

HCJB-UK Limited

Report and Financial Statements 2021-2022

*The Directors present their report covering the financial year
1st April 2021 to 31st March 2022*

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

HCJB-UK Limited

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HCJB-UK Limited

Directors' Report for the year ended 31st March 2022

Reference and Administrative Details of the Company, its Directors and Advisors

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 Martin Cooper (Vice Chair)
Mr David Dykes (Treasurer)
Mrs Anne Hilton
Mr James Hockney
Miss Ruth Steele (joined January 2021)
Mrs Sam O'Brien (joined April 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 are 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.

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, August, November and January as well as four 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 31 staff and volunteers working for the charity.

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. 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 the Reach Beyond offices in the US, Australia and the Netherlands 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 (long and short term) serving in clinics and mobile medical facilities in South America and in Central Asia.

Community Development Overseas: The charity sends out and supports workers (long and short term) serving through clean water projects, hygiene and community development in South America, Sub-Saharan Africa, Central Asia and Europe.

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

MOBILISATION

- Adapt FastTrack for online delivery by February
- Help to consolidate the US application process which means that onboarding and sending can be the same for both the UK and US offices, by September

- Develop a new evaluation tool for candidates by October
- Advertise 10 specific roles as opportunities for service with Reach Beyond during the year
- Re-connect with 10 previous enquirers during the year
- Deploy 3 new missionary units during the year
- Explore delivering one FastTrack course in Spain during the year
- Facilitate 3 short-term trips overseas during the year

CHURCH PARTNERSHIP

Church Engagement

- Connect with PZ Live attendees to encourage new church contacts by the end of February
- Employ a new Supporter Care person by March
- Create a strategy for our Supporter Care Coordinator to connect with churches by March
- Find out where churches get their online resources by March
- Re-purpose the Pentecost Pack and market to churches by April
- Maintain PRAYERZONE Live each month and evaluate in April
- Create a new CRM segment for churches and begin to mail them separately by May
- Create a 'church engagement sheet' for staff/Board/volunteers/alumni with dummy info by April and give out after lockdown
- Build on Millside church connections to engage them with wider Reach Beyond projects during the year
- Set up new virtual meetings with 6 churches during the year

Church Partnership Toolbox

- Explore the possibility of running a basic media webinar/video for churches by May
- Look for a new volunteer to create digital content by May
- Create a new refugee teams plan in order to send out teams in 2022 in June 2021
- Build on our relationship with Hope Housing and find 3 teams to take part in local projects by October
- Take out 3 experienced teams to the mission field before the end of the year
- Connect with 3 new churches during the year in order to send out their teams in 2022
- Explore new creative engagement with churches using our media producer's talents/networks during the year
- Plan to run 2 online 'Unfinished Story' courses and publicise to our churches/supporters this year

THE MILLSIDE CENTRE

Our Millside Projects

- Create a strategy to expand the music project to other care homes by the end of February
- Contact 5 new food providers for Friday deliveries by February
- Contact 10 families on Lamplight to introduce our Youth Group to them by February
- Run an online Birthday Event for Millside in April
- Find 5 regular youth group participants by April
- Review the Welcome Café in April and decide whether to re-start takeaways in June/July
- Recruit 15 new students for the Welcome Café by May
- Look for funding in May to recruit a Facilitator for the Welcome Café
- Recruit a Facilitator for the Welcome Café by July
- Recruit 4 new volunteers for the Job Club during the year
- Contact 10 local employers to introduce the Job Club during the year

Partners

- Recruit 15 students for a new ESOL class to start in March
- Recruit 8 participants for the Local Focal project by March
- Contact Bevan Healthcare to find out our role in the new ante natal project in April
- Research men's mental health support groups who might need space in May
- Plan an online open event for potential new partners to happen in July
- Evaluate ESOL class in July and decide whether to start a new class in September
- Plan two catch-up meetings with partners during the year
- Interview 1 service user per month to gather stories for newsletter/social media

Volunteers

- Plan a training event in befriending for volunteers by May
- Recruit a volunteer to help us with social media/website by June
- Organise 1 volunteer recognition event in October

Marketing

- Find funding and commission a Millside video in June

MEDIA PROJECTS

- Investigate the possibility of writing short content that's directly evangelistic/engaging for non-believers in a non-Western context by July
- Create Christmas radio ads for commercial radio by November
- Produce a weekly one-minute short thought (written & audio) with a sharp topical/apologetic point, mainly in light-hearted poem format – aiming for regular broadcast – Premier/UCB and community radio initially, and for social media
- Create a monthly poem or short story for BBC Radio Leeds and community stations such as Branch FM
- Create a monthly social media poem for Reach Beyond, with extra content for key occasions like Holy Week & Christmas
- Enter 3 literary awards/projects in short fiction, drama, poetry (for broadcast or otherwise) during the year
- Have something broadcast on 4 significant new radio outlets, and 2 other significant writing outlets – print or online – during the year

SHARE ENGLISH

- Establish regular team meetings for the Share English Team (and continue to take a full part in wider Team meetings and work including voicing programmes as required) by March
- Finalise and approve design of Share English logo by April
- Arrange for Share English donation page on US RB site by May 2021, and thereafter encourage other Country Offices to carry a Share English donation page during the year
- Arrange a planned programme of review and updating all Conversation Kits and other club resources on the clubs website by November
- Review website format and content, that will either result in creation of a new clubs website or a radical overhaul of existing site by November
- Design and create a new training course for potential new club leaders by November
- Continue to give high quality support to existing club leaders particularly through monthly Update Newsletter via Mailchimp
- Launch new application process and new training process by January 2022

FUNDRAISING AND MARKETING

- We will recruit 50 more PLUS Partners during the year
- We will aim to add 1,000 new email contacts to the mailing list recruiting them via channels like Facebook and then cultivating them into supporters via special activities during the year
- We will aim to re-engage 50% of the churches on the mailing list and add 10 new giving churches to the list by the end of the year
- We will begin monthly email appeals from March
- We will send out specially printed Easter cards to PLUS Partners and those who give to specific projects by April
- We will review our social media and implement new strategy by May
- We will phone regular attendees to PRAYERZONE Live and ask them evaluation questions by June
- We will start to log our Return on Investment (ROI) for each mailing by June
- We will create a 'Supporter Care Charter' to explain our philosophy of fundraising to potential supporters by July
- We will create a new fundraising/supporter FAQ section of the website by August

IT INFRASTRUCTURE

- Facilitate all critical staff to be able to attend remote meetings using webcams by April
- Buy 3 new core switches to replace failing ones by June
- Update MS Office for critical staff by September
- Demo new CRM options and make a plan for purchase by September
- Present an overview of technical architecture and risk assessment to the Board by October

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.

Significant Activities for the Year

Supporting Vocational Workers Based Overseas and in the UK

HCJB-UK Limited continued to support our 6 vocational workers overseas and the 4 vocational workers serving in the UK. During this period we:

- Sent out a couple to serve in Central Asia in May 2021. They are both doctors
- Sent out a couple to serve in Ecuador in February 2022. They work in IT and hippotherapy
- Created a new operations manual for our mobilisation processes
- Took part in a number of online webinars to grow our knowledge of the mobilisation process
- Had conversations with a number of people who were interested to apply to work in the UK and overseas

Community Development Overseas

We started a new partnership with the Dutch office of Reach beyond to expand our community development projects into Africa and beyond. 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. A number of trips overseas have had to be postponed due to the coronavirus pandemic.

Refugee Response

This year we the team were unable to visit refugee camps and overseas partners due to the travel restrictions and the dangers posed by the coronavirus pandemic. The team met regularly online and in person to discuss future plans and ways of supporting our partners who were already in Greece. New short term teams are being planned for Spring/Summer 2022.

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 198,000 subscribers on YouTube
- Re-branded the project officially as 'Share English'
- Continued the process of launching two new web sites and a mobile app
- Continued to appeal for funds to various grant-making bodies to secure the future of the project
- Saw more English clubs beginning to meet in person following 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:

- Re-assessed our strategy in light of the covid restrictions and began to introduce new services following lockdown
- Continued to support our most vulnerable service users online and via phone calls, plus occasional visits into the centre
- Began a new Befriending Project to help people who are isolated
- Took on an MA placement student for 3 months
- Re-launched our refugee Welcome Café as open to the public again and employed a café manager
- Added new wellbeing sessions for victims of domestic abuse
- Resumed our Job Club in person following lockdown
- Received funding to run a new out-of-hours service from April 2022
- Began a partnership with Bradford Maze, helping perpetrators of domestic abuse to change their behaviour

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 and Easter radio commercial for local radio in West Yorkshire

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 18 regular volunteers this year which constituted around 36 hours of voluntary help each week in the Millside Centre and the HCJB-UK office.

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 physically and 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.

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

Strategies

MOBILISATION

- Helped to consolidate the US application process so that onboarding and sending can be the same for both the UK and US offices
- Advertised 18 specific roles as opportunities for service with Reach Beyond during the year
- Deployed 2 new missionary units during the year

CHURCH PARTNERSHIP

Church Engagement

- Employed a new Supporter Care person
- Created a strategy for our Supporter Care Coordinator to connect with churches
- Found out where many churches get their online resources
- Re-purposed the Pentecost Pack and marketed to churches
- Maintained PRAYERZONE Live each month and evaluated it in April
- Built on Millside church connections to engage them with wider Reach Beyond projects

Church Partnership Toolbox

- Engaged a new volunteer to create digital content
- Built on our relationship with Hope Housing and took part in 3 teams working on local projects

THE MILLSIDE CENTRE

Our Millside Projects

- Contacted 10 families on Lamplight to introduce our Youth Group to them
- Ran a number of Birthday fundraising event for Millside
- Found 9 regular youth group participants
- Reviewed the Welcome Café and re-started takeaways and then later opened to the public
- Recruit 10 new students for the Welcome Café
- Secured funding to recruit a Café Manager

Partners

- Recruited 15 students for a new ESOL class
- Recruited 8 participants for the Local Focal project
- Planned an online open event for potential partners

Volunteers

- Ran 3 training events for befriending volunteers

MEDIA PROJECTS

- Created Christmas and Easter radio adverts for commercial radio
- Created a monthly poem for BBC Radio Leeds and community stations
- Created a monthly social media poem
- Entered 2 literary awards/projects in short fiction and poetry

SHARE ENGLISH

- Established regular team meetings for the Share English Team
- Finalised and approved the design of the Share English logo
- Arranged a planned programme of review and updating all Conversation Kits and other club resources on the clubs website
- Reviewed website format and content, and began the creation of a new clubs website
- Gave high quality support to existing club leaders particularly through monthly Update Newsletter via Mailchimp

FUNDRAISING AND MARKETING

- Began monthly email appeals
- Sent out specially printed Easter cards to PLUS Partners and those who give to specific projects
- Reviewed our social media
- Phoned regular attendees to PRAYERZONE Live and asked them evaluation questions
- Started to log our Return on Investment (ROI) for each mailing

IT INFRASTRUCTURE

- Facilitated all critical staff to be able to attend remote meetings using webcams
- Bought 2 new core switches to replace failing ones
- Updated MS Office for critical staff
- Demo-ed new CRM options and implemented a new system in the office
- Presented an overview of technical architecture and risk assessment to the Board

Plans for Future Periods

Top level objectives:

Mobilisation - to engage 28 people in short term mission, long term mission or on placements.

Direct Ministry – to see our UK-based workers involved in 8 direct ministry projects, e.g., refugee initiatives, community development or media projects.

Church Partnership - to connect with 5 new UK churches and practically re-engage with 6 existing churches, to build strong partnerships that will contribute to our work financially, in prayer and through mobilisation.

Fundraising - to implement a fundraising plan which will reduce the HCJB-UK 2021/2022 deficit by 50% and enable the Millside Centre to break even.

Other plans:

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

To publicise 22 specific roles as opportunities for service with Reach Beyond during the year.

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.

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

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 process of building and launching the new Share English Clubs website and to make the project more accessible to UK churches, and to create a ShareEnglish donation page on our website.

To continue to look for funding to refurbish a first floor office into emergency accommodation for the homeless.

Work closely with our two new Sustainability Champions to make sure that in all we do as a charity we commit to: (a) achieve carbon neutrality, (b) promote the efficient use of resources through the minimisation of waste, encouraging reduction in what we buy and re-using and recycling where possible, and (c) commit to continual improvements through the setting of regular sustainability targets and monitor our progress on these.

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 2022 was £414,006 (2021: £415,524) and total expenses for the year were £479,279 (2021: £381,149). The unrealised gain on investments was £1,563, compared to a prior year unrealised gain of £19,715, (affected by the Covid Pandemic). Our net outgoing resources for the year were £63,710 (2021 the net incoming resources were £54,090). The charity's net assets are worth £725,968 compared to £789,678 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
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

17th August 2022

Statement of Trustees' Responsibilities
For the Year ended 31st March 2022

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 2022

I report to the charity trustees on my examination of the accounts of the Company for the period ended 31 March 2022.

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 2/11/22

HCJB-UK Limited**Statement of Financial Activities
For the Year ended 31st March 2022**

Income	Note	Unrestricted Funds £	Restricted Funds £	Total Year ended 31.03.2022 £	Total Year ended 31.03.2021 £
Income and endowments from:					
Donations and Legacies		98,054	226,084	324,138	323,913
Community Centre/ Grant Funding		-	75,765	75,765	60,994
Other Trading Activities		14,080	-	14,080	12,089
Government JRS Income		-	-	-	18,462
Investment Income					
Interest Received		23	-	23	66
TOTAL	2	<u>112,157</u>	<u>301,849</u>	<u>414,006</u>	<u>415,524</u>
Expenditure					
Expenditure On:					
Raising Funds	3	14,617	-	14,617	12,262
Charitable Activities	4	146,548	315,946	462,494	367,173
Other Costs	4	2,168	-	2,168	1,714
TOTAL		<u>163,333</u>	<u>315,946</u>	<u>479,279</u>	<u>381,149</u>
Net (Expenditure)/Income before Investment Gains/(Losses)		(51,176)	(14,097)	(65,273)	34,375
Net Gains/(Losses) on investments	6	1,563	-	1,563	19,715
Net Income/(Expenditure)		(49,613)	(14,097)	(63,710)	54,090
Transfers between Funds		(2,179)	2,179	-	-
Net Movement in funds		(51,792)	(11,918)	(63,710)	54,090
Reconciliation of Funds:					
Total funds brought forward		621,267	168,411	789,678	735,588
Total funds carried forward		<u>569,475</u>	<u>156,493</u>	<u>725,968</u>	<u>789,678</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 2022**

		Year ended 31.03.2022		Year ended 31.03.2021	
	Notes	£	£	£	£
Fixed Assets					
Tangible fixed assets	5		414,945		426,570
Investments	6		<u>201,713</u>		<u>200,150</u>
			616,658		626,720
Current Assets					
Debtors	7	4,022		1,721	
Cash at bank and in hand		<u>109,493</u>		<u>164,048</u>	
		113,515		165,769	
Creditors: amount falling due within one year	8	<u>(4,205)</u>		<u>(2,811)</u>	
Net Current Assets			<u>109,310</u>		<u>162,958</u>
Total			<u>725,968</u>		<u>789,678</u>
Funds of the Charity					
General funds	9		569,475		621,267
Restricted funds			<u>156,493</u>		<u>168,411</u>
			<u>725,968</u>		<u>789,678</u>

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2022.

The members have not required the company to obtain an audit of its financial statements for the period ended 31 March 2022 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 5/11/22 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 2022

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 2022

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 £
75,765	1,251	556	113,387	109,219	113,805	413,983

Summary of incoming resources

Incoming resources as detailed above
 Interest received per Statement of Financial Activities

£
 413,983
 23
414,006

3. COSTS OF GENERATING VOLUNTARY INCOME

Fundraising and Publicity

	Year ended 31.03.22 £	Year ended 31.03.21 £
Advertising	12,920	9,986
Wavelength	1,531	1,659
Conference and Exhibitions	166	617
Deputation	-	-
	<u>14,617</u>	<u>12,262</u>

Notes to the Financial Statements (cont)
For the year ended 31st March 2022

	Year ended 31.03.2022	Year ended 31.03.2021
	£	£
4. COST OF ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTS		
Rent and Rates	2,619	2,139
Insurance	4,533	3,505
Light and Heat	4,695	4,185
Staff Salaries	89,211	73,979
Staff Pensions	3,516	3,116
Staff Training and Recruitment	1,717	964
Printing and Stationery	953	1,155
Books and Journals	54	59
Postage and Shipping	3,156	4,136
Telephone	1,765	1,694
Travel and Deputation	1,426	200
Bank Charges	895	870
Subscriptions	435	610
Housekeeping	13,946	3,576
Depreciation	11,625	11,625
IT Costs	5,577	4,790
One Household Ministry	424	4,821
	146,547	121,424
 Missionary/Ministry Support	 238,749	 178,193
 Community Centre Grant Funding	 77,198	 67,556
	<u>462,494</u>	<u>367,173</u>
	Year ended 31.03.2022	Year ended 31.03.2021
	£	£
OTHER COSTS		
Legal and Professional	614	160
Accountancy charges	1,554	1,554
	<u>2,168</u>	<u>1,714</u>

HCJB-UK Limited**Notes to the Financial Statements (cont)**
For the Year ended 31st March 2022**5. TANGIBLE FIXED ASSETS**

	Freehold Building £	Studio/ Audio Visual Equipment £	Computer Equipment £	Fixtures & Fittings £	Office Equipment £	Total £
Cost						
As at 1 st April 2021	380,000	17,323	32,597	152,753	49,950	632,623
Additions	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
As at 31 March 2022	<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 2021	84,866	17,323	30,173	23,741	49,950	206,053
Charge for Year	7,600	-	970	3,055	-	11,625
Eliminated on Disposals	-	-	-	-	-	-
As at 31 March 2022	<u>92,466</u>	<u>17,323</u>	<u>31,143</u>	<u>26,796</u>	<u>49,950</u>	<u>217,678</u>
Net Book Value						
As at 31 March 2022	<u>287,533</u>	<u>-</u>	<u>1,455</u>	<u>125,957</u>	<u>-</u>	<u>414,945</u>
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>

6. FIXED ASSET INVESTMENTS

	Year ended 31.03.2022 £	Year ended 31.03.2021 £
Quoted Investments		
Market value at 1 st April 2021	200,150	180,435
Addition	-	-
Net unrealised investments gain/(loss)	1,563	19,715
Sale proceeds	-	-
Market Value at 31 March 2022	<u>201,713</u>	<u>200,150</u>
Historical cost	<u>200,000</u>	<u>200,000</u>

The Investments were affected by market reaction to the COVID-19 problems

7. DEBTORS

	Year ended 31.03.2022 £	Year ended 31.03.2021 £
Sundry Debtors	<u>4,022</u>	<u>1,721</u>
	<u>4,022</u>	<u>1,721</u>

Notes to the Financial Statements (cont)
For the year ended 31st March 2022

8. CREDITORS DUE WITHIN ONE YEAR

	Year ended 31.03.2022 £	Year ended 31.03.2021 £
Accruals	1,554	1,554
Other Creditors	<u>2,651</u>	<u>1,257</u>
	<u>4,205</u>	<u>2,811</u>

9. UNRESTRICTED FUNDS

	Balance 1 st April 2021 £	Incoming Resources £	Outgoing Resources £	Investment Movement £	Transfer £	Balance 31 st March 2022 £
Unrestricted Funds						
General	621,267	112,157	(163,333)	1,563	(2,179)	569,475

10. RESTRICTED FUNDS

	Balance 1 st April 2021 £	Incoming Resources £	Outgoing Resources £	Investment Movement £	Transfer £	Balance 31 st March 2022 £
Restricted Funds						
Missionary support	54,557	109,219	(90,838)	-	(4,905)	68,033
Ministry support	44,067	113,387	(136,918)	-	(324)	20,212
Community /Grant Funding	<u>69,787</u>	<u>79,243</u>	<u>(88,190)</u>	<u>-</u>	<u>7,408</u>	<u>68,248</u>
	<u>168,411</u>	<u>301,849</u>	<u>(315,946)</u>	<u>-</u>	<u>2,179</u>	<u>156,493</u>

11. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted £	Restricted £	Total £
Fund balances at 31st March 2022 are represented by:			
Tangible fixed assets	258,452	156,493	414,945
Investment	201,713	-	201,713
Current assets	113,515	-	113,515
Liabilities	<u>(4,205)</u>	<u>-</u>	<u>(4,205)</u>
Total net assets	<u>569,475</u>	<u>156,493</u>	<u>725,968</u>

HCJB-UK Limited

Notes to the Financial Statements (cont)
For the year ended 31st March 2022

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 (2021: £NIL).

13. STAFF COSTS

	Year ended 31.03.2022 £	Year ended 31.03.2021 £
Salaries and National Insurance	<u>89,211</u>	<u>73,979</u>
The average number of full time equivalent staff employed by the charity during the year was	<u>8</u>	<u>8</u>

HCJB-UK Limited**Statement of Cashflow
For the Year ended 31st March 2022**

	Year ended 31.03.2022 Funds	Year ended 31.03.2021 Funds
	£	£
Cash flows from operating activities:		
<i>Net cash provided by (used in) operating activities as below</i>	<u>(54,555)</u>	<u>45,097</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>	(54,555)	45,097
Cash and cash equivalents at the beginning of the reporting period	<u>164,048</u>	<u>118,951</u>
Cash and cash equivalents at the end of the reporting period	<u>109,493</u>	<u>164,048</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>	(63,710)	54,090
Adjustments for:		
Depreciation charges	11,625	11,625
Unrealised gains	(1,563)	(19,715)
(Increase)/decrease in debtors	(2,301)	2,510
(Decrease)/increase in creditors	<u>1,394</u>	<u>(3,413)</u>
Net cash provided by (used in) operating activities	<u>(54,555)</u>	<u>45,097</u>