

**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**

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

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#### 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

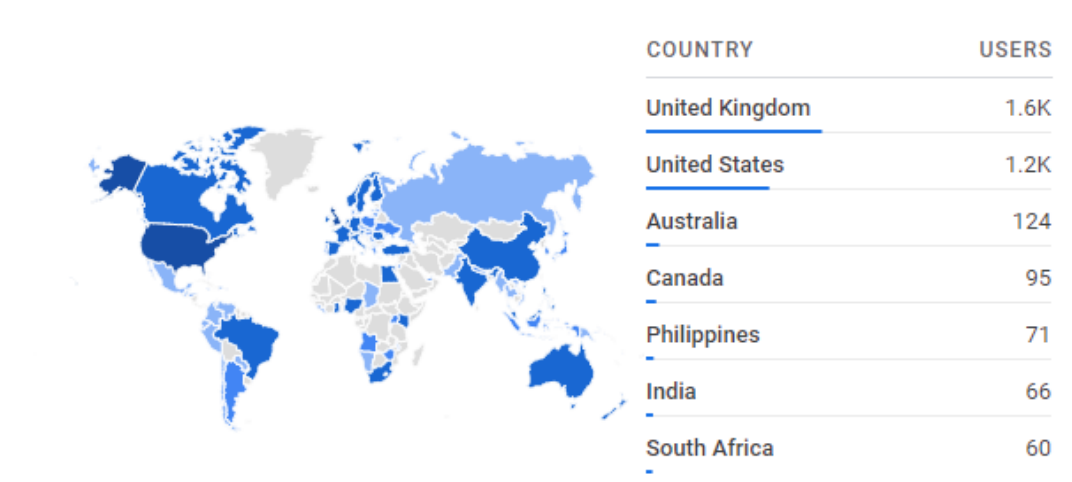
The team's new media studio saw activity from both team and partners throughout the financial year. Apart from the new content created by the team, ministry friends and senior fellows partnered with the team in utilizing our media studio for external recordings.

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	<a href="https://www.facebook.com/theocca">https://www.facebook.com/theocca</a>	13,532
Instagram	<a href="https://www.instagram.com/occa.house/">https://www.instagram.com/occa.house/</a>	1,320
Twitter	<a href="https://twitter.com/theocca">https://twitter.com/theocca</a>	248
YouTube	<a href="https://www.youtube.com/channel/UC12TliEdwocs1yxNkTbYjTQ">https://www.youtube.com/channel/UC12TliEdwocs1yxNkTbYjTQ</a>	~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

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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.
- 

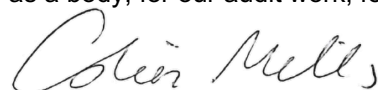
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### Use of our report

This report is made solely to the 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 £
<b>Income from:</b>							
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
<b>Total income</b>		<b>2,188,336</b>	<b>186,570</b>	<b>2,374,906</b>	<b>4,652,156</b>	<b>139,462</b>	<b>4,791,618</b>
<b>Expenditure on:</b>							
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
<b>Total expenditure</b>		<b>2,333,518</b>	<b>5,997,518</b>	<b>8,331,036</b>	<b>3,710,329</b>	<b>615,112</b>	<b>4,325,440</b>
<b>Net income/ (expenditure)</b>		<b>(145,182)</b>	<b>(5,810,948)</b>	<b>(5,956,130)</b>	<b>941,827</b>	<b>(475,650)</b>	<b>466,177</b>
<b>Transfers between funds</b>	19	4,642,170	(4,642,170)	-	(470,977)	470,977	-
<b>Net movement in funds</b>	19	4,496,988	(10,453,118)	(5,956,130)	470,850	(4,673)	466,177
<b>Reconciliation of funds:</b>							
Total funds brought forward	19	1,362,474	10,560,072	11,922,546	891,624	10,564,745	11,456,369
<b>Total funds carried forward</b>	19	<b>5,859,462</b>	<b>106,954</b>	<b>5,966,416</b>	<b>1,362,474</b>	<b>10,560,072</b>	<b>11,922,546</b>

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 £
<b>Fixed assets</b>			
Tangible assets	12	5,405,275	10,726,286
<b>Current assets</b>			
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>
<b>Creditors: amounts falling due within one year</b>	16	(272,342)	(377,819)
<b>Net current assets</b>		<u>561,141</u>	<u>1,196,262</u>
<b>Net assets</b>		<u>5,966,416</u>	<u>11,922,546</u>
<b>Charity Funds</b>			
Unrestricted funds	19	5,859,462	1,362,474
Restricted funds	19	106,954	10,560,072
<b>Total charity funds</b>	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 £
<b>Fixed assets</b>			
Tangible assets	12	5,405,275	10,726,950
Investments in subsidiaries	13	-	-
		<u>5,405,275</u>	<u>10,726,950</u>
 <b>Current assets</b>			
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>
 <b>Creditors: amounts falling due within one year</b>	16	(272,342)	(354,573)
 <b>Net current assets</b>		<u>561,141</u>	<u>1,173,861</u>
 <b>Net assets</b>		<u>-</u>	<u>-</u>
		<u>5,966,416</u>	<u>11,900,811</u>
 <b>Charity Funds</b>			
Unrestricted funds		5,859,462	1,340,739
Restricted funds	19	106,954	10,560,072
 <b>Total charity funds</b>		<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

<b>Consolidated</b>	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
<b>Company</b>	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
<b>Restricted:</b>					
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
<b>Total Restricted funds</b>	<b>10,560,072</b>	<b>186,570</b>	<b>5,997,518</b>	<b>(4,642,170)</b>	<b>106,954</b>
	<b>11,922,546</b>	<b>2,374,906</b>	<b>8,331,036</b>	<b>-</b>	<b>5,966,416</b>

# 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
<b>Restricted:</b>					
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.