed assets		35,961		5,137,440	
Proceeds from disposal of investments		273,795		(4,233)	
Investment income received		231,616		12,140	
Net cash generated from investing activities			530,375		5,121,739
Net cash generated from financing activities			-		-
Net (decrease)/increase in cash and cash equivalents			(158,639)		4,540,115
Cash and cash equivalents at beginning of year			4,669,692		129,577
Cash and cash equivalents at end of year			4,511,053		4,669,692

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

1 Accounting policies

Charity information

OCCA House Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 27 Beaumont Street, Oxford, OX1 2NR.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

1.4 Income

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

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

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

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2024

1 Accounting policies

(Continued)

1.5 Expenditure

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

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

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

Fixtures and fittings	3-5 years
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The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

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

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1.9 Cash and cash equivalents

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

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2024

1 Accounting policies

(Continued)

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

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

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

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price.

Basic financial liabilities

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

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

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

1.11 Employee benefits

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

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

1.12 Retirement benefits

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

1.13 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

2 Critical accounting estimates and judgements

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

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

Critical judgements

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2024

2 Critical accounting estimates and judgements (Continued)

Impairment

Impairment of fixed assets

3 Income from donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Donations and gifts	669,556	99,758	769,314	650,130	74,492	724,622

4 Income from charitable activities

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Communications and speaking		
Other income	-	18,972
Training and education		
Training fees and sale of goods	153,309	132,820
Less: bursaries awarded	(6,056)	-
	147,253	151,792

5 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest receivable	231,616	12,140

6 Other income

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Net gain on disposal of tangible fixed assets	35,961	-

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2024

7 Expenditure on raising funds

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Fundraising and publicity		
Other fundraising costs	7,245	19,001
Staff costs	46,055	61,519
Support costs	12,974	43,416
	<u>66,274</u>	<u>123,936</u>

8 Expenditure on charitable activities

	Communications and speaking 2024 £	Training and education 2024 £	Total 2024 £	Communications and speaking 2023 £	Training and education 2023 £	Total 2023 £
Direct costs	961,056	465,184	1,426,240	870,339	399,250	1,269,589
Scholarship funding to students	-	-	-	-	3,334	3,334
	<u>961,056</u>	<u>465,184</u>	<u>1,426,240</u>	<u>870,339</u>	<u>402,584</u>	<u>1,272,923</u>
Share of support and governance costs (see note 9)						
Support	149,014	86,925	235,939	231,911	151,957	383,868
Governance	6,669	3,890	10,559	4,587	2,293	6,880
	<u>1,116,739</u>	<u>555,999</u>	<u>1,672,738</u>	<u>1,106,837</u>	<u>556,834</u>	<u>1,663,671</u>
Analysis by fund						
Unrestricted funds	1,116,739	485,212	1,601,951	1,106,837	490,189	1,597,026
Restricted funds	-	70,787	70,787	-	66,645	66,645
	<u>1,116,739</u>	<u>555,999</u>	<u>1,672,738</u>	<u>1,106,837</u>	<u>556,834</u>	<u>1,663,671</u>

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2024

9 Support costs allocated to activities

	2024 £	2023 £
Depreciation	19,090	93,596
Loss on disposal of tangible fixed asset	-	66,361
Operating lease charges	36,400	-
Other office costs	142,555	187,473
Professional fees	6,598	59,182
Information technology	43,714	20,672
Governance costs	11,115	6,880
	<u>259,472</u>	<u>434,164</u>

Analysed between:

Fundraising	12,974	43,416
Communications and speaking	155,683	236,498
Training and education	90,815	154,250
	<u>259,472</u>	<u>434,164</u>

Governance costs comprise:

	2024 £	2023 £
Audit fees	10,800	6,600
Trustees and meeting expenses	315	280
	<u>11,115</u>	<u>6,880</u>

Support costs are allocated in proportion to the staff engaged in each activity

10 Net movement in funds

	2024 £	2023 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	10,800	6,600
Depreciation of owned tangible fixed assets	19,090	93,596
(Profit)/loss on disposal of tangible fixed assets	(35,961)	66,361
Operating lease charges	36,400	-
	<u></u>	<u></u>

11 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year and none (2023: none) of them were reimbursed for travelling expenses (2023- £nil).

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2024

12 Employees

The average monthly number of employees during the year was:

	2024 Number	2023 Number
Raising funds	2	2
Communications and speaking	10	11
Training and education	7	7
Total	19	20

Employment costs	2024 £	2023 £
Wages and salaries	598,397	744,276
Social security costs	57,020	55,337
Other pension costs	55,609	63,933
	711,026	863,546

Included in wages and salaries above is termination costs of £Nil (2023 £40,000).

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2024 Number	2023 Number
£60,001 to £80,000	-	1
£70,001 to £80,000	1	-

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2024 £	2023 £
Aggregate compensation	162,597	134,351

The charity considers its key management personnel comprise the trustees and the senior management team.

13 Taxation

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

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2024

14 Tangible fixed assets

	Fixtures and fittings £
Cost	
At 1 September 2023	544,351
Additions	10,997
At 31 August 2024	555,348
Depreciation and impairment	
At 1 September 2023	520,829
Depreciation charged in the year	19,090
At 31 August 2024	539,919
Carrying amount	
At 31 August 2024	15,429
At 31 August 2023	23,522

15 Debtors

	2024 £	2023 £
Amounts falling due within one year:		
Trade debtors	1,339	549
Other debtors	3,335	2,480
Prepayments and accrued income	18,104	31,007
	22,778	34,036

16 Current asset investments

	2024 £	2023 £
Short-term deposits	-	273,795

17 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	25,965	19,778
Accruals and deferred income	171,185	75,823
	197,150	95,601

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2024

18 Retirement benefit schemes

	2024 £	2023 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	55,609	63,933

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

19 Restricted funds

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

	At 1 September 2023 £	Income £	Expenditure £	At 31 August 2024 £
Reboot youth work	92,298	36,025	(5,446)	122,877
Scholarship support	13,133	1,455	(6,932)	7,656
Digital Services	85,617	54,000	(53,160)	86,457
Online resources	5,000	-	-	5,000
Canada bursaries	58,966	3,028	-	61,994
Asia-Pacific Bursaries	5,776	-	-	5,776
OCCA Cultural Review Fund	-	5,250	(5,249)	1
	260,790	99,758	(70,787)	289,761

Previous year:

	At 1 September 2022 £	Income £	Expenditure £	At 31 August 2023 £
Reboot youth work	95,355	4,500	(7,557)	92,298
Scholarship support	12,883	250	-	13,133
Ministry Work	44,729	-	(44,729)	-
Digital Services	99,976	-	(14,359)	85,617
Online resources	-	5,000	-	5,000
Canada bursaries	-	58,966	-	58,966
Asia-Pacific Bursaries	-	5,776	-	5,776
	252,943	74,492	(66,645)	260,790

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2024

19 Restricted funds

(Continued)

The Reboot fund is used for expenditure on youth apologetics.

The Scholarship/support fund provides scholarships and assists with students' living costs. Due to a temporary pause on funding external programmes this financial year, there were no scholarships issued.

The Wellspring International fund was for RZIM humanitarian projects and the balance was returned to RZIM following a final intercompany settlement after our separation from RZIM.

The Ministry work fund supports various global speaking projects.

The Digital services is for OCCA media and communications costs

20 Unrestricted funds

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

	At 1 September 2023	Income	Expenditure	Transfers	At 31 August 2024
	£	£	£	£	£
Replacement premises	3,350,000	-	-	-	3,350,000
General funds	1,304,558	1,084,386	(1,668,225)	-	720,719
	<u>4,654,558</u>	<u>1,084,386</u>	<u>(1,668,225)</u>	<u>-</u>	<u>4,070,719</u>
Previous year:	At 1 September 2022	Income	Expenditure	Transfers	At 31 August 2023
	£	£	£	£	£
Replacement premises	-	-	-	3,350,000	3,350,000
General funds	5,561,458	814,062	(1,720,962)	(3,350,000)	1,304,558
	<u>5,561,458</u>	<u>814,062</u>	<u>(1,720,962)</u>	<u>-</u>	<u>4,654,558</u>

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2024

21 Analysis of net assets between funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 August 2024:			
Tangible assets	15,429	-	15,429
Current assets/(liabilities)	4,055,290	289,761	4,345,051
	<u>4,070,719</u>	<u>289,761</u>	<u>4,360,480</u>
	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
At 31 August 2023:			
Tangible assets	23,522	-	23,522
Current assets/(liabilities)	4,631,036	260,790	4,891,826
	<u>4,654,558</u>	<u>260,790</u>	<u>4,915,348</u>

22 Operating lease commitments

Lessee

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

	2024 £	2023 £
Within one year	144,480	-
Between two and five years	433,440	-
	<u>577,920</u>	<u>-</u>

23 Related party transactions

Included in donations is a total of £153,150 (2023 - £186,600) donated by trustees and expenses of £Nil (2023- £Nil).

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2024

24	Cash absorbed by operations	2024 £	2023 £
	Deficit for the year	(554,868)	(899,053)
	Adjustments for:		
	Investment income recognised in statement of financial activities	(231,616)	(12,140)
	(Gain)/loss on disposal of tangible fixed assets	(35,961)	66,361
	Depreciation and impairment of tangible fixed assets	19,090	93,596
	Movements in working capital:		
	Decrease/(increase) in stocks	1,534	(2,856)
	Decrease in debtors	11,258	125,349
	Increase in creditors	101,549	47,119
	Cash absorbed by operations	(689,014)	(581,624)

Accounts

OCCA House Limited

Financial Statements

Year ended 31 August 2023

Charity registration number: 1067314

Company registration number: 3449676

OCCA HOUSE LIMITED

Financial Statements

Year ended 31 August 2023

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OCCA HOUSE LIMITED

Charity Reference and Administrative Details

Year ended 31 August 2023

Charity registration number	1067314
Company registration number	3449676
Trustees	Rod Street (Board Chair) (appointed 13 July 2023) James Gardner (resigned 6 March 2024) Matt Baird Christine Brindley Nick Houghton (appointed 6 November 2023) Yolanda Ibbett (resigned 6 March 2024) Jeremy Marshall (deceased 13 August 2023) Emma Osborne (resigned 31 August 2023) Akeel Sachak
CEO	Charlie Styles (appointed 17 January 2022)
Registered office	13 Beaumont Street Oxford OX1 2LP
Auditor	Critchleys Audit LLP Beaver House 23-38 Hythe Bridge Street Oxford OX1 2EP
Bankers	Triodos Bank Barclays Bank Nationwide Building Society The Co-operative Bank CCLA Investment Management Limited

OCCA HOUSE LIMITED

Letter from the Chair of OCCA House Limited

Year ended 31 August 2023

In our second year as an independent UK ministry, we continued to develop our work - pointing people to the God who loves them as we engage with the big questions that we all face.

We made significant progress through the year with key milestones such as:

- Our speakers spoke on around 350 occasions, taking God's Good News into a wide range of contexts from community cafes to corporations and prisons to Parliament. The team engaged with a wide range of apologetics questions helping to provide informed and helpful answers to issues people are grappling with.
- Our training pathway launched and we have already seen almost 600 church groups engage with our free 'Apologetics for Everyone' module as churches make use of the high-quality online materials on offer.
- We relaunched 'Reboot', a suite of spaces for Gen Z and Gen Alpha to explore the big questions around identity, meaning and purpose that life poses. These highly interactive online or in-person events have proved incredibly popular and powerful with young people.
- Our summer conference ran again successfully on the theme of 'Hope in an Uncertain World' hosting 70 people from eight countries as they enjoyed workshops, lectures and fellowship.
- Our three-week business programme also ran tackling subjects such as AI, cancel culture and race in lectures and discussion groups with business men and women from many different backgrounds.

Four new speakers joined the team in 2022/2023 and there were further changes on the board. Then as the year concluded we sold our property in Banbury Road and have subsequently moved to new smaller premises in Oxford.

This year has been one of good progress in the development of the ministry with many very encouraging events through the year. Many of the exciting plans that we relaunched with in 2021/22 have begun to become visible and bear fruit. We look forward to a productive 2023/24.

To God be the glory

Rod Street

Chair, OCCA House Limited

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 31 August 2023

The Trustees present their report and the audited financial statements of OCCA House Limited ('the Company') for the year ended 31 August 2023. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' (FRS 102) in preparing the annual report and financial statements of the Company.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the Company's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Trustees of the Charity

The directors of the charitable company are its trustees for the purposes of charity law. The Trustees who have served during the year are as follows:

Rod Street (Board Chair) (appointed 13 July 2023)
James Gardner (resigned 6 March 2024)
Matt Baird
Christine Brindley
Nick Houghton (appointed 6 November 2023)
Yolanda Ibbett (resigned 6 March 2024)
Jeremy Marshall (deceased 13 August 2023)
Emma Osborne (resigned 31 August 2023)
Akeel Sachak

1. STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

OCCA House Limited (formerly RZIM Zacharias Trust) is a company limited by guarantee, incorporated on 14 October 1997 and registered as a charity on 9 January 1998. The company was established under a Memorandum of Association that established the objects and powers of the charitable company and is governed under its Articles of Association.

The Board of Trustees

The Trustees hold Board meetings four times per year. Both the CEO and Director of Operations attend Board meetings. Other members of staff may be invited to present specific reports. The Articles of Association include provisions for the election, retirement, and removal of Trustees.

Trustee Induction and Engagement

An induction pack for Trustees is made available to new Trustees and follows the Charity Commission guidelines. The Board is periodically provided with relevant material and guidance from the Charity Commission and other professional institutions on charity governance and regulatory changes. Independent legal advice and guidance is sought where specific points of clarification are required.

Trustees attend events organised by the Company, visit the offices and interact with the staff team. Trustees receive a detailed board report and other information prior to each of the four board meetings.

Our thirteenth annual UK vision day was held in November 2023. Trustees, senior management, and members of the speaking team invited sponsors and key supporters to hear reports of the activities of the Company over the last year and its forward plans.

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 31 August 2023

Two sub-committees support the Board's activities: one focused on finance, development, risk, and governance, and another on people-related matters (HR, premises, welfare, and safeguarding). The two committees each meet four times per year, typically by conference or video call. Working parties are periodically convened to look at specific areas that may arise from time to time. Policy is discussed and agreed by the entire Board.

Organisational Structure

Decisions taken by Trustees include those involving premises, leases, strategic partnerships, banking arrangements, financial practices including reserves, governance, approval of accounts, and staff-related matters. The Board Chair holds an annual review with the CEO, to whom the executive leadership of the Company is delegated by the Board of Trustees.

Decisions taken by the management team include day-to-day operational decisions, preparation of the strategic plan and budget for Board discussion and approval, plan and budget delivery, financial and management accounting, management of the staff team, event planning, and delivery, education, and training curricula.

The total staff employed at year-end was 22 (17 FTE).

Risk Management

Our approach to risk takes due note of the guidelines provided by the Charity Commission. Following the guidelines, the Company maintains a risk register that identifies potential risks and assesses the possible impact to the Company of these risks. The register groups the risks into five broad categories: Strategic, Compliance/ Governance & Legal, Operational, Financial, and Reputational.

Risk management is one of the matters addressed by the Finance Committee of the Board. We manage and mitigate potential risks through regular review of the risk register. Key potential risks are assessed during the year by the management team and discussed with the Finance Committee and (if appropriate) with the full Board.

Affiliation

The Company is a member of the UK Evangelical Alliance (UKEA) and the European Evangelical Alliance (EEA).

Day to Day Management of the Company

The Trustees delegate the responsibility for the day-to-day executive management of the Company to the CEO, who reports to the Chair of the Board. From his appointment in January 2022, our CEO was Charlie Styles.

2. OBJECTIVES AND ACTIVITIES

The Objects of the Company are:

'To advance the Christian faith in accordance with the statement of beliefs appearing in the Schedule (in the Memorandum of Association) in the United Kingdom and elsewhere as the Directors of the Charity (the Trustees) may from time to time think fit.'

Its aims are primarily education, training, communications, speaking, and religious activities. These are discharged through the provision of human resources (staff, volunteers), services and advocacy, advice, and information.

The Company's main activities through the year, carried out throughout the UK and internationally, included speaking, teaching, and training in a variety of contexts, including academia, media, business, and the church.

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 31 August 2023

3. PUBLIC BENEFIT STATEMENT

Each year the Trustees review our objectives and activities to ensure they continue to reflect our aims. In carrying out this review, the Trustees act consistently with the Charity Commission's guidance on public benefit.

As indicated above, the primary aims of the Company are education, training, communications, speaking, and religious activities. These are discharged through the provision of human resources (staff, volunteers), services and advocacy, advice, and information.

The Company carries out a wide range of activities in pursuance of its charitable aims. The Trustees consider that these activities, summarised below, provide benefit to the wider community:

- OCCA courses, talks in universities and other academic institutions, public discussion forums and media work.
- Teaching teenagers, students, and adults at a variety of different events.
- The creation of books, audio and video materials, web and social media content, and other educational resources.

Teaching and training forums are accessible and welcoming venues for discussion and learning by people of all faiths, races, cultures, or creeds and those who wish to know more about the Christian faith. Where a charge is made, concessions and, in some cases, scholarships may be available.

4. STRATEGIC REPORT

OCCA The Oxford Centre for Christian Apologetics exists to play a specific part in the mission of evangelising the world. OCCA aims to model evangelistically fruitful apologetics ministry that is creative and pioneering, characterised by being both intellectually rigorous and tender-hearted. Since its establishment in 2004, OCCA has invested in over 400 individuals from nearly 50 countries through its one-year programme, the month-long course for senior business professionals, new quarterly online programmes, a new one-year hybrid online and in-person programme, and the Doctoral Fellows programme.

Evangelism

Evangelism in universities, government, businesses, churches, schools and youth spheres continued during the financial year. Our team fulfilled hundreds of speaking engagements.

Education and Training

We fulfilled plans from the previous financial year to create courses for church-based small groups, now having published a new *Essentials* course called **Confident Faith: Apologetics for Everyone**. This is now the inaugural first stage in our revamped training pathway.

We now continue to run stage two, called our **Foundational Apologetics** course, which began in March 2022, covering sixteen different topics over the course of eight weeks. We run three course cycles per year, with 25-40 delegates on each course.

We have also now launched stage three, a more demanding year-long, part-time **hybrid course** with online classes and two, 3-day in-person intensive weekends in Oxford.

OCCA continues to plan to re-launch stage four, a full-time, one-year intensive in-person apologetics course in Oxford.

In 2023 OCCA hosted an in-person **Summer Conference** in Oxford where more than 70 people attended for training live speaking events, lectures, group discussions, and breakout sessions.

The **Doctoral Fellows** programme seeks to create and grow an interconnected academic community of evangelists and to train and equip them to use the platform of their academic careers in evangelistically fruitful ways.

OCCA HOUSE LIMITED

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The **Business Programme** geared towards senior executives and professionals did not take place in 2023, following the significant changes we were navigating. However, we continue to engage with Business Programme alumni and are in planning stages for redesigning and relaunching the project in the future.

Media

OCCA's redesigned and re-equipped media studio saw activity from both our team and partners throughout the financial year. Apart from the new content created by the team, including a significant focus on YouTube content, ministry friends, guest speakers, and other ministries partnered with the team in utilizing our media studio for external recordings.

Platform	URL	Followers
Facebook	https://www.facebook.com/theocca	14,258
Instagram	https://www.instagram.com/theocca	3,162
Twitter	https://twitter.com/theocca	849
YouTube	https://www.youtube.com/@OCCAoxford	71,900

REBOOT

The aim of our REBOOT youth apologetics programme is to engage and equip young people with a faith perspective on life's difficult questions, using fun and engaging conferences. Teenage delegates bring their burning questions, wrestle with big topics, and feel heard, understood, and valued as they navigate issues of worldview, science, identity, and faith.

In 2023, as had been planned, REBOOT relaunched with a live, digital event focused on answers tough questions and with the reintroduction of the flagship, in-person gathering **REBOOT City** in London in the autumn, which saw hundreds of youth and youth group leaders from around the UK gather for a day of teaching, breakout sessions, questions and responses, and other activities.

REBOOT also continued to engage in public speaking events, held training for youth leaders, and engaged in the digital and social media spaces.

STRATEGIC AIMS 2023 / 2024

Our desire is to see extended Gospel reach, through further growth in evangelistic opportunities. We continue to identify and respond to pertinent questions from non-believers. In addition to maximising evangelism to youth, schools, government, workplace and students, we will also seek new avenues in arenas where Christians have not spoken before.

OCCA wants to see believers sharing their faith without fear, in a way that makes sense to the world. We summarise this as confident, connected evangelism.

We do this by engaging the world by both listening and speaking - seeking to understand the times and express the Christian faith clearly and relevantly to the culture of today. This includes speaking in various contexts and producing written, audio, and video material for publication.

We seek to equip the Church to do the same: working with local churches and Christian organisations to give every Christian confidence to explain the hope they have, investing in a new generation of evangelists who will in turn equip others.

In 2023, we will continue to be particularly focussing on digital content creation in both training and outreach. This will see the continued delivery of online training courses and relaunching some of our previous activities. We will also continue to host in-person events, such as our Summer Conference.

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 31 August 2023

FINANCIAL REVIEW

Performance and Out-turn

The financial year commenced on 1 September 2022 and ended on 31 August 2023. The Company chose to shorten the financial year in FY 2021-2022 by one month (from a previous end date of 30 September) to align all future, full 12-month financial years more closely with programme and project budgeting cycles.

The Company operated with a lower average cash balance than in 2022 until July 2023 when both main office properties were sold. It also operated with lower income as well as lower interest rates until building sale proceeds were placed in a cash investment portfolio in July 2023. The Board designated funds to support the continued provision of offices for OCCA, with interest earned on the funds partially covering the costs of office rental or other provision moving forward. The lower average cash balance was due to a deliberate deficit budget strategy while the ministry transitions to launching new programmes and was in line with expectations.

The balance on the unrestricted income decreased by £907k to £4.655m in 2023. The decrease is in line with expectations, following the separation from the RZIM affiliate, resulting in the implementation of a settlement agreement with RZIM. This conditional agreement settled claims between the parties relating inter alia to the funding of the acquisition of the company's offices, on terms that the properties were to be sold and the proceeds split between the parties.

Principal Funding Sources

As an independent ministry, in FY 2022-2023 OCCA relied on the generous support of our donors in the UK and elsewhere.

OCCA continued to focus on its training objective through the *OCCA Essentials*, *Foundational*, and *Hybrid* programmes in 2023. Restricted grants towards OCCA scholarships enabled us to continue offering bursaries to facilitate applications from a broad diversity of countries and communities. Significant scholarships for students were made available for the 2022-2023 academic year.

Specific online and the annual in-person Vision donor events were organised during the year towards the aim of increasing funding support from the UK.

Fundraising practices

Our fundraising predominantly works through personal contacts and opportunities to share our vision and explain clearly what we do. Our goal is to treat everyone who interacts with us with the same due respect and courtesy and, at the same time, ensure we do this in a way that follows best practice and ensures legal compliance, including meeting the new GDPR requirements. There have been no reported complaints or failures in respect of our fundraising activities.

Key Management Personnel

After completing an externally-contracted benchmarking in the second half of 2021, ensuring salaries are accurately positioned, in line with Oxford area charity salaries, the Company continues to review salaries on an annual basis. The Company maintains accreditation with the Oxford Living Wage.

Investment Policy

Aside from retaining a prudent amount in reserves (see the next paragraph), the Company's income is spent during the course of the financial year on operational and other expenditure. The Company holds current and deposit accounts in sterling and a current account in US dollars. The Finance Committee of the Board has formulated an investment policy limiting the amounts held in the main current (operating) bank account and promoting the diversification of the sums held in savings accounts amongst different financial institutions.

In the summer of 2023, the Finance Committee undertook a review of possible investment options for proceeds from the sale of the two office premises. While comparing risk, funds availability, and interest rates, the Board elected to place a majority of the building sale proceeds in a cash investment fund with CCLA Investment Management Ltd., a firm that specialised in ethical investing for charities, churches, and local authorities. The Board designated funds for the continued provision of office premises and interest earned on those funds partially covers office rental after vacating the former offices at the end of 2023.

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 31 August 2023

Reserves Policy

The Board has examined OCCA House's requirements for reserves in the light of the main risks to the organisation. It established a broad objective whereby the unrestricted funds not committed or invested in tangible fixed assets should equate to at least three months' expenditure. The Board continued to review the reserves policy in September 2023, maintaining its inclusion of at least three months' expenditure, as well as a prudent provision for winddown activities, in the event of a significant reduction in income.

The reserves are needed to meet the working capital requirements of the organisation, and the senior management team is confident that the current reserves level would achieve this. As at 31 August 2023 the total funds of the charity were £4,951,348. Of this £260,790 was in restricted funds, £23,522 was represented by tangible fixed assets, £3,350,000 was represented by designated funds leaving free reserves of £1,281,036. Unrestricted expenditure in the year was £1,720,962, and therefore free reserves represent more than four months' expenditure, which exceeds the objective. The free reserves are strategically being used in deliberate deficit budgets while the ministry launches and grows new projects and concentrates on growing fundraising.

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 31 August 2023

Governance and Audit

Critchley's Audit LLP was appointed by the Board to provide audit and accounting services for 2021. A full review of audit providers was conducted in 2015.

TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare the financial statements for each financial year. Under that law, Trustees have elected to prepare the financial statements in accordance with the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the accounting statements on the going concern basis unless it is inappropriate to assume that the company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board of Trustees serving during the year is set out above, in the section on Charity Reference and Administrative Details.

Disclosure of information to the auditors

In accordance with applicable law, we certify that:

- so far as we are aware, there is no relevant audit information of which the Company's auditors are unaware; and
- as the Board of Trustees, we have taken all the steps we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

On behalf of the Board

Rod Street
Chair of Board of Trustees, OCCA House Limited

17th July 2024

**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF OCCA HOUSE LIMITED**

Opinion

We have audited the financial statements of OCCA House Limited (the 'charity') for the year ended 31 August 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

OCCA HOUSE LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF OCCA HOUSE LIMITED

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

OCCA HOUSE LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) **TO THE MEMBERS OF OCCA HOUSE LIMITED**

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our knowledge and experience;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where applicable; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

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

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

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

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

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

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

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

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

OCCA HOUSE LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF OCCA HOUSE LIMITED

Use of our report

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

Colin Mills (Senior Statutory Auditor)
for and on behalf of Critchleys Audit LLP

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Chartered Accountants
Statutory Auditor

Beaver House
23-38 Hythe Bridge Street
Oxford
OX1 2EP

OCCA HOUSE LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Income from:							
Donations and legacies	3	650,130	74,492	724,622	672,189	236,443	908,632
Charitable activities	4	151,792	-	151,792	66,546	-	66,546
Investments	5	12,140	-	12,140	1,212	-	1,212
Total income		814,062	74,492	888,554	739,947	236,443	976,390
Expenditure on:							
Raising funds	6	123,936	-	123,936	109,761	-	109,761
Charitable activities	7	1,597,026	66,645	1,663,671	906,446	112,198	1,018,644
Total expenditure		1,720,962	66,645	1,787,607	1,016,207	112,198	1,128,405
Gross transfers between funds		-	-	-	(21,744)	21,744	-
Net (expenditure)/income for the year/							
Net movement in funds		(906,900)	7,847	(899,053)	(298,004)	145,989	(152,015)
Opening fund balances		5,561,458	252,943	5,814,401	5,859,462	106,954	5,966,416
Closing fund balances		4,654,558	260,790	4,915,348	5,561,458	252,943	5,814,401

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

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

OCCA HOUSE LIMITED

BALANCE SHEET

AS AT 31 AUGUST 2023

	Notes	2023 £	£	2022 £	£
Fixed assets					
Tangible assets	13		23,522		5,297,311
Current assets					
Stocks		9,904		7,048	
Debtors	14	34,036		159,385	
Investments	15	273,795		269,562	
Cash at bank and in hand		4,669,692		129,577	
		<u>4,987,427</u>		<u>565,572</u>	
Creditors: amounts falling due within one year	16	<u>(95,601)</u>		<u>(48,482)</u>	
Net current assets			4,891,826		517,090
Total assets less current liabilities			<u>4,915,348</u>		<u>5,814,401</u>
Income funds					
Restricted funds	18		260,790		252,943
<u>Unrestricted funds</u>					
Designated funds	19	3,350,000		-	
General unrestricted funds		<u>1,304,558</u>		<u>5,561,458</u>	
			4,654,558		5,561,458
			<u>4,915,348</u>		<u>5,814,401</u>

The financial statements were approved and authorised for issue by the Trustees on

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Rod Street

Trustee

Company registration number 3449676

OCCA HOUSE LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2023

	Notes	2023 £	£	2022 £	£
Cash flows from operating activities					
Cash absorbed by operations	22		(581,624)		(378,806)
Investing activities					
Purchase of tangible fixed assets		(23,608)		(10,398)	
Proceeds from disposal of tangible fixed assets		5,137,440		-	
Proceeds from disposal of investments		(4,233)		248,836	
Investment income received		12,140		1,212	
Net cash generated from investing activities			5,121,739		239,650
Net cash used in financing activities			-		-
Net increase/(decrease) in cash and cash equivalents			4,540,115		(139,156)
Cash and cash equivalents at beginning of year			129,577		268,733
Cash and cash equivalents at end of year			4,669,692		129,577

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2023

1 Accounting policies

Charity information

OCCA House Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 13 Beaumont Street, Oxford, OX1 2LP.

1.1 Reporting period

The reporting period changed to 31 August 2022 last year and the 2022 financial statements are presented for a 11 month period.

Comparative amounts presented in the financial statements (including the related notes) are not entirely comparable.

1.2 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document. the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

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

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

1.3 Going concern

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

1.4 Charitable funds

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

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

1.5 Income

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

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

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

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

1 Accounting policies

(Continued)

1.6 Expenditure

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

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

1.7 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

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

Freehold land and buildings	land - nil; buildings 50 years
Building improvements	7 years
Fixtures and fittings	3-5 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.8 Impairment of fixed assets

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

1.9 Cash and cash equivalents

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

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

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

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

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

1 Accounting policies

(Continued)

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price.

Basic financial liabilities

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

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

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

1.11 Employee benefits

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

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

1.12 Retirement benefits

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

2 Critical accounting estimates and judgements

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

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

Critical judgements

Impairment

Impairment of fixed assets

3 Income from donations and legacies

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Donations and gifts	650,130	74,492	724,622	672,189	236,443	908,632

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

4 Income from charitable activities

	Communica- tions and speaking	Training and education	Total	Communica- tions and speaking	Training and education	Total
	2023	2023	2023	2022	2022	2022
	£	£	£	£	£	£
Training fees and sale of goods	-	132,820	132,820	-	65,568	65,568
Other income	18,972	-	18,972	978	-	978
	<u>18,972</u>	<u>132,820</u>	<u>151,792</u>	<u>978</u>	<u>65,568</u>	<u>66,546</u>

5 Income from investments

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Interest receivable	<u>12,140</u>	<u>1,212</u>

6 Raising funds

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
<u>Fundraising and publicity</u>		
Other fundraising costs	19,001	-
Staff costs	61,519	48,736
Support costs	43,416	61,025
	<u>123,936</u>	<u>109,761</u>
Fundraising and publicity	<u>123,936</u>	<u>109,761</u>

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

7 Expenditure on charitable activities

	Communica- tions and speaking	Training and education	Total	Communica- tions and speaking	Training and education	Total
	2023 £	2023 £	2023 £	2022 £	2022 £	2022 £
Direct costs	870,339	399,250	1,269,589	524,699	231,148	755,847
Scholarship funding to students	-	3,334	3,334	-	18,696	18,696
	<u>870,339</u>	<u>402,584</u>	<u>1,272,923</u>	<u>524,699</u>	<u>249,844</u>	<u>774,543</u>
Share of support costs (see note 8)	231,911	151,957	383,868	158,888	79,443	238,331
Share of governance costs (see note 8)	4,587	2,293	6,880	3,847	1,923	5,770
	<u>1,106,837</u>	<u>556,834</u>	<u>1,663,671</u>	<u>687,434</u>	<u>331,210</u>	<u>1,018,644</u>

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

8 Support costs

	Support costs	Governance costs	2023	Support costs	Governance costs	2022
	£	£	£	£	£	£
Depreciation	93,596	-	93,596	118,362	-	118,362
Loss on disposal of tangible fixed asset	66,361	-	66,361	-	-	-
Office costs	187,473	-	187,473	76,332	-	76,332
Professional fees	59,182	-	59,182	79,231	-	79,231
Information technology	20,672	-	20,672	23,989	-	23,989
Audit fees	-	6,600	6,600	-	6,300	6,300
Trustees and meeting expenses	-	280	280	-	912	912
	<u>427,284</u>	<u>6,880</u>	<u>434,164</u>	<u>297,914</u>	<u>7,212</u>	<u>305,126</u>
Analysed between						
Fundraising	43,416	-	43,416	59,583	1,442	61,025
Charitable activities	383,868	6,880	390,748	238,331	5,770	244,101
	<u>427,284</u>	<u>6,880</u>	<u>434,164</u>	<u>297,914</u>	<u>7,212</u>	<u>305,126</u>

Support costs are allocated in proportion to the staff engaged in each activity

Governance costs includes payments to the auditors of £6,600 (2022- £6,300) for audit fees. In addition there were amounts due for the year to the auditor for non-audit services of £1,800 (2022: £1,800).

9 Net movement in funds

	2023	2022
	£	£
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	6,600	6,300
Depreciation of owned tangible fixed assets	93,596	118,362
Loss on disposal of tangible fixed assets	66,361	-
	<u>166,557</u>	<u>124,662</u>

10 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year, but none (2022: one) of them was reimbursed a total of £nil for travelling expenses (2022- £653).

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

11 Employees

The average monthly number of employees during the year was:

	2023 Number	2022 Number
Raising funds	2	3
Communications and speaking	11	8
Training and education	7	4
Total	20	15

Employment costs

	2023 £	2022 £
Wages and salaries	744,276	530,264
Social security costs	55,337	61,650
Other pension costs	63,933	53,223
	863,546	645,137

Included in wages and salaries above is termination costs of £40,000 (2022 £Nil).

The total amount of employee benefits, including the cost of employers' national insurance, related to key management personnel is £134,351 (2022- £243,978). The charity considers its key management personnel comprise the trustees and the senior management team.

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2023 Number	2022 Number
£60,001 to £70,000	1	-

12 Taxation

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

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

13 Tangible fixed assets

	Freehold land and buildings £	Building improvements £	Fixtures and fittings £	Total £
Cost				
At 1 September 2022	10,809,016	574,067	520,743	11,903,826
Additions	-	-	23,608	23,608
Disposals	(10,809,016)	(574,067)	-	(11,383,083)
At 31 August 2023	-	-	544,351	544,351
Depreciation and impairment				
At 1 September 2022	5,656,026	523,203	427,286	6,606,515
Depreciation charged in the year	-	53	93,543	93,596
Eliminated in respect of disposals	(5,656,026)	(523,256)	-	(6,179,282)
At 31 August 2023	-	-	520,829	520,829
Carrying amount				
At 31 August 2023	-	-	23,522	23,522
At 31 August 2022	5,152,990	50,864	93,457	5,297,311

14 Debtors

	2023 £	2022 £
Amounts falling due within one year:		
Trade debtors	549	2,821
Other debtors	2,480	72
Prepayments and accrued income	31,007	156,492
	34,036	159,385

15 Current asset investments

	2023 £	2022 £
Short-term deposits	273,795	269,562

16 Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	19,778	3,247
Other creditors	-	4,752
Accruals and deferred income	75,823	40,483
	95,601	48,482

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

17 Retirement benefit schemes

	2023 £	2022 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	63,933	53,223

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

18 Restricted funds

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

	At 1 September 2022 £	Income £	Expenditure £	Transfers £	At 31 August 2023 £
Reboot youth work	95,355	4,500	(7,557)	-	92,298
Scholarship support	12,883	250	-	-	13,133
Ministry Work	44,729	-	(44,729)	-	-
Digital Services	99,976	-	(14,359)	-	85,617
Online resources	-	5,000	-	-	5,000
Canada bursaries	-	58,966	-	-	58,966
Asia-Pacific Bursaries	-	5,776	-	-	5,776
	252,943	74,492	(66,645)	-	260,790

Previous period:	At 1 September 2021 £	Income £	Expenditure £	Transfers £	At 31 August 2022 £
Capital	-	-	(15,787)	15,787	-
Africa	2,000	-	(2,000)	-	-
DACH	2,980	-	(8,937)	5,957	-
Reboot youth work	77,855	30,000	(12,500)	-	95,355
Scholarship support	12,883	-	-	-	12,883
Wellspring International	11,236	(10,407)	(829)	-	-
Ministry Work	-	103,194	(58,465)	-	44,729
Digital Services	-	113,656	(13,680)	-	99,976
	106,954	236,443	(112,198)	21,744	252,943

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

18 Restricted funds

(Continued)

The Capital Fund is provision of premises for the Company's headquarters and for its ministries. Please see the tangible fixed assets note for the reasons behind the 2021 transfer.

The Reboot fund is used for expenditure on youth apologetics.

The Scholarship/support fund provides scholarships and assists with students' living costs. Due to a temporary pause on funding external programmes this financial year, there were no scholarships issued.

The Wellspring International fund was for RZIM humanitarian projects and the balance was returned to RZIM following a final intercompany settlement after our separation from RZIM.

The Ministry work fund supports various global speaking projects.

The Digital services is for OCCA media and communications costs

19 Unrestricted funds

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

	At 1 September 2022 £	Income £	Expenditure £	Transfers £	At 31 August 2023 £
Replacement premises	-	-	-	3,350,000	3,350,000
General funds	5,561,458	814,062	(1,720,962)	(3,350,000)	1,304,558
	<u>5,561,458</u>	<u>814,062</u>	<u>(1,720,962)</u>	<u>-</u>	<u>4,654,558</u>
Previous period:	At 1 September 2021 £	Income £	Expenditure £	Transfers £	At 31 August 2022 £
General funds	5,859,462	739,947	(1,016,207)	(21,744)	5,561,458
	<u>5,859,462</u>	<u>739,947</u>	<u>(1,016,207)</u>	<u>(21,744)</u>	<u>5,561,458</u>

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2023

20 Analysis of net assets between funds

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
At 31 August 2023:			
Tangible assets	23,522	-	23,522
Current assets/(liabilities)	4,631,036	260,790	4,891,826
	<u>4,654,558</u>	<u>260,790</u>	<u>4,915,348</u>
	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
At 31 August 2022:			
Tangible assets	5,297,311	-	5,297,311
Current assets/(liabilities)	264,147	252,943	517,090
	<u>5,561,458</u>	<u>252,943</u>	<u>5,814,401</u>

21 Related party transactions

Included in donations is a total of £186,600 (2022 - £122,800) donated by trustees and expenses of £Nil (2022- £653).

22 Cash generated from operations

	2023 £	2022 £
Deficit for the year	(899,053)	(152,015)
Adjustments for:		
Investment income recognised in statement of financial activities	(12,140)	(1,212)
Loss on disposal of tangible fixed assets	66,361	-
Depreciation and impairment of tangible fixed assets	93,596	118,362
Movements in working capital:		
(Increase) in stocks	(2,856)	(2,008)
Decrease/(increase) in debtors	125,349	(118,073)
Increase/(decrease) in creditors	47,119	(223,860)
Cash absorbed by operations	<u>(581,624)</u>	<u>(378,806)</u>

Accounts

OCCA House Limited

Financial Statements

Period ended 31 August 2022

Charity registration number: 1067314

Company registration number: 3449676

OCCA HOUSE LIMITED

Financial Statements

Period ended 31 August 2022

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OCCA HOUSE LIMITED

Charity Reference and Administrative Details

Period ended 31 August 2022

Charity registration number	1067314
Company registration number	3449676
Trustees	James Gardner (Chair) Matt Baird (appointed 10 April 2022) Christine Brindley (appointed 25 April 2022) Yolanda Ibbett (appointed 25 April 2022) Martin Kitcatt. (resigned 21 June 2022) Jeremy Marshall Emma Osborne (appointed 31 March 2022) Mike O'Neill (resigned 16 March 2023) Akeel Sachak Francis Wright (resigned 16 March 2022)
CEO	Charlie Styles (appointed 17 January 2022) Richard Giles (resigned 31 December 2021)
Registered office	76 Banbury Road Oxford OX2 6JT
Auditor	Critchleys Audit LLP Beaver House 23-38 Hythe Bridge Street Oxford OX1 2EP
Bankers	Triodos Bank Barclays Bank Nationwide Building Society The Co-operative Bank

OCCA HOUSE LIMITED

Letter from the Chair of OCCA House Limited

Period ended 31 August 2022

We began the 2021-22 financial year with the foundations of our newly independent UK ministry in place. I concluded last year's letter by noting

".. a sense of great optimism, born not of a warm feeling but of our unshaken confidence in our Lord's purposes and His provision of means to do that work to which He calls us".

By God's grace we have made significant progress this year in relaunching our evangelism and training ministries. Our key achievements during the year were as follows:

- Our evangelistic work has begun to regrow, with invitations steadily increasing throughout the year. The range of contexts was also very encouraging: from homeless shelters to the Houses of Parliament, and from international corporations to small local churches.
- We devised a comprehensive training pathway that seeks to equip Christians around the world in confident, connected evangelism, and spent considerable resources in developing the Essentials and Foundation modules of this pathway, while we begin planning for the third stage (the Core module).
- The relaunch of our youth apologetics programme took longer than expected. We have a new team, and the whole programme is being thoroughly redeveloped and substantially expanded for the next financial year. We will be beginning a series of new events to equip and inspire young people across the country with the beauty of the gospel message.
- We began a substantial project on the production of a wide range of video training material, to equip Christians in the UK and globally with the tools they need to use apologetics as part of winsome evangelism.
- We held a successful summer conference in July 2022. The subjects covered were contemporary and diverse, and reflected the changing priorities of the culture and society in which we live.

During the financial year we were joined by many talented people, including a new chief executive officer and a new director of operations. We recruited four new speakers who have since joined in the 2022-2023 accounting year, to add bench strength and a diverse set of experience to our frontline team. We also welcomed four new trustees to our board. Speaking personally, it is deeply encouraging to welcome these faithful and committed individuals to serve alongside us in supporting the mission of the UK church.

In short, we have been able to use this financial year to expand and develop our new ministries, and to implement a number of profound initiatives. There is a real sense of momentum and energy in our team's work. As our new CEO Charlie Styles explains later in this report, we have ambitious and exciting plans for the coming year. I hope that you will find them as inspiring as I do.

To God be the glory.

James Gardner
Chair, OCCA House Limited

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Period ended 31 August 2022

The Trustees present their report and the audited financial statements of OCCA House Limited ('the Company') for the period ended 31 August 2022. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' (FRS 102) in preparing the annual report and financial statements of the Company.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the Company's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Trustees of the Charity

The directors of the charitable company are its trustees for the purposes of charity law. The Trustees who have served during the year are as follows:

James Gardner (Chair)
Matt Baird (appointed 10 April 2022)
Christine Brindley (appointed 25 April 2022)
Yolanda Ibbett (appointed 25 April 2022)
Martin Kitcatt (resigned 21 June 2022)
Jeremy Marshall
Emma Osborne (appointed 31 March 2022)
Mike O'Neill (resigned 16 March 2023)
Akeel Sachak
Francis Wright (resigned 16 March 2022)

1. STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

OCCA House Limited (formerly RZIM Zacharias Trust) is a company limited by guarantee, incorporated on 14 October 1997 and registered as a charity on 9 January 1998. The company was established under a Memorandum of Association that established the objects and powers of the charitable company and is governed under its Articles of Association.

The Board of Trustees

The Trustees hold Board meetings four times per year. The Senior Management Team (SMT) attends Board meetings. Other members of staff may be invited to present specific reports. The Articles of Association include provisions for the election, retirement, and removal of Trustees.

Trustee Induction and Engagement

An induction pack for Trustees is made available to new Trustees and follows the Charity Commission guidelines. The Board is periodically provided with relevant material and guidance from the Charity Commission and other professional institutions on charity governance and regulatory changes. Independent legal advice and guidance is sought where specific points of clarification are required.

Trustees attend events organised by the Company, visit the offices and interact with the staff team. Trustees receive a detailed board report and other information prior to each of the four board meetings.

Our twelfth annual UK vision day was held in November 2022. Trustees, senior management, and members of the speaking team invited sponsors and key supporters to hear reports of the activities of the Company over the last year and its forward plans.

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Period ended 31 August 2022

Three sub-committees support the Board's activities: one focused on finance and risk, another on people-related matters (HR, premises, welfare, and safeguarding), and the third on governance. The first two committees each meet four times per year, typically by conference or video call. Working parties are periodically convened to look at specific areas that may arise from time to time. Policy is discussed and agreed by the entire Board.

Organisational Structure

Decisions taken by Trustees include those involving premises, leases, strategic partnerships, banking arrangements, financial practices including reserves, governance, approval of accounts, staff-related matters and governance. The Board Chair holds an annual review with the CEO, to whom the executive leadership of the Company is delegated by the Board of Trustees.

Decisions taken by the management team include day to day operational decisions, preparation of the strategic plan and budget for Board discussion and approval, plan and budget delivery, financial and management accounting, management of the staff team, event planning, and delivery, education, and training curricula.

The total staff employed at year-end was 19 (16 FTE).

Risk Management

Our approach to risk takes due note of the guidelines provided by the Charity Commission. Following the guidelines, the Company maintains a risk register that identifies potential risks and assesses the possible impact to the Company of these risks. The register groups the risks into five broad categories: Strategic, Compliance/ Governance & Legal, Operational, Financial, and Reputational.

Risk management is one of the matters addressed by the Finance Committee of the Board. We manage and mitigate potential risks through regular review of the risk register. Key potential risks are assessed during the year by the management team and discussed with the Finance Committee and (if appropriate) with the full Board.

Affiliation

At the start of the previous FY (2020-2021) we had a Ministry Agreement with RZIM Inc. and an agency ministry agreement with RZIM Canada. Both agreements terminated that year, following our independence from the RZIM network. Since 2013, the Company held a 100% beneficial interest in RZIM Turkey, a registered entity with an office in Istanbul. This beneficial interest also ceased in FY 2020-2021, as a result of our independence from the RZIM network. The Company is a member of the UK Evangelical Alliance (UKEA) and the European Evangelical Alliance (EEA).

Day to Day Management of the Company

The Trustees delegate the responsibility for the day-to-day executive management of the Company to the CEO, who reports to the Chair of the Board. Between his appointment in November 2020 and resignation in December 2021, our Interim CEO was Richard Giles. From his appointment in January 2022, our CEO was Charlie Styles.

2. OBJECTIVES AND ACTIVITIES

The Objects of the Company are:

'To advance the Christian faith in accordance with the statement of beliefs appearing in the Schedule (in the Memorandum of Association) in the United Kingdom and elsewhere as the Directors of the Charity (the Trustees) may from time to time think fit.'

Its aims are primarily education, training, communications, speaking, and religious activities. These are discharged through the provision of human resources (staff, volunteers), services and advocacy, advice, and information.

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Period ended 31 August 2022

The Company's main activities through the year, carried out throughout the UK and internationally, included speaking, teaching, and training in a variety of contexts, including academia, media, business, and the church.

3. PUBLIC BENEFIT STATEMENT

Each year the Trustees review our objectives and activities to ensure they continue to reflect our aims. In carrying out this review, the Trustees act consistently with the Charity Commission's guidance on public benefit.

As indicated above, the primary aims of the Company are education, training, communications, speaking, and religious activities. These are discharged through the provision of human resources (staff, volunteers), services and advocacy, advice, and information.

The Company carries out a wide range of activities in pursuance of its charitable aims. The Trustees consider that these activities, summarised below, provide benefit to the wider community:

- OCCA courses, talks in universities and other academic institutions, public discussion forums and media work.
- Teaching teenagers, students, and adults at a variety of different events.
- The creation of books, audio and video materials, web and social media content, and other educational resources.

Teaching and training forums are accessible and welcoming venues for discussion and learning by people of all faiths, races, cultures, or creeds and those who wish to know more about the Christian faith. Where a charge is made, concessions and, in some cases, scholarships may be available.

4. STRATEGIC REPORT

OCCA The Oxford Centre for Christian Apologetics exists to play a specific part in the mission of evangelising the world. OCCA aims to model evangelistically fruitful apologetics ministry that is creative and pioneering, characterised by being both intellectually rigorous and tender-hearted. Since its establishment in 2004, OCCA has invested in over 400 individuals from nearly 50 countries through its one-year programme, the month-long course for senior business professionals, and the Doctoral Fellows programme.

Evangelism

Evangelism in universities, government, businesses, churches, schools and youth spheres continued during the financial year. Our team fulfilled hundreds of speaking engagements. The effects of recent events continued to have a slowing effect on the ministry during this financial year. However, the team has grown over the past year and invitations are growing each month.

Education and Training

We have begun plans to create courses for church-based small groups, with the first planned for publication next year. This will be the first stage in a training pathway.

Stage two will be our recently developed **Foundational Apologetics** course, which began in March 2022, covering sixteen different topics over the course of eight weeks. This is now running regularly with 25-40 delegates on each course.

We will later be creating stage three: a more demanding year-long part-time course and then later adding a full-time programme.

The Doctoral Fellows programme seeks to create and grow an interconnected academic community of evangelists and to train and equip them to use the platform of their academic careers in evangelistically fruitful ways.

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Period ended 31 August 2022

The 'Business Programme' geared towards senior executives and professionals did not take place in 2022, following the significant changes we were navigating. However, close contact with Business Programme alumni continues, and the programme is going ahead in 2023.

Media

The team's new media studio saw activity from both team and partners throughout the financial year. Apart from the new content created by the team, ministry friends and senior fellows partnered with the team in utilizing our media studio for external recordings.

Platform	URL	Followers
Facebook	https://www.facebook.com/theocca	13,221
Instagram	https://www.instagram.com/occa.house/	1,451
Twitter	https://twitter.com/theocca	495
YouTube	https://www.youtube.com/@OCCAoxford	17,375

REBOOT

The aim of our REBOOT youth apologetics programme is to engage and equip young people with a faith perspective on life's difficult questions, using fun and engaging conferences. Teenage delegates bring their burning questions, wrestle with big topics, and feel heard, understood, and valued as they navigate issues of worldview, science, identity, and faith. We are planning to relaunch this vital ministry in future years.

STRATEGIC AIMS 2022 / 2023

Our desire is to see extended Gospel reach, through growth in evangelistic opportunities. We continue to identify and respond to pertinent questions from non-believers. In addition to maximising evangelism to Youth, Schools, Government, Workplace and Students, we will also seek new avenues in arenas where Christians have not spoken before.

OCCA wants to see believers sharing their faith without fear, in a way that makes sense to the world. We summarise this as confident, connected evangelism.

We do this by Engaging the World by both listening and speaking - seeking to understand the times and express the Christian faith clearly and relevantly to the culture of today. This includes speaking in various contexts and producing written, audio and video material for publication.

We seek to Equip the Church to do the same: working with local churches and Christian organisations to give every Christian confidence to explain the hope they have, investing in a new generation of evangelists who will in turn equip others.

In 2022, we will be particularly focussing of digital content creation in both training and outreach. This will include the delivery of online training courses and relaunching some of our previous activities, including Reboot and the Summer Conference to connect with the widest range of people.

FINANCIAL REVIEW

Performance and Out-turn

The financial year commenced on 1 October 2021 and ended on 31 August 2022. The Company chose to shorten the financial year in FY 2021-2022 by one month (from a previous end date of 30 September) to align future, full 12-month financial years more closely with programme and project budgeting cycles.

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Period ended 31 August 2022

The Company operated with a lower average cash balance than in 2021, and with lower income as well as lower interest rates, the interest earned was £3k lower. The lower average cash balance is due to a lack of RZIM funding in 2022 and in line with expectations. The balance on the unrestricted income decreased by £298k to £5.814M (5%) in 2022. The decrease is in line with expectations, following the separation from the RZIM affiliate, resulting in the implementation of a settlement agreement with RZIM. This conditional agreement settles claims between the parties relating inter alia to the funding of the acquisition of the company's offices, on terms that the properties are to be sold and the proceeds split between the parties.

Principal Funding Sources

FY 2021-2022 was the first FY where the Company was financially independent from RZIM and relied on the generous support of our donors in the UK and elsewhere.

OCCA continued to focus on its training objective through the OCCA Foundational programme in 2022. Restricted grants towards OCCA scholarships enabled us to continue offering scholarships to facilitate applications from a broad diversity of countries and communities. Significant scholarships for students were made available for the 2021-2022 academic year.

Specific online and the annual in-person Vision donor events were organised during the year towards the aim of increasing funding support from the UK.

Fundraising practices

Our fundraising predominantly works through personal contacts and opportunities to share our vision and explain clearly what we do. Our goal is to treat everyone who interacts with us with the same due respect and courtesy and, at the same time, ensure we do this in a way that follows best practice and ensures legal compliance, including meeting the new GDPR requirements. Our fundraising work is carried out by our in-house team, and we do not use any external professional fundraisers or commercial participators. There have been no reported complaints or failures in respect of our fundraising activities.

Key Management Personnel

After completing an externally-contracted benchmarking in the second half of 2021, ensuring salaries are accurately positioned, in line with Oxford area Charity salaries, the Company continues to review salaries on an annual basis.

Investment Policy

Aside from retaining a prudent amount in reserves (see the next paragraph), the Company's income is spent during the course of the financial year on operational and other expenditure. The Company holds current and deposit accounts in sterling and a current account in US dollars. The Finance Committee of the Board has formulated an investment policy limiting the amounts held in the main current (operating) bank account and promoting the diversification of the sums held in savings accounts amongst different financial institutions.

Reserves Policy

The Board has examined OCCA House's requirements for reserves in the light of the main risks to the organisation. It established a broad objective whereby the unrestricted funds not committed or invested in tangible fixed assets should equate to at least three months' expenditure. The Board reviewed the reserves policy in September 2022, maintaining its inclusion of at least three months' expenditure, as well as a prudent provision for winddown activities, in the event of a significant reduction in income.

The reserves are needed to meet the working capital requirements of the organisation, and the senior management team is confident that the current reserves level would achieve this. As at 31 August 2022 the total funds of the charity were £5,814,401. Of this £252,943 was in restricted funds, £5,297,311 was represented by tangible fixed assets leaving free reserves of £264,147. Unrestricted expenditure in the year was £906,446, and therefore free reserves represents 3.5 months' expenditure, which exceeds the objective.

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Period ended 31 August 2022

Governance and Audit

Critchley's Audit LLP was appointed by the Board to provide audit and accounting services for 2021. A full review of audit providers was conducted in 2015.

TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare the financial statements for each financial year. Under that law, Trustees have elected to prepare the financial statements in accordance with the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the accounting statements on the going concern basis unless it is inappropriate to assume that the company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board of Trustees serving during the year is set out above, in the section on Charity Reference and Administrative Details.

Disclosure of information to the auditors

In accordance with applicable law, we certify that:

- so far as we are aware, there is no relevant audit information of which the Company's auditors are unaware; and
- as the Board of Trustees, we have taken all the steps we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

On behalf of the Board



James Gardner

Chair of Board of Trustees, OCCA House Limited

2... June 2023

OCCA HOUSE LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF OCCA HOUSE LIMITED

Opinion

We have audited the financial statements of OCCA House Limited (the 'charity') for the period ended 31 August 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2022 and of its incoming resources and application of resources, including its income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

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

OCCA HOUSE LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF OCCA HOUSE LIMITED

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our knowledge and experience;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where applicable; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

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

OCCA HOUSE LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF OCCA HOUSE LIMITED

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

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

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

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

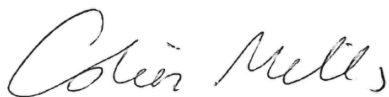
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance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

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

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

Use of our report

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



Colin Mills (Senior Statutory Auditor)
for and on behalf of Critchleys Audit LLP

30 June 2023
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Chartered Accountants
Statutory Auditor

Beaver House
23-38 Hythe Bridge Street
Oxford
OX1 2EP

OCCA HOUSE LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE PERIOD ENDED 31 AUGUST 2022

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Income from:							
Donations and legacies	3	672,189	236,443	908,632	1,971,743	88,600	2,060,343
Charitable activities	4	66,546	-	66,546	148,446	97,970	246,416
Investments	5	1,212	-	1,212	4,034	-	4,034
Total income		739,947	236,443	976,390	2,124,223	186,570	2,310,793
Expenditure on:							
Raising funds	6	109,761	-	109,761	227,193	-	227,193
Charitable activities	7	906,446	112,198	1,018,644	2,020,477	5,997,518	8,017,995
Total expenditure		1,016,207	112,198	1,128,405	2,247,670	5,997,518	8,245,188
Net (outgoing)/incoming resources before transfers		(276,260)	124,245	(152,015)	(123,447)	(5,810,948)	(5,934,395)
Gross transfers between funds		(21,744)	21,744	-	4,642,170	(4,642,170)	-
Net (expenditure)/income for the period/ Net movement in funds		(298,004)	145,989	(152,015)	4,518,723	(10,453,118)	(5,934,395)
Opening fund balances		5,859,462	106,954	5,966,416	1,340,739	10,560,072	11,900,811
Closing fund balances		5,561,458	252,943	5,814,401	5,859,462	106,954	5,966,416

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

All income and expenditure derive from continuing activities.

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

OCCA HOUSE LIMITED

BALANCE SHEET

AS AT 31 AUGUST 2022

	Notes	2022 £	£	2021 £	£
Fixed assets					
Tangible assets	11		5,297,311		5,405,275
Current assets					
Stocks		7,048		5,040	
Debtors	12	159,385		41,312	
Investments	13	269,562		518,398	
Cash at bank and in hand		129,577		268,733	
		<u>565,572</u>		<u>833,483</u>	
Creditors: amounts falling due within one year	14	<u>(48,482)</u>		<u>(272,342)</u>	
Net current assets			517,090		561,141
Total assets less current liabilities			<u>5,814,401</u>		<u>5,966,416</u>
Income funds					
Restricted funds	15	252,943		106,954	
Unrestricted funds		5,561,458		5,859,462	
		<u>5,814,401</u>		<u>5,966,416</u>	

The financial statements were approved and authorised for issue by the Trustees on 22/6/22



Mr James Gardner
Trustee

Company registration number 3449676

OCCA HOUSE LIMITED

STATEMENT OF CASH FLOWS

FOR THE PERIOD ENDED 31 AUGUST 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash absorbed by operations	19		(378,806)		(507,308)
Investing activities					
Purchase of tangible fixed assets		(10,398)		(93,555)	
Proceeds from disposal of investments		248,836		(1,387)	
Investment income received		1,212		4,034	
Net cash generated from/(used in) investing activities			239,650		(90,908)
Net cash used in financing activities			-		-
Net decrease in cash and cash equivalents			(139,156)		(598,216)
Cash and cash equivalents at beginning of period			268,733		866,949
Cash and cash equivalents at end of period			129,577		268,733

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 AUGUST 2022

1 Accounting policies

Charity information

OCCA House Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 76 Banbury Road, Summertown, Oxford, OX2 6JT.

1.1 Reporting period

The reporting period changed to 31 August 2022 and the 2022 financial statements are presented for a 11 month period.

The reason for this change is so that the financial year is aligned more closely with a general academic year. Going forward, this provides a more practical rhythm for project planning and events, particularly as major strategic projects focusing on students and courses operate on these annual cycles.

Comparative amounts presented in the financial statements (including the related notes) are not entirely comparable.

1.2 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

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

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

1.3 Going concern

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

1.4 Charitable funds

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

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

1.5 Income

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

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE PERIOD ENDED 31 AUGUST 2022

1 Accounting policies

(Continued)

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

1.6 Expenditure

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

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

1.7 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

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

Freehold land and buildings	land - nil; buildings 50 years
Building improvements	7 years
Fixtures and fittings	3-5 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.8 Impairment of fixed assets

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

1.9 Cash and cash equivalents

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

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE PERIOD ENDED 31 AUGUST 2022

1 Accounting policies

(Continued)

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

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

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

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price.

Basic financial liabilities

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

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

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

1.11 Employee benefits

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

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

1.12 Retirement benefits

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

2 Critical accounting estimates and judgements

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

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

Critical judgements

Impairment

Impairment of fixed assets (see note 11)

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE PERIOD ENDED 31 AUGUST 2022

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2022 £	2022 £	2022 £	2021 £	2021 £	2021 £
Donations and gifts	672,189	236,443	908,632	1,971,743	88,600	2,060,343
Donations and gifts						
Funding from RZIM USA	-	-	-	1,511,951	-	1,511,951
Funding from RZIM Canada	-	-	-	58,799	-	58,799
Other	672,189	236,443	908,632	400,993	88,600	489,593
	672,189	236,443	908,632	1,971,743	88,600	2,060,343

4 Income from charitable activities

	Communica- tions and speaking	Training and education	Total	Communica- tions and speaking	Training and education	Total
	2022 £	2022 £	2022 £	2021 £	2021 £	2021 £
Training fees and sale of goods	-	65,568	65,568	-	107,568	107,568
Coronavirus Job Retention Scheme	978	-	978	138,848	-	138,848
	978	65,568	66,546	138,848	107,568	246,416
Analysis by fund						
Unrestricted funds	978	65,568	66,546	138,848	9,598	148,446
Restricted funds	-	-	-	-	97,970	97,970

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE PERIOD ENDED 31 AUGUST 2022

5 Investments

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Interest receivable	1,212	4,034

6 Raising funds

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
<u>Fundraising and publicity</u>		
Staff costs	48,736	146,276
Support costs	61,025	80,917
Fundraising and publicity	109,761	227,193
	109,761	227,193

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE PERIOD ENDED 31 AUGUST 2022

7 Expenditure on charitable activities

	Communica- tions and speaking	Training and education	Total	Communica- tions and speaking	Training and education	Impairment	Total
	2022 £	2022 £	2022 £	2021 £	2021 £	2021 £	2021 £
Direct costs	524,699	231,148	755,847	1,505,774	588,861	-	2,094,635
Impairment	-	-	-	-	-	5,150,000	5,150,000
Scholarship funding to students	-	18,696	18,696	-	126,027	-	126,027
	<u>524,699</u>	<u>249,844</u>	<u>774,543</u>	<u>1,505,774</u>	<u>714,888</u>	<u>5,150,000</u>	<u>7,370,662</u>
Share of support costs (see note 8)	158,888	79,443	238,331	521,582	120,501	-	642,083
Share of governance costs (see note 8)	3,847	1,923	5,770	4,376	874	-	5,250
	<u>687,434</u>	<u>331,210</u>	<u>1,018,644</u>	<u>2,031,732</u>	<u>836,263</u>	<u>5,150,000</u>	<u>8,017,995</u>

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE PERIOD ENDED 31 AUGUST 2022

8 Support costs

	Support costs	Governance costs	2022	Support costs	Governance costs	2021
	£	£	£	£	£	£
Depreciation	118,362	-	118,362	265,230	-	265,230
Office costs	76,332	-	76,332	148,695	-	148,695
Professional fees	79,231	-	79,231	253,356	-	253,356
Information technology	23,989	-	23,989	55,719	-	55,719
Audit fees	-	6,300	6,300	-	5,250	5,250
Trustees and meeting expenses	-	912	912	-	-	-
	<u>297,914</u>	<u>7,212</u>	<u>305,126</u>	<u>723,000</u>	<u>5,250</u>	<u>728,250</u>
Analysed between						
Fundraising	59,583	1,442	61,025	80,917	-	80,917
Charitable activities	238,331	5,770	244,101	642,083	5,250	647,333
	<u>297,914</u>	<u>7,212</u>	<u>305,126</u>	<u>723,000</u>	<u>5,250</u>	<u>728,250</u>

Support costs are allocated in proportion to the staff engaged in each activity

Governance costs includes payments to the auditors of £6,300 (2021- £5,500) for audit fees. In addition there were amounts due for the year to the auditor for non-audit services of £1,800 (2021: £1,600).

9 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the period, but one of them was reimbursed a total of £653 travelling expenses (2021- none were reimbursed £nil).

10 Employees

The average monthly number of employees during the period was:

	2022 Number	2021 Number
Raising funds	3	4
Communications and speaking	8	24
Training and education	4	8
Total	<u>15</u>	<u>36</u>

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE PERIOD ENDED 31 AUGUST 2022

10 Employees

(Continued)

Employment costs	2022 £	2021 £
Wages and salaries	530,264	1,867,262
Social security costs	61,650	188,378
Other pension costs	53,223	217,786
	<u>645,137</u>	<u>2,273,426</u>

Included in wages and salaries above is termination costs of £Nil (2021 £466,077).

The total amount of employee benefits, including the cost of employers' national insurance, related to key management personnel is £243,978 (2021 - £818,430). The charity considers its key management personnel comprise the trustees and the senior management team.

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2022 Number	2021 Number
£60,001 to £70,000	-	1
£70,001 to £80,000	-	1
£80,001 to £90,000	-	2
£90,001 to £100,000	-	1
£120,001 to £130,000	-	1

11 Tangible fixed assets

	Freehold land and buildings £	Building improvements £	Fixtures and fittings £	Total £
Cost				
At 1 October 2021	10,809,016	571,721	512,691	11,893,428
Additions	-	2,346	8,052	10,398
At 31 August 2022	<u>10,809,016</u>	<u>574,067</u>	<u>520,743</u>	<u>11,903,826</u>
Depreciation and impairment				
At 1 October 2021	5,656,026	500,109	332,018	6,488,153
Depreciation charged in the period	-	23,094	95,268	118,362
At 31 August 2022	<u>5,656,026</u>	<u>523,203</u>	<u>427,286</u>	<u>6,606,515</u>
Carrying amount				
At 31 August 2022	<u>5,152,990</u>	<u>50,864</u>	<u>93,457</u>	<u>5,297,311</u>
At 30 September 2021	<u>5,152,990</u>	<u>71,612</u>	<u>180,673</u>	<u>5,405,275</u>

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE PERIOD ENDED 31 AUGUST 2022

11 Tangible fixed assets

(Continued)

Following on from the separation of this charity from the RZIM affiliate (from which the charity received much of the funds used to purchase the charity's headquarters), it has been agreed that a proportion of the proceeds from the sales of the properties will be returned to RZIM. An impairment provision has been made so that the net book value of the freehold property is the Trustees' estimate of the recoverable amounts after taking into account the proportion of the proceeds that will be returned to RZIM. As there are no longer any restrictions associated with the residual amount the balance of the restricted capital fund has been transferred to unrestricted reserves.

12 Debtors

	2022 £	2021 £
Amounts falling due within one year:		
Trade debtors	2,821	5,371
Other debtors	72	72
Prepayments and accrued income	156,492	35,869
	<u>159,385</u>	<u>41,312</u>

13 Current asset investments

	2022 £	2021 £
Short-term deposits	<u>269,562</u>	<u>518,398</u>

14 Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	3,247	-
Other creditors	4,752	24,400
Accruals and deferred income	40,483	247,942
	<u>48,482</u>	<u>272,342</u>

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 AUGUST 2022

15 Restricted funds

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

		Movement in funds				Movement in funds			
	Balance at 1 October 2020	Income	Expenditure	Transfers	Balance at 1 October 2021	Income	Expenditure	Transfers	Balance at 31 August 2022
	£	£	£	£	£	£	£	£	£
Capital	10,483,058	-	(5,262,125)	(5,220,933)	-	-	(15,787)	15,787	-
Africa	-	2,000	-	-	2,000	-	(2,000)	-	-
DACH	-	2,980	-	-	2,980	-	(8,937)	5,957	-
Media	-	18,131	(20,659)	2,528	-	-	-	-	-
OCCA	-	138,399	(714,634)	576,235	-	-	-	-	-
Reboot youth work	52,955	25,000	(100)	-	77,855	30,000	(12,500)	-	95,355
Scholarship support	12,883	-	-	-	12,883	-	-	-	12,883
Wellspring International	11,176	60	-	-	11,236	(10,407)	(829)	-	-
Ministry Work	-	-	-	-	-	103,194	(58,465)	-	44,729
Digital Services	-	-	-	-	-	113,656	(13,680)	-	99,976
	<u>10,560,072</u>	<u>186,570</u>	<u>(5,997,518)</u>	<u>(4,642,170)</u>	<u>106,954</u>	<u>236,443</u>	<u>(112,198)</u>	<u>21,744</u>	<u>252,943</u>

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 AUGUST 2022

15 Restricted funds

(Continued)

The Capital Fund is provision of premises for the Company's headquarters and for its ministries. Please see the tangible fixed assets note for the reasons behind the 2021 transfer.

The Reboot fund is used for expenditure on youth apologetics.

The Scholarship/support fund provides scholarships and assists with students' living costs. Due to a temporary pause on funding external programmes this financial year, there were no scholarships issued.

The Wellspring International fund was for RZIM humanitarian projects and the balance was returned to RZIM following a final intercompany settlement after our separation from RZIM.

The Ministry work fund supports various global speaking projects.

The Digital services is for OCCA media and communications costs

OCCA HOUSE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE PERIOD ENDED 31 AUGUST 2022

16 Analysis of net assets between funds

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 31 August 2022 are represented by:						
Tangible assets	5,297,311	-	5,297,311	5,405,275	-	5,405,275
Current assets/(liabilities)	264,147	252,943	517,090	454,187	106,954	561,141
	<u>5,561,458</u>	<u>252,943</u>	<u>5,814,401</u>	<u>5,859,462</u>	<u>106,954</u>	<u>5,966,416</u>

17 Events after the reporting date

On 7 December 2021 OCCA House Limited signed an unsecured loan agreement which provides a facility of £500,000 to further OCCA House Limited's charitable objectives. The facility allows drawdowns of at least £100,000 each and is repayable in full on the earlier of 7 December 2027 and the date of sale of 76 and 78 Banbury Road, Oxford. The loan accrues interest at a rate of 5% per annum, payable quarterly. No amounts had been drawn down on the loan by 31 August 2022 but drawdowns have commenced since the year-end.

18 Related party transactions

Included in donations is a total of £122,800 (2021 - £29,100) donated by trustees and expense of £653 (2022-£Nil).

19 Cash generated from operations

	2022 £	2021 £
Deficit for the period	(152,015)	(5,934,395)
Adjustments for:		
Investment income recognised in statement of financial activities	(1,212)	(4,034)
(Gain)/loss on disposal of tangible fixed assets	-	31,322
Depreciation and impairment of tangible fixed assets	118,362	5,383,908
Movements in working capital:		
(Increase)/decrease in stocks	(2,008)	4,746
(Increase)/decrease in debtors	(118,073)	93,376
(Decrease) in creditors	(223,860)	(82,231)
Cash absorbed by operations	<u>(378,806)</u>	<u>(507,308)</u>

Accounts

OCCA House Limited

Financial Statements

Year ended 30 September 2021

Charity registration number: 1067314

Company registration number: 3449676

OCCA HOUSE LIMITED

Financial Statements

Year ended 30 September 2021

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OCCA HOUSE LIMITED

Charity Reference and Administrative Details

Year ended 30 September 2021

Charity registration number	1067314
Company registration number	3449676
Trustees	James Gardner (Chair) Martin Kitcatt Mike O'Neill Francis Wright Jeremy Marshall Akeel Sachak
CEO	Richard Giles
Registered office	76 Banbury Road Oxford OX2 6JT
Auditor	Critchleys Audit LLP Beaver House 23-38 Hythe Bridge Street Oxford OX1 2EP
Bankers	Triodos Bank Barclays Bank Nationwide Building Society The Co-operative Bank

OCCA HOUSE LIMITED

Letter from the Chair of OCCA House Limited

Year ended 30 September 2021

My letter in last year's annual report ended with these words:

The year ends on a deeply sombre note, then. But as Christians we know that humanity's only true source of hope and confidence in the future is in God, our Creator, and His Son Jesus. That was true before the events of 2020 began to unfold, and it remains true as we look forward to the coming year.

Amen! As Christians we serve the Almighty God who created us, and who through His Son ransomed, heals, restores and forgives us. We have witnessed His faithfulness and mercy in so many ways this year. Perhaps the greatest challenge has been to seek to address and mitigate the impact on our team and on many others as the extent of Ravi Zacharias' terrible actions became clear. We also strove to establish the right way forward for this ministry that we serve; and to that end, following the release of the US law firm report on his activities in February 2021 we declared our intention to become independent of the RZIM network. The rest of the financial year was spent dealing with the aftermath of these seismic events and reshaping the organisation for the future.

During this maelstrom the team continued to work hard on the ministry to which we have been called:

- **Rebuilding and establishing new church partnerships** – such as with a black majority church in London – the London Apostolic Church. A 12-month apologetics series was completed and there are plans to continue working together.
- **UK Government** - The team have spoken in a number of Government settings, such as the Foreign Commonwealth and Development Office, the Ministry of Defence (finishing an 18 month series), and to Southwark council on topics such as peace and reconciliation.
- **Local Church** - Opportunities to work with the local church, and alongside Archbishop of Canterbury Justin Welby in several evangelistic events across the Guildford diocese in September.
- **Business/Industry** – The opportunity to speak to lawyers within a Pharmaceutical Company. More than 60 people logged on from around the world to hear a talk on 'Science & Faith', including someone in Japan joining at 11pm. This was the first event of its kind in that setting and similar events will follow.
- **Students** – Opportunities to speak to students at the University of Cambridge and The University of Queensland Australia.
- **Writing** - The launch of two new books; '*The Sanity of belief*' by Simon Edwards, and '*What God has to say about our bodies*' by Sam Allberry, and the re-release of two existing books; '*Why Trust the Bible?*' by Amy Orr-Ewing and '*Why?: Looking at God, evil and personal suffering*' by Sharon Dirckx. Max also contributed 2 chapters to a scholarly edited volume ('*Natural Theology & Religious Belief*', and '*Debunking Arguments for God*'). Sharon was able to contribute a chapter to Lee Strobel's latest book, *The Case for Heaven*, and completed filming for a documentary that will appear in US cinemas in spring 2022 with the aim of reaching non-believers.
- **Media** – The Sanity of Belief has led to numerous interviews in the last 3 months, such as for Irish News, the City Bible Forum in Sydney Australia, and the Unbelievable program on Premier Christian Radio, debating a well-known Youtuber and atheist.

The year to September 2021 was filled with sadness, as we bade farewell to many esteemed and loved members of the team, and as we sought to understand and address the role that we had unwittingly played in the establishment of a celebrity culture which enabled Ravi Zacharias to cause so much damage and hurt. It has been a time of pruning and humility. It has also been a welcome opportunity to reflect on our true calling, and to orient ourselves more fully around the ministry needs of the UK church as it emerges from the pandemic.

OCCA HOUSE LIMITED

Letter from the Chair of OCCA House Limited

Year ended 30 September 2021

As the financial year drew to a close in September 2021, by God's grace the foundations of our newly independent UK ministry were in place. Our generous donors in the UK and elsewhere were supporting the ministry to a much greater degree than ever before. We had appointed a new CEO to take up the executive leadership of the organisation with effect from the start of 2022. We had begun work on the new OCCA teaching course and were forming new ministry partnerships across the broad expanse of the UK evangelical church.

There is plenty more to be done, but we start the new financial year with a sense of great optimism, borne not of a warm feeling but of our unshaken confidence in our Lord's purposes and His provision of means to do that work to which He calls us.

To God be the glory.

James Gardner
Chair, OCCA House Limited

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 30 September 2021

The Trustees present their report and the audited financial statements of OCCA House Limited ('the Company') for the year ended 30 September 2021. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' (FRS 102) in preparing the annual report and financial statements of the Company.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the Company's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Trustees of the Charity

The directors of the charitable company are its trustees for the purposes of charity law. The Trustees who have served during the year are as follows:

James Gardner (Chair)
Martin Kitcatt
Mike O'Neill
Caroline Santer (resigned 15 June 2021)
Francis Wright
Jeremy Marshall
Akeel Sachak (appointed 15 June 2021)

1. STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

OCCA House Limited (formerly RZIM Zacharias Trust) is a company limited by guarantee, incorporated on 14 October 1997 and registered as a charity on 9 January 1998. The company was established under a Memorandum of Association that established the objects and powers of the charitable company and is governed under its Articles of Association.

Change of Company Name

Wishing to reflect its separation from its former affiliate RZIM Inc., on 14 June 2021 the company changed its name from RZIM Zacharias Trust to Veritas House Fellowship. That name had been selected after an exhaustive consultation and discernment process. Unfortunately an entity with a similar name belatedly changed its mind and asked that we choose a different name, to avoid confusion. Accordingly we underwent a fresh discernment exercise, and on 27 September 2021 we changed our company name to OCCA House Limited.

The Board of Trustees

The Trustees hold Board meetings four times per year or additionally as required. The Senior Management Team (SMT) attends Board meetings. Other members of staff may be invited to present specific reports. The Articles of Association include provisions for the election, retirement, and removal of Trustees.

Trustee Induction and Engagement

An induction pack for Trustees is made available to new Trustees and follows the Charity Commission guidelines. The Board is periodically provided with relevant material and guidance from the Charity Commission and other professional institutions on charity governance and regulatory changes. Independent legal advice and guidance is sought where specific points of clarification are required.

Trustees attend events organised by the Company, visit the offices and interact with the staff team. Trustees receive a detailed board report and other information prior to each of the four board meetings.

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 30 September 2021

Our eleventh annual UK vision day was held in November 2021. After a covid-induced break this was once again an in-person event. Trustees, senior management and members of the speaking team invited sponsors and key supporters to hear reports of the activities of the Company over the last year and its forward plans.

Three sub-committees support the Board's activities: one focused on finance and risk, another on people-related matters (HR, premises, welfare, and safeguarding), and the third on governance. The first two committees each meet four times per year, typically by conference or video call. Working parties are periodically convened to look at specific areas that may arise from time to time. Policy is discussed and agreed by the entire Board.

Organisational Structure

Decisions taken by Trustees include those involving premises, leases, strategic partnerships, banking arrangements, financial practices including reserves, governance, approval of accounts, staff-related matters and governance. The Board Chair holds an annual review with the CEO, to whom the executive leadership of the Company is delegated by the Board of Trustees.

Decisions taken by the management team include day to day operational decisions, preparation of the strategic plan and budget for Board discussion and approval, plan and budget delivery, financial and management accounting, management of the staff team, event planning, and delivery, education, and training curricula.

The total staff employed at year-end was 20 (18.1 FTE). Four members of staff were employed by our wholly-owned affiliate in Turkey, but this affiliation was ended on 12 February with the UK entity's separation from the global RZIM affiliation.

Risk Management

Our approach to risk takes due note of the guidelines provided by the Charity Commission. Following the guidelines, the Company maintains a risk register that identifies potential risks and assesses the possible impact to the Company of these risks. The register groups the risks into five broad categories: Strategic, Compliance/ Governance & Legal, Operational, Financial, and Reputational.

Risk management is one of the matters addressed by the Finance Committee of the Board. We manage and mitigate potential risks through regular review of the risk register. Key potential risks are assessed during the year by the management team and discussed with the Finance Committee and (if appropriate) with the full Board.

Affiliation

At the start of the financial year we had a Ministry Agreement with RZIM Inc. and an agency ministry agreement with RZIM Canada. Both have since terminated, following our independence from the RZIM network. Since 2013, the Company has held a 100% beneficial interest in RZIM Turkey, a registered entity with an office in Istanbul. This beneficial interest has also ceased, as a result of our independence from the RZIM network. The Company is a member of the UK Evangelical Alliance (UKEA) and the European Evangelical Alliance (EEA).

Day to Day Management of the Company

The Trustees delegate the responsibility for the day-to-day executive management of the Company to the CEO, who reports to the Chair of the Board. Between his appointment in January 2021 and the end of the financial year our interim CEO was Richard Giles. Upon the expiry of his contract at the end of the calendar year he was replaced by Charlie Styles as CEO of the Company.

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 30 September 2021

2. OBJECTIVES AND ACTIVITIES

The Objects of the Company are:

'To advance the Christian faith in accordance with the statement of beliefs appearing in the Schedule (in the Memorandum of Association) in the United Kingdom and elsewhere as the Directors of the Charity (the Trustees) may from time to time think fit.'

Its aims are primarily education, training, communications, speaking, and religious activities. These are discharged through the provision of human resources (staff, volunteers), services and advocacy, advice, and information.

The Company's main activities through the year, carried out throughout the UK and internationally, included speaking, teaching, and training in a variety of contexts, including the academia, media, business, and the church.

3. PUBLIC BENEFIT STATEMENT

Each year the Trustees review our objectives and activities to ensure they continue to reflect our aims. In carrying out this review, the Trustees act consistently with the Charity Commission's guidance on public benefit.

As indicated above, the primary aims of the Company are education, training, communications, speaking, and religious activities. These are discharged through the provision of human resources (staff, volunteers), services and advocacy, advice, and information.

The Company carries out a wide range of activities in pursuance of its charitable aims. The Trustees consider that these activities, summarised below, provide benefit to the wider community:

- OCCA courses, talks in universities and other academic institutions, public discussion forums and media work.
- Teaching teenagers, students, and adults at a variety of different events.
- The creation of books, audio and video materials, web and social media content, and other educational resources.

Teaching and training forums are accessible and welcoming venues for discussion and learning by people of all faiths, races, cultures, or creeds and those who wish to know more about the Christian faith. Where a charge is made, concessions and, in some cases, scholarships may be available.

4. STRATEGIC REPORT

ACHIEVEMENTS AND PERFORMANCE 2021

The effects of COVID-19 and the impact of the Ravi Zacharias incident continued to have a slowing effect on the ministry in the first few months of the new financial year. Despite the shock and trauma, staff diligently continued with speaking engagements and training through the OCCA programme. The team continued working from home until 7 September 2021, following government regulations, after which we switched to a hybrid working model, focusing on team and cultural formation.

On 12 February 2021 the Board announced our intention to become independent of the RZIM network. This set the organisation on a trajectory of recovery and transition. We engaged in a period of consultation and discernment on our vision and mission, promulgated a new strategic outlook and chose a new name and brand. We also changed our erstwhile shared global systems to standalone in-country systems.

In earlier years we had been generously supported financially by RZIM. Our decision that it was necessary to become independent of the RZIM network meant that our income fell substantially. During the course of the financial year, the team reduced to 25% of its former size, but were nonetheless able to rebuild many ministry

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 30 September 2021

partner connections and establish new ones. The team is also excited about the ongoing connections with senior fellows John Lennox and Amy Orr-Ewing, as well as adjuncts.

Our focus on evangelism in government, business, church, school and youth spheres continued during the financial year. Our team undertook more than 80 speaking engagements, both online and in-person as the Covid-19 restrictions eased. They also developed a new foundational online programme for launch in March 2022, covering sixteen different topics over the course of eight weeks.

As part of the rebrand and the team's continued focus on digital transformation, OCCA developed a new website that will serve as a platform for addressing questions and speaking on relevant contemporary issues.

Education and Training

OCCA

OCCA The Oxford Centre for Christian Apologetics exists to play a specific part in the mission of evangelising the world. OCCA aims to model evangelistically fruitful apologetics ministry that is creative and pioneering, characterised by being both intellectually rigorous and tender-hearted. Since its establishment in 2004, OCCA has invested in over 400 individuals from nearly 50 countries through its one-year programme, the month-long course for senior business professionals, and the Doctoral Fellows programme.

The one-year programme operates as a pipeline for apologist evangelists across a spectrum of callings. Success for these apologists is to have a significant impact in their own context in presenting the gospel in ways that speak to and address the questions of our generation. From September 2020 to June 2021, OCCA continued with its one-year programme, commencing online as the UK still faced Covid-restrictions, but returning to an in-person format for the final semester of 2021. Seventeen students from across the globe completed this programme. It was remarkable to see the positivity of the students amongst the uncertainty of the pandemic and our separation from the RZIM network.

During the financial year the team also began work developing a new hybrid learning programme for 2022. The first phase of the foundational programme will commence in March 2022, covering sixteen topics over eight weeks, with the second phase planned for Autumn 2022.

The Doctoral Fellows programme seeks to create and grow an interconnected academic community of evangelists and to train and equip them to use the platform of their academic careers in evangelistically fruitful ways.

The 'Business Programme' geared towards senior executives and professionals and the Summer School residential teaching and training week did not take place in 2021, following the significant changes we were navigating. However, close contact with Business Programme alumni continues, and we hope to relaunch a revised version of the Business programme in 2023.

Communications and Speaking

The team engaged in more than 80 speaking opportunities in 2021, of which 22 hybrid or in-person as COVID-19 restrictions eased, amidst the significant transition activities. Speaking engagement continued across the spheres of government, churches, business, academia and schools. The engagements included an 18-month series with the Ministry of Defence series, as well as an engagement at Cherwell School where 70 students attended in person. The team also engaged with Christians in Government, London Area Apostolic Church, Baptist Union of Scotland and The University of Queensland.

Further ministry during the year included a talk on 'Christianity: Poison or Antidote?' at a Salt Live (Grace Church, London) conference with a large number of interested non-Christians; a return invite to the Genexis conference speaking on Suffering; as well as a return invite to Clare College Cambridge talking on 'Am I Just My Brain?' which drew a packed (majority non-Christian) audience for the first open evensong at the college

since the start of the pandemic. The team also branched out into new territory, speaking to a large online audience at the pharmaceutical company Astellas. The team's sustained focus on digital transformation

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 30 September 2021

continued to bear fruit, with more than 40 online engagements, including two virtual evenings in Jamaica speaking on 'The Historical Jesus'.

Media

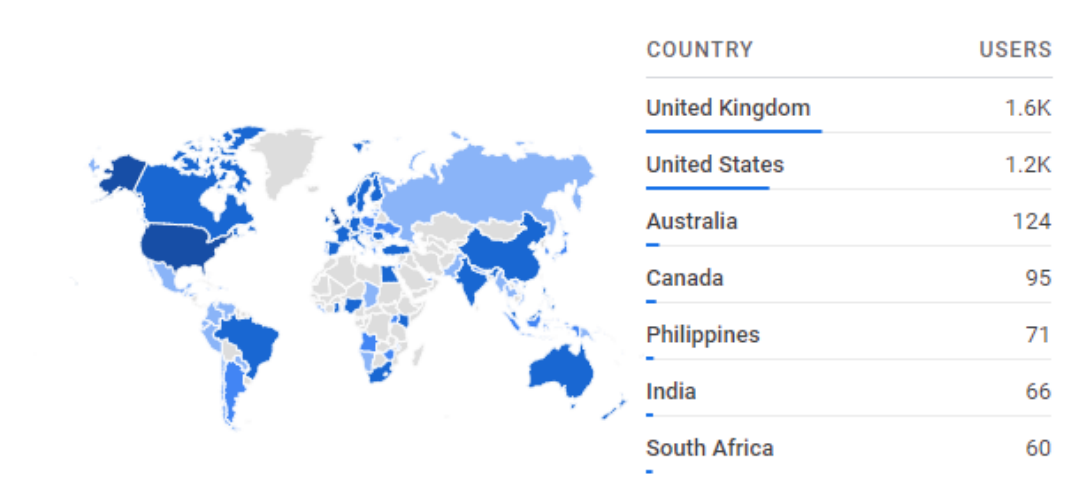
The team's new media studio saw activity from both team and partners throughout the financial year. Apart from the new content created by the team, ministry friends and senior fellows partnered with the team in utilizing our media studio for external recordings.

Our erstwhile RZIM-linked social media channels were taken down in early 2021 and later deleted. Meanwhile, as part of our new branding, we have configured a new OCCA House website and developed fresh content for the social media channels. The new OCCA House website launched in Q1 2022, after the close of the financial year, and saw significant interest from supporters new and old.

Platform	URL	Followers
Facebook	https://www.facebook.com/theocca	13,532
Instagram	https://www.instagram.com/occa.house/	1,320
Twitter	https://twitter.com/theocca	248
YouTube	https://www.youtube.com/channel/UC12TliEdwocs1yxNkTbYjTQ	~17,700

Six newsletters were sent out over the course of the year.

Users by Country



Writing Projects

During the year members of the team launched two new books; '*The Sanity of Belief*' by Simon Edwards, and '*What God has to say about our bodies*' by Sam Allberry, and the re-release of two existing books; '*Why Trust the Bible?*' by Amy Orr-Ewing and '*Why?: Looking at God, evil and personal suffering*' by Sharon Dirckx.

Max Baker-Hytch contributed 2 chapters to a scholarly edited volume ('*Natural Theology & Religious Belief*', and '*Debunking Arguments for God*'). Sharon Dirckx wrote a chapter to Lee Strobel's latest book, *The Case for Heaven*, and completed filming for a documentary that will appear in US cinemas in spring 2022 with the aim of reaching non-believers.

REBOOT

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 30 September 2021

The aim of our REBOOT youth apologetics programme is to engage and equip young people with a faith perspective on life's difficult questions, using fun and engaging conferences. Teenage delegates bring their burning questions, wrestle with big topics, and feel heard, understood, and valued as they navigate issues of worldview, science, identity, and faith.

Due to the unprecedented changes experienced in 2020/21, our Reboot activities were postponed, but we have devoted much work to establishing the foundation for the relaunch of Reboot in 2022. We plan to host Reboot events via hosted events and through strategic partnerships, combining in-person gatherings and a more extensive online presence.

Students and University Missions

This year saw opportunities to speak to students at the University of Cambridge and The University of Queensland Australia.

International Leadership

RZIM Turkey – During the period 1 October 2020 to 12 February 2021, the activities of the Company's subsidiary RZIM Turkey have included the following:

- Media broadcasting on radio and TV, web-based and similar resource production
- Teaching at educational establishments and events to a diverse audience
- Humanitarian projects and activities

STRATEGIC AIMS 2021 / 2022

In 2021, in the light of the separation from the RZIM network and the continued impact of the COVID pandemic, we engaged in a thorough strategic review. This work continued into the first half of 2022, and the resulting strategy focuses on church engagement acting as a springboard for evangelism and training. Our desire is to see extended Gospel reach, through growth in evangelistic opportunities. We continue to identify and respond to pertinent questions from non-believers. In addition to maximising evangelism to Youth, Schools, Government, Workplace and Students, we will also seek new avenues in arenas where Christians have not spoken before.

Digital content creation remains a key strategic aim and 2022 will see various formats of digital content distributed to increase education, training and evangelism.

The OCCA wants to see believers sharing their faith without fear, in a way that makes sense to the world. We summarise this as confident, connected evangelism.

We do this by Engaging the World by both listening and speaking - seeking to understand the times and express the Christian faith clearly and relevantly to the culture of today. This includes speaking in various contexts and producing written, audio and video material for publication.

We seek to Equip the Church to do the same: working with local churches and Christian organisations to give every Christian confidence to explain the hope they have, investing in a new generation of evangelists who will in turn equip others.

In 2022, we will be particularly focussing on digital content creation in both training and outreach. This will include the delivery of online training courses and relaunching some of our previous activities, including Reboot and the Summer Conference to connect with the widest range of people.

The 2020/21 OCCA Academic course completed in June 2021 despite the difficulties occasioned by the pandemic and the separation from the RZIM network. Students from across the globe participated in the course, initially online and later in person at our premises in Oxford. The newly designed OCCA Foundational programme will launch online in March 2022. In addition to our flagship course, we will be hosting community days, continuing the focus of equipping and training. Our Doctoral Fellows programme continues as usual throughout the 2021/22 academic year.

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 30 September 2021

Our church and ministry partner engagement is focused on building strong connections and friendships with churches and ministries, adopting a posture of learning and listening to continue our training and education objective. We aim to engage with upwards of 100 churches in 2021/22, offering encouragement and continuing training the next generation. FY22 will see us engage with our OCCA Alumni, building an effective Alumni network and maximising ministry opportunities through Alumni collaboration.

FINANCIAL REVIEW

Performance and Out-turn

The financial year commenced on 1 October 2020 and ended on 30 September 2021. The Company operated with a lower average cash balance than in 2020, and with lower funds as well as lower interest rates, the interest earned was £11k lower. The lower average cash balance is due to decreased RZIM funding in 2021 and in line with expectations. The balance of restricted expenditure increased because of an impairment adjustment concerning part of a restricted asset; the company's offices (see pp. 16 & 25). Correspondingly, the balance on the unrestricted income increased by £4.497M to £5.859M (330%) in 2021 (see p. 17), reflecting the same asset adjustment. This is in line with expectations, following the separation from the RZIM affiliate, resulting in the implementation of a settlement agreement with RZIM following the end of the accounting period. This conditional agreement settles claims between the parties relating inter alia to the funding of the acquisition of the company's offices, on terms that the properties are to be sold and the proceeds split between the parties.

Principal Funding Sources

RZIM Inc. continued to be the principal funding source for OCCA House in the 2020/21 financial year, as we moved towards independence from the RZIM network. In the 2021/22 financial year we will be financially independent from RZIM and will rely on the generous support of our donors in the UK and elsewhere.

OCCA continues to focus on its training objective through the OCCA Foundational programme in 2022. Restricted grants towards OCCA scholarships enable us to continue offering scholarships to facilitate applications from a broad diversity of countries and communities continues to be a priority. Significant scholarships for students from the UK, Europe, North America, Asia, and Africa were made available for the 2020/21 academic year.

Specific online and the annual in-person Vision donor events were organised during the year towards the aim of increasing funding support from the UK.

Fundraising practices

Our fundraising predominantly works through personal contacts and opportunities to share our vision and explain clearly what we do. Our goal is to treat everyone who interacts with us with the same due respect and courtesy and, at the same time, ensure we do this in a way that follows best practice and ensures legal compliance, including meeting the new GDPR requirements. Our fundraising work is carried out by our in-house team, and we do not use any external professional fundraisers or commercial participators. There have been no reported complaints or failures in respect of our fundraising activities.

Key Management Personnel

We outsourced a rigorous benchmarking in the second half of 2021, ensuring salaries are appropriately positioned, in line with Oxford area Charity salaries. An annual review is through an appraisal.

Investment Policy

Aside from retaining a prudent amount in reserves (see the next paragraph), the Company's income is spent during the course of the financial year on operational and other expenditure. The Company holds current and deposit accounts in sterling and a current account in US dollars. The Finance Committee of the Board has formulated an investment policy limiting the amounts held in the main current (operating) bank account and promoting the diversification of the sums held in savings accounts amongst different financial institutions.

Reserves Policy

The Board has examined OCCA House's requirements for reserves in the light of the main risks to the organisation. It established a broad objective whereby the unrestricted funds not committed or invested in

OCCA HOUSE LIMITED

Trustees' Annual Report (Including Directors' Report and Strategic Report)

Year ended 30 September 2021

Tangible fixed assets should equate to at least three months' expenditure. The Board reviewed the reserves policy in September 2021, maintaining its inclusion of at least three months' expenditure, as well as a prudent provision for winddown activities, in the event of a significant reduction in income.

The reserves are needed to meet the working capital requirements of the organisation, and the senior management team is confident that the current reserves level would achieve this. The net current assets in the unrestricted fund at 30 September 2021 were £454,187 against unrestricted expenditure over the course of the entire year of £2,333,518. However, the expenditure rate at 30 September 2021 was lower than the average monthly rate over the year. The net unrestricted assets compared to the expenditure rate at 30 September 2021 therefore represented 3.5 months of operations, exceeding the requirement.

Governance and Audit

Critchley's Audit LLP was appointed by the Board to provide audit and accounting services for 2021. A full review of audit providers was conducted in 2015.

TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare the financial statements for each financial year. Under that law, Trustees have elected to prepare the financial statements in accordance with the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the accounting statements on the going concern basis unless it is inappropriate to assume that the company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board of Trustees serving during the year is set out above, in the section on Charity Reference and Administrative Details.

Disclosure of information to the auditors

In accordance with applicable law, we certify that:

- so far as we are aware, there is no relevant audit information of which the Company's auditors are unaware; and
- as the Board of Trustees, we have taken all the steps we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

On behalf of the Board



James Gardner

Chair of Board of Trustees, OCCA House Limited

21 June 2022

OCCA HOUSE LIMITED

Independent Auditor's Report

Year ended 30 September 2021

Independent auditor's report to the members of OCCA House Limited

Opinion

We have audited the financial statements of OCCA House Limited (the "Charity") for the year ended 30 September 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group and charity's affairs as at 30 September 2021 and the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OCCA HOUSE LIMITED

Independent Auditor's Report

Year ended 30 September 2021

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report (incorporating the strategic report and the directors' report) have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual 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:

- sufficient accounting records have not been kept;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on page 12 the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our knowledge and experience;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company.
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where applicable; and

OCCA HOUSE LIMITED

Independent Auditor's Report

Year ended 30 September 2021

- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

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

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

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

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

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

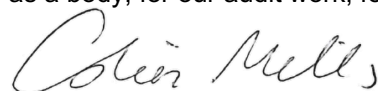
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance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

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

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

Use of our report

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



Colin Mills, Senior Statutory Auditor

For and on behalf of:

Critchleys Audit LLP, Statutory Auditor
Beaver House, 23-38 Hythe Bridge Street
Oxford, OX1 2EP

28 June 2022

OCCA HOUSE LIMITED

Consolidated Statement of Financial Activities (including Income and Expenditure Account)

Year ended 30 September 2021

		2021			2020		
	Note	Unrestricted funds £	Restricted funds £	Total £	Unrestricted funds £	Restricted funds £	Total £
Income from:							
Donations	2	2,032,277	88,600	2,120,877	4,494,109	133,079	4,627,187
Charitable activities	3	152,025	97,970	249,995	143,244	6,383	149,627
Investments	4	4,034	-	4,034	14,803	-	14,803
Total income		2,188,336	186,570	2,374,906	4,652,156	139,462	4,791,618
Expenditure on:							
Raising funds		227,193	-	227,193	257,436	-	257,436
Charitable activities	5	2,106,325	5,997,518	8,103,843	3,452,893	615,112	4,068,005
Total expenditure		2,333,518	5,997,518	8,331,036	3,710,329	615,112	4,325,440
Net income/ (expenditure)		(145,182)	(5,810,948)	(5,956,130)	941,827	(475,650)	466,177
Transfers between funds	19	4,642,170	(4,642,170)	-	(470,977)	470,977	-
Net movement in funds	19	4,496,988	(10,453,118)	(5,956,130)	470,850	(4,673)	466,177
Reconciliation of funds:							
Total funds brought forward	19	1,362,474	10,560,072	11,922,546	891,624	10,564,745	11,456,369
Total funds carried forward	19	5,859,462	106,954	5,966,416	1,362,474	10,560,072	11,922,546

All income and expenditure derive from continuing activities.

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

OCCA HOUSE LIMITED**Consolidated Balance Sheet****Year ended 30 September 2021**

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	12	5,405,275	10,726,286
 Current assets			
Stocks	14	5,040	9,786
Debtors	15	41,312	157,039
Short-term deposits		518,398	517,011
Cash at bank and in hand		268,733	890,244
		<u>833,481</u>	<u>1,574,080</u>
 Creditors: amounts falling due within one year	16	(272,342)	(377,819)
 Net current assets		<u>561,141</u>	<u>1,196,262</u>
 Net assets		<u>5,966,416</u>	<u>11,922,546</u>
 Charity Funds			
Unrestricted funds	19	5,859,462	1,362,474
Restricted funds	19	106,954	10,560,072
 Total charity funds	19	<u>5,966,416</u>	<u>11,922,546</u>

The financial statements were approved and authorised for issue by the Board on 21 June 2022.

Signed on behalf of the Board of trustees



James Gardner, Chair of Trustees

The notes on pages 20 to 29 form part of these financial statements.

Company registration number: 3449676

OCCA HOUSE LIMITED

Company Balance Sheet

Year ended 30 September 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	12	5,405,275	10,726,950
Investments in subsidiaries	13	-	-
		<u>5,405,275</u>	<u>10,726,950</u>
 Current assets			
Stocks	14	5,040	9,786
Debtors	15	41,312	134,688
Short-term deposits		518,398	517,011
Cash at bank and in hand		268,733	866,949
		<u>833,483</u>	<u>1,528,435</u>
 Creditors: amounts falling due within one year	16	(272,342)	(354,573)
 Net current assets		<u>561,141</u>	<u>1,173,861</u>
 Net assets		<u>-</u>	<u>-</u>
		<u>5,966,416</u>	<u>11,900,811</u>
 Charity Funds			
Unrestricted funds		5,859,462	1,340,739
Restricted funds	19	106,954	10,560,072
 Total charity funds		<u>5,966,416</u>	<u>11,900,811</u>

The financial statements were approved and authorised for issue by the Board on 21 June 2022.

Signed on behalf of the Board of trustees



James Gardner, Chair of Trustees

The notes on pages 20 to 29 form part of these financial statements.

Company registration number: 3449676

OCCA HOUSE LIMITED**Consolidated Statement of Cash Flows****Year ended 30 September 2021**

	Note	2021 £	2020 £
Cash flow from operating activities	21	<u>(526,569)</u>	<u>(449,248)</u>
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(93,555)	(219,096)
Proceeds from sale of tangible fixed assets		-	-
Net cash flow from investing activities		<u>(93,555)</u>	<u>(219,096)</u>
Cash flow from financing activities		<u>-</u>	<u>-</u>
Net decrease in cash and cash equivalents		(620,124)	(668,344)
Cash and cash equivalents at 1 October 2020		1,407,255	2,075,600
Cash and cash equivalents at 30 September 2021		<u>787,131</u>	<u>1,407,255</u>
Cash and cash equivalents consist of:			
Short- term deposits		518,398	517,011
Cash at bank and in hand		268,733	890,244
Cash and cash equivalents at 30 September 2021		<u>787,131</u>	<u>1,407,255</u>

OCCA HOUSE LIMITED

Notes to the Financial Statements

Year ended 30 September 2021

1 Summary of significant accounting policies

(a) General information and basis of preparation

OCCA House Limited (formerly RZIM Zacharias Trust) is a charitable company incorporated in the United Kingdom. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. The address of the registered office is given in the charity information on page 2 of these financial statements. The nature of the Charity's operations and principal activities are primarily education, training, and religious activities.

The Charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling, which is the functional currency of the Charity.

Group financial statements: These financial statements consolidate the results of the Charity and its subsidiary RZIM Turkey up until the date when OCCA ceased to have control of the subsidiary on 12 February 2021. A separate Statement of Financial Activities, or income and expenditure account, for the Charity itself, is not presented because the Charity has taken advantage of the exemptions afforded by Section 408 of the Companies Act 2006. The net income recognised in the company was a deficit of £5,934,395 (2020 - surplus £448,754)

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

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

(c) Income recognition

Income is included in the Statement of Financial Activities (SoFA) when the Charity is legally entitled to it after any performance conditions have been met, the amount can be measured reliably, and it is probable that the income will be received.

For donations to be recognised, the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met, or the fulfilment of those conditions is within the control of the Charity, and it is probable that they will be fulfilled.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

OCCA HOUSE LIMITED

Notes to the Financial Statements

Year ended 30 September 2021

Investment income is interest earned through holding cash on deposit, either in immediate access accounts or on deposit accounts with fixed-term notice periods of up to six months.

(d) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes a proportion of relevant salaries and any directly related costs.
- Expenditure on charitable activities includes costs directly related to the separate charitable activities.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

(e) Support costs allocation

Support costs are those that assist the work of the Charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the Charity. Where support costs cannot be directly attributed to particular headings, they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with the best estimate of time spent on each activity.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 6.

(f) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation, less impairment in value. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold land	Nil
Freehold buildings	50 years
Building improvements	7 years
Furniture and equipment	3 – 5 years

(g) Investments in subsidiaries

Investments in subsidiaries are recognised initially at fair value, which is normally the transaction price, excluding transaction costs. Subsequently, they are measured at cost less impairment.

(h) Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion, and other costs incurred in bringing stock to its present location and condition. Provision is made for damaged, obsolete, and slow-moving stock where appropriate.

OCCA HOUSE LIMITED

Notes to the Financial Statements

Year ended 30 September 2021

(i) Debtors and creditors receivable/payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(j) Foreign currency

Foreign currency transactions are initially recognised by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

Monetary assets and liabilities denominated in a foreign currency at the balance sheet date are translated using the closing rate.

(k) Employee benefits

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service. Termination costs are recognised in expenses when there is a constructive or legal obligation to make those termination payments.

The Charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

(l) Tax

The Charity is an exempt charity within the meaning of Schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(m) Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for the 12 months from authorising these financial statements. The budgeted income and expenditure are sufficient together with the level of reserves for the Charity to be able to continue as a going concern.

2 Income from donations

	2021	2020
	£	£
Funding from RZIM USA	1,547,571	3,999,425
Funding from RZIM Canada	58,799	-
Gifts	514,507	627,763
	<u>2,120,877</u>	<u>4,627,187</u>

3 Income from charitable activities

	2021	2020
	£	£
Training fees and sale of goods	111,147	32,057
Coronavirus Job Retention Scheme	138,848	117,571
	<u>249,995</u>	<u>149,627</u>

OCCA HOUSE LIMITED

Notes to the Financial Statements

Year ended 30 September 2021

4 Income from investments

	2021	2020
	£	£
Interest – deposits	4,034	14,803

5 Analysis of expenditure on charitable activities

2021	Activities undertaken directly	Support costs	Total
	£	£	£
Communications and speaking	1,591,622	525,958	2,117,580
Training and education	714,888	121,375	836,263
	<u>2,306,510</u>	<u>647,333</u>	<u>2,953,843</u>
Exceptional item – impairment (note 12)			5,150,000
			<u>8,103,843</u>
2020	Activities undertaken directly	Support costs	Total
	£	£	£
Communications and speaking	2,201,520	728,011	2,929,531
Training and education	1,003,346	135,128	1,138,474
	<u>3,204,866</u>	<u>863,138</u>	<u>4,068,005</u>

Included in training and education expenditure on charitable activities is scholarship funding to students totalling £126,027 (2020 - £207,460).

6 Allocation of support costs

	Raising funds	Communications and speaking	Training and education	Total	2020
	£	£	£	£	£
Office costs	20,000	130,013	30,004	180,017	496,021
Depreciation (incl. disposals)	25,990	168,933	38,985	233,908	177,804
Professional fees	28,151	182,979	42,226	253,356	109,477
Information technology	6,191	40,242	9,286	55,719	102,095
Governance costs - note 7	585	3,791	874	5,250	4,674
Total	<u>80,917</u>	<u>525,958</u>	<u>121,375</u>	<u>728,250</u>	<u>890,071</u>

Support costs are allocated in proportion to the staff number engaged in each activity.

7 Governance costs

	2021	2020
	£	£
Expenses of trustee meetings	-	174
Auditor's remuneration (including expenses and benefits in kind)	5,250	4,500
	<u>5,250</u>	<u>4,674</u>

OCCA HOUSE LIMITED

Notes to the Financial Statements

Year ended 30 September 2021

8 Net income/(expenditure) for the year

Net income/(expenditure) is stated after charging/(crediting):

	2021 £	2020 £
Depreciation of tangible fixed assets	233,908	179,879
Loss on disposal of tangible fixed assets	6,449	-
Impairment on tangible fixed assets (note 12)	5,150,000	-

9 Auditor's remuneration

The Auditor's remuneration amounts to an audit fee of £5,250 (2020 £4,900). In addition there were amounts due for the year to the auditor for non-audit services of £1,500 (2020: Nil)

10 Trustees' and key management personnel remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2020 £Nil). There were no trustees' expenses reimbursed during the year (2020 £Nil).

The total amount of employee benefits, including the cost of employers' national insurance, related to key management personnel is £818,430 (2020 - £662,897). The Company considers its key management personnel comprise the trustees and the senior management team.

11 Staff costs and employee benefits

The average monthly number of employees and full-time equivalent (FTE) during the year was as follows:

	2021		2020	
	Number	FTE	Number	FTE
Raising funds	4	3	1	1
Communications and speaking	24	22	45	41
Training and education	8	6	12	11
Governance	-	-	-	-
	<u>36</u>	<u>31</u>	<u>58</u>	<u>53</u>

The total staff costs and employees' benefits was as follows:

	2021 £	2020 £
Gross salaries	1,401,185	2,219,210
Social security	188,378	249,678
Defined contribution pension costs	217,786	286,958
Termination costs	466,077	121,496
	<u>2,273,426</u>	<u>2,877,342</u>

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows:

	2021 Number	2020 Number
£60,001 - £70,000	1	1
£70,001 - £80,000	1	-
£80,001 - £90,000	2	1
£90,001 - £100,000	1	3
£100,001 - £110,000	-	-
£120,001 - £130,000	1	1
	<u>6</u>	<u>6</u>

OCCA HOUSE LIMITED

Notes to the Financial Statements

Year ended 30 September 2021

12 Tangible fixed assets

Consolidated	Freehold property £	Building improvements £	Furniture & equipment £	Total £
Cost				
At 1 October 2020	10,809,016	583,093	477,302	11,869,411
Additions	-	15,266	78,289	93,555
Disposals	-	(26,638)	(42,900)	(69,538)
At 30 September 2021	10,809,016	571,721	512,691	11,893,428
Depreciation:				
At 1 October 2020	431,483	453,386	258,256	1,143,126
Charge for the year	74,543	46,723	112,642	233,908
Impairment (see below)	5,150,000	-	-	5,150,000
Eliminated on disposals	-	-	(38,880)	(38,880)
At 30 September 2021	5,656,026	500,109	332,018	6,488,154
Net book value:				
At 30 September 2021	5,152,990	71,612	180,673	5,405,275
At 30 September 2020	10,377,533	129,706	219,045	10,726,285
Company	Freehold property £	Building improvements £	Furniture & equipment £	Total £
Cost				
At 1 October 2020	10,809,016	583,093	462,322	11,854,431
Additions	-	15,266	78,289	93,555
Disposals	-	(26,638)	(27,920)	(54,558)
At 30 September 2021	10,809,016	571,721	512,691	11,893,428
Depreciation:				
At 1 October 2020	431,483	453,386	242,611	1,127,481
Charge for the year	74,543	46,723	112,642	233,908
Impairment (see below)	5,150,000	-	-	5,150,000
Eliminated on disposals	-	-	(23,235)	(23,235)
At 30 September 2021	5,656,026	500,109	332,018	6,488,154
Net book value:				
At 30 September 2021	5,152,990	71,612	180,673	5,405,275
At 30 September 2020	10,377,533	129,706	219,711	10,726,950

Following on from the separation of this charity from the RZIM affiliate (from which the charity received much of the funds used to purchase the charity's headquarters), it has been agreed that a proportion of the proceeds from the sales of the properties will be returned to RZIM. An impairment provision has been made so that the net book value of the freehold property is the Trustees' estimate of the recoverable amounts after taking into account the proportion of the proceeds that will be returned to RZIM. As there are no longer any restrictions associated with the residual amount the balance of the restricted capital fund has been transferred to unrestricted reserves.

OCCA HOUSE LIMITED

Notes to the Financial Statements

Year ended 30 September 2021

13 Investment in subsidiary

	£
Cost as at 1 October 2020	10,984
Impairment as at 1 October 2020	(10,984)
Carrying amount as at 1 October 2020	-
Disposal	-
At 30 September 2021	-

The investment in subsidiary comprised the 100% beneficial ownership of the ordinary share capital of a company incorporated in Turkey, RZIM Halkla Limited (full name Rızım Halkla İlişkiler Özel Eğt.Hiz.Araş.Medya Yayıncılık Org.Rek.ve Turizm Ticaret Limited Şirketi). This entity ceased to be a subsidiary of the Company on 12 February 2021.

Summary information for RZIM Halkla Limited:

	£
Income	64,113
Expenditure	(85,848)
Deficit for the period to 12 February 2021	(21,735)

14 Stocks

	2021 £	2020 £
Finished goods	5,040	9,786

All stock held is for sale either as part of the communications and speaking activity or the training and education activity.

15 Debtors

	Consolidated		Company	
	2021 £	2020 £	2021 £	2020 £
Trade debtors	5,371	33,501	5,371	19,936
Other debtors	72	732	72	732
Prepayments and accrued income	35,869	122,806	35,869	114,019
	41,312	157,039	41,312	134,688

16 Creditors: amounts falling due within one year

	Consolidated		Company	
	2021 £	2020 £	2021 £	2020 £
Trade creditors	-	29,608	-	29,080
Pension contributions	24,400	11,336	24,400	557
Other creditors	-	9,133	-	32
Accruals and deferred income	247,942	324,742	247,942	324,905
	272,342	377,819	272,342	354,573

OCCA HOUSE LIMITED

Notes to the Financial Statements

Year ended 30 September 2021

17 Deferred income

	Consolidated		Company	
	2021	2020	2021	2020
	£	£	£	£
At 1 October 2020	171,359	1,091,547	168,522	1,091,547
Additions during the year	-	171,359	-	168,522
Amounts released to income	(145,459)	(1,091,547)	(142,622)	(1,091,547)
At 30 September 2021	25,900	171,359	25,900	168,522

Income has been deferred either because it is for training to be delivered in the following year or because it is income received to fund the following year's expenditure.

18 Contingent liabilities

There were no contingent liabilities at 30 September 2021 (2020 Nil).

19 Fund reconciliation

2021	Balance at October 2020 £	Income £	Expenditure £	Transfers £	Balance at September 2021 £
Unrestricted	1,362,474	2,188,336	2,333,518	4,642,170	5,859,462
Restricted:					
DACH	-	2,980	-	-	2,980
Africa	-	2,000	-	-	2,000
Capital	10,483,058	-	5,262,125	(5,220,933)	-
Media	-	18,131	20,659	2,528	-
OCCA	-	138,399	714,634	576,235	-
Reboot	52,955	-	100	-	52,855
Scholarship/support	12,883	-	-	-	12,883
Wellspring International	11,177	59	-	-	11,236
Youth work		25,000	-	-	25,000
Total Restricted funds	10,560,072	186,570	5,997,518	(4,642,170)	106,954
	11,922,546	2,374,906	8,331,036	-	5,966,416

OCCA HOUSE LIMITED

Notes to the Financial Statements

Year ended 30 September 2021

19 Fund reconciliation (continued)

2020	Balance at 1 October 2019 £	Income £	Expenditure £	Transfers £	Balance at 30 September 2020 £
Unrestricted	891,624	4,652,156	3,710,329	(470,977)	1,362,474
Restricted:					
Capital	10,544,280	50,150	111,372	-	10,483,058
Keith Small	-	-	-	-	-
Media	-	-	-	-	-
OCCA	-	30,667	501,644	470,977	-
Reboot	-	55,050	2,095	-	52,955
Scholarship/Support	10,608	2,275	-	-	12,883
Wellspring	9,857	1,320	-	-	11,177
Total Restricted Funds	10,564,745	139,462	615,112	470,977	10,560,073
	11,456,369	4,791,618	4,325,440	-	11,922,546

Fund descriptions

a) Unrestricted funds are available for any use within the charitable objectives of the Charity.

b) Restricted funds

The Capital Fund is provision of premises for the Company's headquarters and for its ministries. Please see note 12 for the reasons behind the transfer.

The Reboot fund is used for expenditure on youth apologetics.

The Scholarship/support fund provides scholarships and assists with students' living costs.

The Wellspring International fund is for humanitarian projects.

OCCA HOUSE LIMITED

Notes to the Financial Statements

Year ended 30 September 2021

20 Analysis of net assets between funds

2021	Unrestricted funds £	Restricted funds £	Total £
Fixed assets	5,405,275	-	5,405,275
Cash at bank and short-term deposits	680,177	106,954	787,131
Other current assets/liabilities	(225,990)	-	(225,990)
Total	5,859,462	106,954	5,966,416

2020	Unrestricted funds	Restricted funds	Total
Fixed assets	243,228	10,483,058	10,726,286
Cash at bank and short-term deposits	1,330,241	77,014	1,407,255
Other current assets/liabilities	(210,995)	-	(210,995)
Total	1,362,474	10,560,072	11,681,862

21 Reconciliation of net income to net cash flow from operating activities

	2021 £	2020 £
Net (expenditure)/income for year	(5,956,130)	466,177
Depreciation and impairment of tangible fixed assets	5,383,908	179,880
Loss/(surplus) on disposal of tangible fixed assets	30,656	-
Decrease/(increase) in stock	4,747	(534)
Decrease/(increase) in debtors	115,727	(12,233)
(Decrease) in creditors	(105,477)	(1,082,538)
Net cash outflow from operating activities	(526,569)	(449,249)

22 Pensions and other post-retirement benefits

Defined contribution pension plan: The Charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £217,786 (2020 - £286,958).

23 Financial commitments

At 30 September 2021, there were no contractual commitments for the acquisition of fixed assets contracted for but not provided in the financial statements. (2020 - Nil).

24 Events after the end of the year

On 7 December 2021 OCCA House Limited signed an unsecured loan agreement which provides a facility of £500,000 to further OCCA House Limited's charitable objectives. The facility allows drawdowns of at least £100,000 each and is repayable in full on the earlier of 7 December 2027 and the date of sale of 78 Banbury Road, Oxford. The loan accrues interest at a rate of 5% per annum, payable quarterly.

25 Related party transactions

Included in voluntary income is a total of £29,100 (2020 - £36,284) donated by trustees. Information about trustee expenses is included in note 10, none of which was unpaid at the year-end.