

HCJB-UK Limited

Report and Financial Statements 2020-2021

*The Directors present their report covering the financial year
1st April 2020 to 31st March 2021*

**Company number: 6140067
Charity number: 1119403**

HCJB-UK Limited

Contents

For the Year ended 31st March 2021

Pages

Directors' report	2 - 14
Statement of Trustees Responsibilities	15
Independent Examiners' Report	16
Statement of financial activities	17
Balance sheet	18
Notes to the financial statements	19 - 24
Statement of Cashflow	25

HCJB-UK Limited

Directors' Report **For the year ended 31st March 2021**

Company Name and Number

The name of the company is HCJB-UK Limited, company number 6140067. The company was incorporated on 6th March 2007 and commenced activities on 19th September 2007. The company uses the business name 'Reach Beyond'.

Charity Registration details

HCJB-UK Limited was registered as a charity in the United Kingdom on 25th May 2007. Its charity number is 1119403.

Registered Office Address

The address of the charity is Millside House, 131 Grattan Road, Bradford, West Yorkshire, BD1 2HS.

Directors

The Directors, who are also Trustees, who served during the year, were:

Mr Ian Hutchinson (Chair)
Mr Roger Worton (Retired 17th October 2020)
Mrs Anne Hilton
Mr Peter Martin Cooper
Mr Nash Mikhail (retired 9th November 2021)
Mr James Hockney
Mr David Dykes (Treasurer - joined 17th October 2020)
Miss Ruth Steele (joined 23rd January 2021)

Senior Officers

The Chief Executive Officer of HCJB-UK Limited is Mr Colin Lowther. Mr Lowther is also the Company Secretary.

Bankers

The Bankers for HCJB-UK Limited were the Cooperative Bank plc, PO Box 250, Skelmersdale, WN8 6WT.

Accountants

The accountants for HCJB-UK Limited are Torevell Dent Ltd T/as Clarkson & Co, Chartered Certified Accountants, Centre of Excellence, Hope Park, Trevor Foster Way, Bradford, BD5 8HH.

HCJB-UK Limited

Directors' Report

For the year ended 31st March 2021

Structure, Governance and Management

Governing Document

HCJB-UK Limited is a charitable company limited by guarantee and not having a share capital. It was incorporated on 6th March 2007.

Recruitment and Appointment of New Directors

Directors are recruited on the basis of providing a wide range of skills and experience that will enhance and add to the charity's existing skills base. The process of appointing new Directors is as follows:

- 1) Details of suitable candidates are put forward by the present Directors.
- 2) Discussion and prayer take place within a Board meeting about those persons, looking at their past work and experience and whether they have the right qualities required to develop the work of HCJB-UK Limited.
- 3) Suitable candidates are then approached and asked to consider and pray about becoming Directors. They receive a presentation of current activity, meet representatives of the current Directors and are given the opportunity to ask questions. They are also given our information leaflet 'Could you be a Director with HCJB-UK?' together with an application form allowing them to confirm that they are not prohibited from acting as company directors.
- 4) If the person accepts the role, then a vote is taken at the next Board meeting to accept the candidate.

Induction and Training of New Directors

Most new Directors will already be familiar with the work of the charity and will be provided with copies of minutes and accounts from the past year to help them understand the current issues and topics under discussion.

All new Directors are provided with a copy of 'The Essential Trustee: What You Need to Know' (document CC3 from the Gov.uk website). They are also sent an information pack which outlines the role of a Director at HCJB-UK Limited.

Organisational Structure

The charity is structured with a Board of Directors making decisions about policy, overall direction and strategy, finalising senior personnel decisions and overseeing financial matters. The Directors normally meet four times each year with an AGM in the spring. During this year they met in April, July, October and January as well as three electronic meetings to discuss the business and work of the charity.

The Directors have appointed a Chief Executive Officer who manages the day-to-day work of the charity and who reports back to the Directors at their quarterly meetings. The Chief Executive Officer is responsible for day-to-day financial decisions, managing staff and planning current projects. The Chief Executive Officer also acts as Company Secretary to administer the work of the company. The Chief Executive is Mr Colin Lowther. During the year in question there were 16 other staff and volunteers working for the charity.

HCJB-UK Limited

Directors' Report

For the year ended 31st March 2021

Related Parties

The charity was incorporated on 6th March 2007 to support the work of the World Radio Missionary Fellowship Inc. which operated under the name HCJB Global until January 22nd, 2014. It then began using the business name of 'Reach Beyond'. Reach Beyond is a fully registered not-for-profit entity based in the state of Colorado, USA.

Reach Beyond is an organisation that operates medical and media projects around the world. The medical work includes mobile medical clinics, community development, water projects and disaster relief. The media work includes operating radio stations and producing programmes as well as facilitating local community FM stations and helping to train those who work in them. The organisation also works on several Internet radio projects. Reach Beyond is focused on five regions around the world – Europe/Eurasia, Asia-Pacific, North Africa/Middle East, Latin America and Sub-Saharan Africa – and has workers in each location.

Relationship with Related Parties

Our working relationship with Reach Beyond in the US includes: recruiting vocational staff to work in the various regions where Reach Beyond operates; raising funds via our UK supporters for Reach Beyond projects overseas; and helping with training and IT-related projects at Reach Beyond operational sites.

HCJB-UK Limited and Reach Beyond in the US have together signed a Memorandum of Understanding which covers the following areas: a definition of how we co-operate together; the overall strategy and vision of the co-operative projects; guidance on co-operative project funding; the management structure for UK personnel who are transferred to work in a Reach Beyond region; guidelines for communication and reporting structures; representation of the work in the US and the UK; spiritual commitments required; use of the Reach Beyond name and logo.

Donations to overseas bodies such as Reach Beyond in the US are occasional, and it is a policy of the directors to review all such relationships before any payment is authorised. The directors place a high degree of importance upon existing relationships and full knowledge of the activities of the partner agencies. Appropriate checks are conducted to ensure that the agencies' activities are charitable in respect of the law in England and Wales.

Risk Management

The Directors have considered the major risks to which the charity is exposed and have established systems and procedures to manage those risks.

The Risk Register of the company has been reviewed during this period. The Register highlights areas where risks have been identified, the nature and level of the risk (low, medium, high), and the policies adopted to manage these risks and to reduce their impact. Here are the latest retained or 'net' risks of the charity after control procedures have been implemented:

High Risks

- Ineffective fundraising
- Risks of staff travelling overseas
- Financial failure of our US partners

Medium Risks

- The charity lacks direction, strategy and forward planning
- Difficult employment issues
- Failures of disaster recovery and planning
- Poor project development
- There is a loss of key staff
- Weak security of assets
- Dangers in health, safety and environment
- Information Technology Issues
- Poor budgetary control and financial reporting
- Lack of reserves
- Poor cash flow
- Over-dependency on certain income sources
- Problems arising from compliance with donor-imposed restrictions
- Possible fraud or error
- Poor public perception
- Poor compliance with legislation and regulations
- Poor procedural and systems documentation

Low Risks

- Trustee body lacks relevant skills or commitment
- There are conflicts of interest among the trustees
- Poor reporting to trustees (accuracy, timeliness and relevance)
- Weak capacity and poor use of resources including tangible fixed assets
- Poor volunteer management
- Problems with pension commitments
- Problems with investments
- Adverse publicity
- Poor regulatory reporting to the authorities
- Issues with taxation
- Lack of professional advice

Objectives and Activities

The Objects of the Charity

The advancement of the Christian faith by 1) modern methods of communication (such as radio and the Internet) in all parts of the world; 2) the relief of poverty and the improvement of the conditions of life in socially and economically disadvantaged communities in all parts of the world; 3) the relief of sickness and the preservation of health among people in all parts of the world; and by such other means being charitable as the Association may determine.

Public Benefit

HCJB-UK Limited is involved with a wide range of activities in pursuance of its charitable aims and the Directors are always vigilant to ensure that the projects we undertake are in line with these objectives. The Directors have paid due regard to the Charity Commission's guidance on public benefit in deciding what activities the charity should undertake. The Directors consider that these activities, which are summarised below, provide benefit to the public.

Medical Work Overseas: The charity sends out and supports workers stationed in hospitals, clinics and mobile medical facilities in South America, Sub-Saharan Africa and in Central Asia.

Community Development Overseas: The charity sends out and supports workers involved with clean water projects, hygiene and community development in South America, Sub-Saharan Africa and in Central Asia.

Disaster Relief: The charity sends out teams to bring humanitarian aid and support to refugees on the Greek Islands.

Community Development in the UK: The charity runs a community centre in a disadvantaged part of Bradford, in order to serve vulnerable people with helpful services and activities so that their lives may be improved. Beneficiaries include the homeless, refugees and asylum seekers, the unemployed and those with mental health problems.

Media Training: The charity offers quality training in all aspects of media production to members of the public in the UK as well as other charities. We are also involved with radio training in Europe, Eurasia and Sub-Saharan Africa.

Media Production in the UK: The charity produces creative material for mainstream commercial radio stations with a spiritual emphasis, promoting the Christian faith in a way that appeals to all listeners, not just those with an interest in religion. We also produce a specialised English radio programme to help individual members of the public who are learning English both in the UK and overseas.

The Main Objectives for the Year and Strategies Employed to Achieve those Objectives

Objectives

We have 3 main objectives for this period:

1. To increase the number of UK people deployed in short term and long term mission or training or placements.
2. To create a movement of UK churches that partner with, receive from and contribute to Reach Beyond's work.
3. To implement a fundraising plan which will balance the net income and expenditure of HCJB-UK and the Millside Centre to zero.

Strategies

We have 3 main strategies and 2 support strategies:

1. We will continue to review the UK and overseas training and missional opportunities and processes in order to optimise and increase the range of options and benefits provided to churches, the individuals involved and end beneficiaries.
 - a. We will create a range of packages lasting from one week to multiple years, each of which have a clear output for individuals, churches and beneficiaries, and which are inherently scalable.
 - b. We will continue to create a new mission preparation programme.
 - c. We will make our mission opportunities more widely known.
 - d. We will review our processes of enquiry, application and preparation and evaluate them annually after that.

2. We will develop a unique and attractive partnership proposition for UK churches that meets the need of the church organisation as well as Reach Beyond.
 - a. We will continue to develop our 'toolbox' of partnership activities which we can offer to churches.
 - b. We will compile a working list of churches with the aim of increasing our level of engagement with them during 2020/21.
 - c. We will offer short term team opportunities to churches as part of our refugee response project.
 - d. We will deploy our best communicators in front of the right churches, conferences, and events.

3. We will continue to refine and strengthen the Fundraising proposition, in support of our aim to balance the budget.
 - a. We will increase the number of new contacts (receiving mailings and engaging with the work of Reach Beyond) on our database.
 - b. We will increase the number of new donors on our database.
 - c. We will continue to promote our regular giving programme.
 - d. We will re-engage with lapsed donors.
 - e. We will secure funding from trusts.
 - f. We will increase the number of individuals actively involved in our work through prayer groups, sponsored events, and mission trips.
 - g. We will thank donors well.

Support strategy 1

We will build stronger team cohesion and focus by journeying together in our faith, and regularly referring to the operational plan so that we have a greater awareness of the aims and efforts of the whole organisation.

- a) We will continue to review the rhythm of our daily office prayer times and the Wednesday 'huddle' where we can focus on personal and ministry prayers for team individuals.
- b) We will review our monthly Team Meeting to make sure it remains effective.
- c) We will report progress at monthly team meetings and to the Board.
- d) Quarterly financial reporting will help us all to see what progress we are making towards key goals.
- e) We will lovingly ask ourselves and others where our actions fit into the mission and strategy.

Support strategy 2

We will increase our focus on marketing in order to build our visual and messaging impact with the right audiences, to achieve the growth in output and income that we need.

- a) We will align each strand of marketing for greater impact in each campaign.
- b) We will collect quarterly stories of outcomes from the UK and overseas.
- c) We will refine our segmented messages and communications during the year.
- d) We will increase our output on social media.
- e) We will explore the possibility of running a New Donor Acquisition Project later in the year.

HCJB-UK Limited

Directors' Report **For the year ended 31st March 2021**

Cluster and Team Meetings

In order to plan and carry out these strategies we have 3 working clusters of staff:

Cluster 1: Mobilisation Cluster

Purpose and scope: To ensure that volunteers, staff and trainees are successfully deployed, in greater numbers, across international fields and in the UK, on long and short term mission, training and internships. This will include developing existing programmes as well as introducing new ones. The cluster will also be responsible for overseeing the member care of those who 'go'.

Cluster 2: Church Partnership Cluster

Purpose and scope: To build mutually beneficial partnerships between Reach Beyond and UK churches so that Reach Beyond can grow in people and financial resources, and churches can benefit from relevant advice, training and opportunities to step into greater UK and international mission.

Cluster 3: Marketing and Fundraising Cluster

Purpose and scope: To build impactful communications that both align with the aims defined in the strategic plan, and to focus on strategies to balance the net income and expenditure of HCJB-UK and the Millside Centre to zero.

Mobilisation and Church Partnership Cluster meetings will routinely be held on a convenient day preceding our monthly Team Meeting so that updates can then be provided to the wider staff. This will be key in helping the team to stay connected with the outputs from this plan. The Marketing Cluster will meet quarterly in line with the mailing schedule. Team meetings will continue to be held monthly on a Wednesday.

Significant Activities for the Year

Supporting Vocational Workers Based Overseas and in the UK

HCJB-UK Limited continued to help raise and administer the funds needed to support our 2 vocational workers overseas and the 5 vocational workers serving in the UK. During this period we:

- Supported a couple from Newark who are both doctors as they raised their financial and prayer support to go overseas. They finally left for Central Asia in May 2021
- Developed an online version of our mission preparation course
- Continued to review our whole mobilisation process
- Took part in a number of online webinars to grow our knowledge of the mobilisation process.
- Had conversations with a number of people who are interested to apply to work in the UK and overseas

Community Development Overseas

Two of our team members have been involved in member care for those running medical teams and clean water projects in the Europe/Eurasia region. We have also been helping the Dutch office of Reach Beyond to develop a new mission preparation programme for those wanting to serve, especially in the area of community development. A number of trips overseas have had to be postponed due to the coronavirus pandemic.

Refugee Response

This year we had to stop taking teams to the refugee camps on Lesbos due to the travel restrictions and the dangers posed by the coronavirus pandemic. The team met regularly online to discuss future plans and ways of supporting our partners who were already in Greece.

The ShareEnglish Project

ShareEnglish audio programmes continue to be produced with the help of our team. They consist of a 15-minute radio programme using a specialised form of English for people learning or wanting to practise their English.

During this period we:

- Saw encouraging growth in our social media presence and in downloads of our podcast and mobile app
- Reached the milestone of 170,000 subscribers on YouTube
- Began the process of re-branding and launching two new web sites and a new mobile app
- Continued to appeal for funds to various grant-making bodies to secure the future of the project
- Saw many English clubs moving online due to the coronavirus pandemic

The Millside Centre

This community centre in Bradford is dedicated to helping some of the most vulnerable people in our locality such as asylum seekers, refugees and the homeless. During this period we:

- Closed the centre in March following government advice related to the coronavirus pandemic and furloughed one member of staff
- Re-assessed what we could do in light of the restrictions
- Supported our most vulnerable service users online and via phone calls
- Re-opened in September and re-launched our Welcome Café as takeaway only
- Started to a new wellbeing session for victims of domestic abuse
- Continued our Job Club online and via phone calls
- Re-started drop-in sessions for those looking for EU migrants seeking settled status
- Re-purposed our Millside Voices project to become a new online service of singalong songs for folks in a local care home
- Launched a new Youth Group
- Started a new English language class
- Took on a fundraiser to help us write bids for Millside Centre funds

UK Radio Production

HCJB-UK Limited's radio department is involved in radio production and training for UK commercial radio. During this period we:

- Made creative features for several radio stations in the UK
- Produced short spoken word poetry spots for BBC local radio
- Shared poems on Facebook and Instagram
- Distributed audio material to Riviera Radio in Monaco and several UK community radio stations
- Produced a Christmas radio commercial for local radio in West Yorkshire
- Began exploring new ways of storytelling via audio, social media and blogs

HCJB-UK Limited

Directors' Report

For the year ended 31st March 2021

Volunteers

HCJB-UK Limited makes use of several local volunteers in the areas of administration, community outreach and programme production. Their help is invaluable in the smooth running of the charity. Due to the Covid pandemic, many of our volunteers were unable to take part in activities. We had 4 regular volunteers this year which constituted a total of 6 hours of voluntary help each week in the HCJB-UK Limited office and the Millside Centre.

Fundraising and Publicity

The charity signed up with the Fundraising Regulator in Spring 2017 and we aspire to have the highest standards when it comes to raising funds from the public.

In this period, the majority of the fundraising work was carried out by the CEO and others within the existing team, as well as with an external fundraising consultant. This has included help with writing copy for appeal letters, social media posts and preparing material for churches to use in their online services.

This period we have continued to raise funds for the various Reach Beyond medical and media ministries located worldwide. This was done through mailings via post and email, deputation meetings in churches via Zoom calls, and contacting grant making trusts. Our mailing regime consisted of three magazines and a monthly prayer update by email, as well as two project-focused letters in the 12-month period. We were unable to make visits to churches to present the work of Reach Beyond due to the coronavirus restrictions.

The trustees monitor closely the fundraising activities of the charity, regularly receiving updates on the current strategy and making suggestions. They ask for a quarterly fundraising report from the CEO which includes an update on recent activity.

The charity is bound by the standards of the Fundraising Regulator. There have been no failures to comply with the standards of these two organisations during this period, and there were no complaints received by the charity regarding its fundraising activities. The charity has done everything possible to protect vulnerable people and other members of the public from unreasonable intrusion into their privacy, from unreasonable and persistent approaches to procure money, and from placing undue pressure on individuals to make donations. This was done by communicating only to people who had asked to receive fundraising materials, and by carefully wording appeals and sending them out infrequently.

Achievements and Performance

Performance Achieved against Objectives Set

Objectives

1. We increased the number of UK people deployed in short term and long term mission or training or placements by just 2 due to the Covid pandemic.
2. We connected with 4 new churches online.
3. We continued to implement our fundraising plan which will balance the net income and expenditure of HCJB-UK and the Millside Centre to zero.

Strategies

1. We continued to review the UK and overseas training and missional opportunities and processes in order to optimise and increase the range of options and benefits provided to churches, the individuals involved and end beneficiaries.
 - a. Due to the Covid pandemic, we were unable to create opportunities for individuals and churches to serve with us overseas.
 - b. We continued to work on a new mission preparation programme called 'FastTrack' in partnership with the Dutch office of Reach Beyond. An online version of this course was created and trialled successfully at the beginning of January 2021.
 - c. We made our mission opportunities more widely known through social media and online events, and through our website.
 - d. We reviewed our processes of enquiry, application and preparation, making use of the software Trello.
2. We continued to develop a unique and attractive partnership proposition for UK churches that meets the need of the church organisation as well as Reach Beyond.
 - a. We continued to develop the ShareEnglish project but more work is needed before it can be used as a church partnership tool.
 - b. We connected with 4 new churches through online meetings.
 - c. Due to the Covid pandemic, we were unable to offer short term team opportunities to churches as part of our refugee response project.
 - d. We deployed our best communicators whenever online opportunities arose to speak at church meetings.
 - e. We created a new monthly online prayer gathering called PRAYERZONE Live to connect supporters with our projects more directly.
3. We continued to refine and strengthen the Fundraising proposition, in support of our aim to balance the budget.
 - a. We increased the number of new contacts on our database.
 - b. We increased the number of new donors.
 - c. We continued to promote our regular giving programme titled 'PLUS Partners' and added to the number.
 - d. We engaged with lapsed donors and re-activated a small number.
 - e. We secured funding from trusts, mainly for work with Millside Centre.
 - f. We thanked donors well through acknowledgement letters, emails and phone calls.
 - g. We employed a new Supporter Care and Office Administrator to help us look after our supporters better.

Support strategy 1

We built stronger team cohesion and focus by journeying together in our faith, and regularly referred to the operational plan so that we had a greater awareness of the aims and efforts of the whole organisation.

- a) We moved all of our daily office prayer times and the Wednesday 'huddle' online and this meant that numbers of attendees increased, including a lot more individuals who could not take part before due to physical distance.
- b) We reviewed our monthly Team Meeting which also went online.
- c) We reported progress at monthly team meetings and to the Board – all online.
- d) Quarterly financial reporting continued and helped us to see what progress we were making towards key goals.
- e) We asked ourselves and others where our actions fitted into the mission and strategy, and this included the continuation of our Vision Team which focused on the charity's future post-Covid.

HCJB-UK Limited

Directors' Report

For the year ended 31st March 2021

Support strategy 2

We increased our focus on marketing and built our visual and messaging impact

- a) We aligned each strand of marketing for greater impact in each campaign.
- b) We collect quarterly stories of outcomes from the UK and overseas which were used in our publications and social media posts.
- c) We refined our segmented messages and communications, especially through our email communications.
- d) We increased our output on social media and started new monthly fundraising appeals on email.
- e) We ran a New Donor Acquisition Project using a church pack aimed at church leaders to use during their Pentecost services.

Plans for Future Periods

To continue to increase the number of UK people deployed in short term and long term mission or training or placements once travel restrictions are lifted.

To begin to take church teams out to serve refugees once more in Greece and elsewhere.

To publicise 10 specific roles as opportunities for service with Reach Beyond during the year.

To choose a new CRM database and start to use it by September 2021.

To communicate appropriately with individual prayer supporters and donors, so that they know that we appreciate them and would like to see them more fully involved in the work. This includes evaluating PRAYERZONE Live and increasing the audience size.

To improve care and communication for our overseas field staff so that they feel adequately supported by the UK office.

HCJB-UK Limited

Directors' Report

For the year ended 31st March 2021

To re-open the Welcome Café at the Millside Centre and employ a café Coordinator by August 2021.

To build more community partnerships with local agencies and charities in Bradford, in order to offer more useful activities at the Millside Centre for our vulnerable service users.

To find new funding streams for the Millside Centre financially so we can be financially sustainable.

To complete the re-branding process for our ShareEnglish clubs and to build the ministry team, especially in finding new club leaders and making the project more accessible to UK churches.

To create a ShareEnglish donation page on our website.

To produce a weekly one-minute short thought (written & audio) aiming for regular broadcast on radio stations such as Premier/UCB and community radio, and for social media.

To increase the number of platforms for our audio and radio productions so that more people hear our material.

To do a full review of our social media and implement a new strategy.

Financial Review

We believe the Financial Statement gives a fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing the Financial Statements we believe that we have:

- Selected suitable accounting policies and applied them consistently.
- Made judgements and estimates that are reasonable and prudent.
- Prepared the Financial Statements on a going concern basis.

We believe that we have kept proper accounting records which disclose with reasonable accuracy the financial position of this charity. We have safeguarded the assets of the charity and have taken reasonable steps to prevent and detect fraud or any other irregularities.

Gifts designated for particular workers or projects are set aside for that purpose and treated as "restricted funds" as defined by the Charity Commissioners.

Statement of Financial Activities

The total income for the year ending 31st March 2021 was £415,524 (2020 was £358,625) and total expenses for the year were £381,149 (2020 was £444,544). The unrealised gain on investments was £19,715, compared to a prior year unrealised loss of £35,339, affected by the Covid Pandemic at that time. Our net incoming resources for the year were £54,090 (in 2020 the Net outgoing resources were £121,258). The charity's net assets are worth £789,678 compared to £735,588 at the previous period end.

Reserves

1. The purpose of our Reserves Policy is to:

- Give confidence to funders by demonstrating good stewardship and financial management
- Demonstrate the charity's sustainability and capacity to manage unforeseen financial difficulties
- Give voluntary funders, such as grant-makers, an understanding of why funding is needed to undertake a particular project or activity
- Give assurance to lenders and creditors that the charity can meet its financial commitments
- Manage risk to the charity's reputation from holding substantial unspent funds at the year-end without explanation

HCJB-UK Limited

Directors' Report

For the year ended 31st March 2021

2. HCJB-UK Ltd is currently dependent on donations and grants to sustain its activities. If these existing sources of income are depleted or lost, it is crucial to ensure that there are sufficient reserves to tide the charity over while further fundraising is carried out, or to allow the charity to wind up while meeting its obligation to staff and service users. The main concerns of the board are to ensure:
 - That UK-based staff can continue working, primarily to secure new funding for the charity
 - That overseas workers can be supported if the charity should go through a time of financial instability
3. It is the policy of the Directors to maintain reserves sufficient to cover all the Restricted Funds and three month's operating costs. These reserves should be built up from the unrestricted income.
4. If the charity has excess reserves, then the board will consider how these funds could be best used and make this clear by designating funds for future expenditure.
5. If significant resources are held in reserves, then the board may consider investing some of these funds to obtain a financial return for the charity, as stated in our Investment Policy. In making these decisions, the board will consider the likelihood that some or all the reserves held may need to be accessed at short notice.
6. If the charity has excess reserves, the board will ensure that the organisation does not misrepresent the urgency or need for funds with donors.
7. The level of reserves should be calculated and monitored every 3 months by the Treasurer.
8. This policy shall be reviewed annually and whenever there are significant changes in staff hours, staff numbers or new projects.

Payment Policy

We do not seek or take extended credit from our suppliers, working, in effect, on a cash basis and paying all bills within 30 days.

Investment Policy

The Directors have established a policy where surplus funds, which are not required for the day to day running of the charity, may be invested in a deposit account with the charity's bankers or in an investment portfolio with a 'cautious to moderate' risk. This policy will be reviewed annually or when needs dictate.

Conclusion

The Directors express their gratitude for the faithfulness of staff and volunteers who have worked unselfishly during the past year. Acknowledgement is made also to the many supporters who, with prayer or finance, have enabled the ministries to continue.

Above all, the Directors are grateful to God for His faithful provision and guidance during the past year; to Him be all the glory.

.....
Ian Hutchinson
Chair of Directors

30th October 2021

Statement of Trustees' Responsibilities
For the Year ended 31st March 2021

The trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

The trustees are required by company law to prepare financial statements for each financial year which give a true and fair view of the financial activities of the charity and of its financial position at the end of that year. In preparing those financial statements the trustees are required to:

- a) Select suitable accounting policies and apply them consistently
- b) Make adjustments and estimates that are reasonable and prudent
- c) State whether the policies adopted are in accordance with the Companies Act 2006 and with applicable accounting standards and statements of recommended practice, subject to any material departures disclosed and explained in the financial statements
- d) Prepare the financial statements on a going concern basis unless it is inappropriate to assume that the charity will continue in operation

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and 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.

Independent Examiners' Report to the Trustees of HCJB-UK Limited Charitable Company

For the Year ended 31st March 2021

I report to the charity trustees on my examination of the accounts of the Company for the period ended 31 March 2021.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purpose of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

I confirm that I am qualified to undertake the examination because I am member of ACCA, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. Accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. The accounts do not accord with those records; or
3. The accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

.....
Samantha J Sutcliffe FCCA
Torevell Dent Limited
Chartered Certified Accountants
Centre of Excellence
Hope Park
Trevor Foster Way
Bradford
BD5 8HH

Date 30th October 2021

HCJB-UK Limited**Statement of Financial Activities
For the Year ended 31st March 2021**

Income	Note	Unrestricted Funds £	Restricted Funds £	Total Year ended 31.03.2021 £	Total Year ended 31.03.2020 £
Income and endowments from:					
Donations and Legacies		138,958	184,955	323,913	280,464
Community Centre/ Grant Funding		-	60,994	60,994	65,582
Other Trading activities		12,089	-	12,089	12,368
Government JRS Income		-	18,462	18,462	-
Investment Income					
Interest Received		66	-	66	211
TOTAL	2	<u>151,113</u>	<u>264,411</u>	<u>415,524</u>	<u>358,625</u>
Expenditure					
Expenditure On:					
Raising Funds	3	12,262	-	12,262	8,415
Charitable Activities	4	121,424	245,749	367,173	434,527
Other Costs	4	1,714	-	1,714	1,602
TOTAL		<u>135,400</u>	<u>249,849</u>	<u>381,149</u>	<u>444,544</u>
Net (expenditure)/income before Investment gains/(losses)		15,713	18,662	34,375	(85,919)
Net Gains/(losses) on investments	6	19,715	-	19,715	(35,339)
Net income/(Expenditure)		35,428	18,662	54,090	(121,258)
Transfers between Funds		-	-	-	-
Net Movement in funds		35,428	18,662	54,090	(121,258)
Reconciliation of Funds:					
Total funds brought forward		585,839	149,749	735,588	856,846
Total funds carried forward		<u>621,267</u>	<u>168,411</u>	<u>789,678</u>	<u>735,588</u>

The notes on pages 19 to 24 form part of these financial statements

HCJB-UK Limited**Balance sheet****For the Year ended 31st March 2021**

		Year ended 31.03.2021		Year ended 31.03.2020	
	Notes	£	£	£	£
Fixed Assets					
Tangible fixed assets	5		426,570		438,195
Investments	6		<u>200,150</u>		<u>180,435</u>
			626,720		
					618,630
Current Assets					
Debtors	7	1,721		4,231	
Cash at bank and in hand		<u>164,048</u>		<u>118,951</u>	
		165,769		123,182	
Creditors: amount falling due within one year	8	<u>(2,811)</u>		<u>(6,224)</u>	
Net Current Assets			<u>162,958</u>		<u>116,958</u>
Total			<u>789,678</u>		<u>735,588</u>
Funds of the Charity					
General funds	9		621,267		585,839
Restricted funds			<u>168,411</u>		<u>149,749</u>
			<u>789,678</u>		<u>735,588</u>

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2021.

The members have not required the company to obtain an audit of its financial statements for the period ended 31 March 2021 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:

- Ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
- Preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its profit or loss for each financial year in accordance with the requirements of section 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the Charities SORP (FRS 102) (effective January 2015).

The financial statements were approved by the Board of Trustees on 30th October 2021 and were signed on its behalf by:

.....
Ian Hutchinson
Trustee

The notes on pages 19 to 24 form part of these financial statements

Notes to the Financial Statements
For the Year ended 31st March 2021

1. ACCOUNTING POLICIES

Basis of Accounting

The financial statements have been prepared under the historical cost convention, in accordance with the Charities Act 2015 and the Companies Act 2006, and also in accordance with applicable accounting standards and the Charities SORP (FRS102)(effective January 2015).

Income and endowments

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable.
- Donated services and facilities are included at the value to the charity where this can be quantified
- The value of services provided by volunteers has not been included in these accounts as it is not considered material
- Investment income is recognised on a receivable basis

Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.

Taxation

The charity is registered with the Charities Commission and is not subject to taxation on its normal activities.

Capital Expenditure

All expenditure of a capital nature is capitalised in the balance sheet.

Fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Audio visual & studio:	15% straight line basis
Office equipment:	15% straight line basis
Computer equipment:	15% straight line basis
Fixtures & fittings:	2% straight line basis
Freehold buildings:	2% straight line basis

Notes to the Financial Statements (cont)
For the year ended 31st March 2021

ACCOUNTING POLICIES Continued

Funds Structure

The charity has a number of restricted income funds to account for situations where a donor requires that a donation must be spent on a part on a particular purpose or where funds have been raised for a specific purpose.

All other funds are unrestricted income funds and are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

2. INCOMING SOURCES ANALYSED BETWEEN PROJECTS

Millside Community Centre £	UK Radio £	One Household £	Ministry Fund £	Missionary Fund £	Other £	Total £
60,994	951	710	153,254	34,959	146,128	396,996

Summary of incoming resources

Incoming resources as detailed above

Government JRS income

Interest received per Statement of Financial Activities

£
396,996
18,462
66
<u>415,524</u>

3. COSTS OF GENERATING VOLUNTARY INCOME

Fundraising and Publicity

Advertising

Wavelength

Conference and Exhibitions

Deputation

Year ended 31.03.21 £	Year ended 31.03.20 £
9,986	3,829
1,659	2,330
617	1,623
-	633
<u>12,262</u>	<u>8,415</u>

Notes to the Financial Statements (cont)
For the year ended 31st March 2021

	Year ended 31.03.2021	Year ended 31.03.2020
	£	£
4. COST OF ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTS		
Rent and Rates	2,139	2,816
Insurance	3,505	3,718
Light and Heat	4,185	4,409
Staff Salaries	73,979	93,335
Staff Pensions	3,116	2,657
Staff Training and Recruitment	964	1,745
Printing and Stationery	1,155	1,648
Books and Journals	59	52
Postage and Shipping	4,136	3,783
Telephone	1,694	1,236
Travel and Deputation	200	1,935
Bank Charges	870	563
Subscriptions	610	890
Housekeeping	3,576	5,406
Depreciation	11,625	5,267
IT Costs	4,790	3,849
One Household Ministry	<u>4,821</u>	<u>1,802</u>
	121,424	135,111
 Missionary/Ministry Support	 178,193	 221,306
 Community Centre Grant Funding	 67,556	 78,110
	<u>367,173</u>	<u>434,527</u>
	Year ended 31.03.2021	Year ended 31.03.2020
	£	£
OTHER COSTS		
Legal and Professional	160	48
Accountancy charges	<u>1,554</u>	<u>1,554</u>
	<u>1,714</u>	<u>1,602</u>

HCJB-UK Limited**Notes to the Financial Statements (cont)
For the Year ended 31st March 2021****5. TANGIBLE FIXED ASSETS**

	Freehold Building £	Studio/ Audio Visual Equipment £	Computer Equipment £	Fixtures & Fittings £	Office Equipment £	Total £
Cost						
As at 1 st April 2020	380,000	17,323	32,597	152,753	49,950	632,623
Additions	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
As at 31 March 2021	<u>380,000</u>	<u>17,323</u>	<u>32,597</u>	<u>152,753</u>	<u>49,950</u>	<u>632,623</u>
Depreciation						
As at 1 st April 2020	77,266	17,323	29,203	20,686	49,950	194,428
Charge for Year	7,600	-	970	3,055	-	11,625
Eliminated on Disposals	-	-	-	-	-	-
As at 31 March 2021	<u>84,866</u>	<u>17,323</u>	<u>30,173</u>	<u>23,741</u>	<u>49,950</u>	<u>206,053</u>
Net Book Value						
As at 31 March 2021	<u>295,134</u>	<u>-</u>	<u>2,424</u>	<u>129,012</u>	<u>-</u>	<u>426,570</u>
As at 31 March 2020	<u>302,734</u>	<u>-</u>	<u>3,394</u>	<u>132,067</u>	<u>-</u>	<u>438,195</u>

6. FIXED ASSET INVESTMENTS

	Year ended 31.03.2021 £	Year ended 31.03.2020 £
Quoted Investments		
Market value at 1 st April 2020	180,435	215,774
Addition	-	-
Net unrealised investments gain/(loss)	19,715	(35,339)
Sale proceeds	-	-
Market Value	<u>200,150</u>	<u>180,435</u>
Historical cost at	<u>200,000</u>	<u>200,000</u>

The Investments were affected by market reaction to the COVID-19 problems at 31st March 2020.

7. DEBTORS

	Year ended 31.03.2021 £	Year ended 31.03.2020 £
Prepayments	-	3,117
Trade Debtors	-	-
Sundry Debtors	<u>1,721</u>	<u>1,114</u>
	<u>1,721</u>	<u>4,231</u>

Notes to the Financial Statements (cont)
For the year ended 31st March 2021

8. CREDITORS DUE WITHIN ONE YEAR

	Year ended 31.03.2021 £	Year ended 31.03.2020 £
Accruals	1,257	1,554
Other Creditors	<u>1,554</u>	<u>4,670</u>
	<u>2,811</u>	<u>6,224</u>

9. UNRESTRICTED FUNDS

	Balance 1 st April 2020 £	Incoming Resources £	Outgoing Resources £	Investment Movement £	Transfer £	Balance 31 st March 2021 £
Unrestricted Funds						
General	585,839	151,113	(135,401)	19,716	-	621,267

10. RESTRICTED FUNDS

	Balance 1 st April 2020 £	Incoming Resources £	Outgoing Resources £	Investment Movement £	Transfer £	Balance 31 st March 2021 £
Restricted Funds						
Missionary support	30,733	35,910	(49,246)	-	37,160	54,557
Ministry support	40,644	167,507	(128,947)	-	(35,137)	44,067
Community /Grant Funding	<u>78,372</u>	<u>60,994</u>	<u>(67,556)</u>	<u>-</u>	<u>(2,023)</u>	<u>69,787</u>
	<u>149,749</u>	<u>264,411</u>	<u>(245,749)</u>	<u>-</u>	<u>-</u>	<u>168,411</u>

11. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted £	Restricted £	Total £
Fund balances at 31st March 2021 are represented by:			
Tangible fixed assets	258,159	168,411	426,570
Investment	200,150	-	200,150
Current assets	165,769	-	165,769
Liabilities	<u>(2,811)</u>	<u>-</u>	<u>(2,811)</u>
Total net assets	<u>621,267</u>	<u>168,411</u>	<u>789,678</u>

HCJB-UK Limited

Notes to the Financial Statements (cont)
For the year ended 31st March 2021

12. REMUNERATION AND EXPENSES PAID TO TRUSTEES

During the year there was no remuneration paid to the trustees of the charity. Trustees received expenses totalling £NIL (2020: £NIL).

13. STAFF COSTS

	Year ended 31.03.2021 £	Year ended 31.03.2020 £
Salaries and National Insurance	<u>73,979</u>	<u>93,335</u>
The average number of full time equivalent staff employed by the charity during the year was	<u>8</u>	<u>10</u>

HCJB-UK Limited**Statement of Cashflow****For the Year ended 31st March 2021**

	Year ended 31.03.2021 Funds	Year ended 31.03.2020 Funds
	£	£
Cash flows from operating activities:		
<i>Net cash provided by (used in) operating activities as below</i>	<u>45,097</u>	<u>(74,807)</u>
Cash flows from investing activities:		
Purchase of property, plant and equipment	-	-
Proceeds from sale of property, plant and equipment	-	-
Additions from investments (net)	<u>-</u>	<u>-</u>
<i>Net cash provided by (used in) investing activities</i>	<u>-</u>	<u>-</u>
<i>Net cash provided by (used in) financing activities</i>		
<i>Change in cash and cash equivalents in the reporting period</i>	45,097	(74,807)
Cash and cash equivalents at the beginning of the reporting period	<u>118,951</u>	<u>193,758</u>
Cash and cash equivalents at the end of the reporting period	<u>164,048</u>	<u>118,951</u>
Reconciliation of net income/(expenditure) to net cash flow from operating activities:		
<i>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</i>	54,090	(121,258)
Adjustments for:		
Depreciation charges	11,625	5,267
Unrealised gains	(19,715)	35,339
(Increase)/decrease in debtors	2,510	5,092
(Decrease)/increase in creditors	<u>(3,413)</u>	<u>753</u>
Net cash provided by (used in) operating activities	<u>45,097</u>	<u>(74,807)</u>