ALL NATIONS CHRISTIAN COLLEGE LIMITED

England & Wales · Charity number 311028

Details

Other names	ALL NATIONS
Status	Registered
Legal form	Charitable company
Company number	00990054
Registered	1972-05-09
Register	View on the Charity Commission register

Contact

Address	All Nations Christian College Easneye Ware SG12 8LX
Phone	01920443500
Email	info@allnations.ac.uk
Website	www.allnations.ac.uk

Activities

Objects: THE OBJECT FOR WHICH THE ASSOCIATION IS FORMED IS THE ADVANCEMENT OF THE CHRISTIAN FAITH BY THE PROVISION OF BIBLICAL AND MISSIONARY TRAINING FOR MEN AND WOMEN WHO HAVE COMMITTED THEMSELVES TO GOD FOR SERVICE ANYWHERE IN THE WORLD AND BY SUCH OTHER MEANS AS SHALL BE DETERMINED BY THE TRUSTEES FROM TIME TO TIME.

Activities: All Nations Christian College is an independent, evangelical, interdenominational mission training Bible college. The purpose of allnations is to train students in cross-cultural mission. Today, All Nations is the largest college of its type in Europe and welcomes students and their families from all over the world.

Classification

- **How:** Provides Services
- **What:** Education/training, Religious Activities
- **Who:** Other Defined Groups, The General Public/mankind

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Geography

- **Area of benefit:** NATIONAL AND OVERSEAS
- Hertfordshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£1,592,309	£1,837,542	£1,954,108	35
2024-08-31	£1,646,395	£1,803,781	£2,193,086	35
2023-08-31	£1,423,592	£1,906,397	£2,336,448	41
2022-08-31	£1,855,031	£1,831,950	£2,826,354	42
2021-08-31	£2,235,876	£1,647,411	£2,812,248	38
2020-08-31	£1,616,873	£1,471,288	£2,194,501	35

Trustees

Name	Role	Appointed
Ben Stanley	Chair	2018-10-30
Alison Elizabeth Guinness		2019-10-29
Alison Esther Grieve		2017-01-01
Alison Fiona Gibson		2021-07-06
Caroline Jane Louise Sanderson		2018-02-27
Emmanuel Ndikumana		2022-10-05
Harriet Katunge Muthami		2022-10-05
Ian White		2025-03-19
NORMAN PATTERSON		2019-10-29
Peter Jonathan James		2019-10-29

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ALL NATIONS CHRISTIAN COLLEGE LIMITED

England & Wales - Charity number 311028

Accounts

allnations
training for mission

Year ended 2025

REPORT AND FINANCIAL STATEMENTS



Company Number 990054 Charity Number 311028

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Report of the Board of management for the year ended 31 August 2025

The Board Members have pleasure in presenting their report and the financial statements of the charity for the year ended 31st August 2025, which covers the activities of All Nations Christian College Limited and those of its wholly owned subsidiary, All Nations Trading Limited.

Reference and administrative information

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

Board members

The following members served during the year:

Dr Carolyn Rosalee Velloso Ewell (resigned November 2025)
Mrs Alison Gibson
Ms Alison Grieve* Treasurer
Mrs Alison Guinness** Vice-Chair
Mr Peter James
Mrs Harriet Katunge Muthami
Mr Emmanuel Ndikumana
Mr Norman Patterson*
Mrs Caroline Sanderson**
Mr Ben Stanley* Chairman
Mr Ian White joined 19th March 2025
** Member of Finance Committee*
*** Member of Governance Committee*
Company Secretary is Mrs Karen Hoar

Professional advisors

Auditors
Xeinadin Audit Limited trading as Xeinadin Auditing
5 Robin Hood Lane, Sutton, Surrey SM1 2SW

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

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

Solicitors
Anthony Collins
134 Edmund Street, Birmingham B3 2ES

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

Registered Office
Address: Easneye, Ware, Hertfordshire, SG12 8LX
Email: fd@allnations.ac.uk
Website: www.allnations.ac.uk
Telephone: 01920 443500

Chairman's statement

Last year, I wrote of the trend towards increasing flexibility and accessibility of training for our students, particularly the focus on lifelong learning. It has been a joy to see All Nations Christian College respond to this in the past years, working hard on "flipped learning" videos, multiple flexible modes of delivery, and new partnerships globally to meet the needs of the global church. Doing this whilst maintaining the excellence of training for which we are known is commendable, and the Board's thanks go to the staff and Senior Leadership Team (SLT) for their unstinting efforts.

For the past 60 years, All Nations Christian College has been based at Easneye, north of London. We have welcomed students, staff and the wider intercultural and missional community to our campus, celebrating the opportunity to learn and be equipped together. It was a delight to welcome the wider ANCC community to Easneye last spring to celebrate the 60 years with some superb exhibitions of past activities and people. The day marked a celebration of the Lord's faithfulness over the years and the blessing that Easneye has been.

As we have prayerfully discussed the changes in our context as a Board of Trustees and Senior Leadership Team, we also came to recognise a need to evolve our core business model. Our current home is not well-placed to meet the future needs globally, and the UK lifelong learning emphasis is leading to far more individualised learning pathways.

Given this, we agreed as Trustees and SLT that a move away from Easneye was best to enable the flexible and accessible training we need to provide, redeploying our funds and energies to where our students need us to be. Whilst the right decision, this comes with a deep sense of sadness which we know is shared by many in our community, with formative memories of Easneye and its grounds.

As our undergraduate and postgraduate programmes become available via flipped learning, it opens the way for increasing partnerships and learning cohorts globally. We do this with a co-development and co-delivery mindset – we want to collaborate with others to equip and train disciples of Jesus. It has been very encouraging to see how these conversations and agreements have accelerated following our decision to sell Easneye – it has unlocked change and shown our seriousness.

Change is never easy. We tend to look to leaders to drive change, but the adjustment actually takes root at a working level, in the day-to-day. We are blessed with a staff team who have been taking real responsibility for the changes, and nothing would happen without their diligence and commitment.

This year also saw Tim Young join us as our new CEO, with V.J.Samkutty moving to the position of Academic Principal with our grateful thanks for his dedicated leadership during the interim. Tim brings extensive change experience and has been pastorally working with all stakeholders to design and deliver the new model.

As we move forwards, there are certain principles we want to maintain:

- To continue to be dependent on the Lord's provision. Without Him, we cannot do anything of worth. Please do be praying with us during this season of change.
- To care for our students and ensure their learning meets their needs, is sharpened by the global partnerships, and prepares and equips them for lifelong service
- To help our students, staff and wider community through these changes
- To continue to provide excellence in our training activities
- To ensure that our missional and intercultural character formation, a critical part of our offering embedded in all our training programmes, is maintained no matter what our future locations or delivery models look like

Even in change, the core training continues apace. I commend this Annual Report to you, showing the heartbeat of what All Nations does and stands for.

Ben Stanley
Chairman, Board of Trustees

Objectives and activities

Our purpose and values

The mission statement for the college is:

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

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

The values of the College are:

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

Public benefit

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

Activities

The principal activity of the college continued to be the outworking of our purpose to train and equip disciples of Jesus Christ for missional engagement that is biblically rooted, hope-filled and culturally relevant. Our training programmes include a BA degree in Biblical and Intercultural studies, and a Postgraduate programme with seven awards focused on various aspects of missiology. These programmes are validated by The Open University and involve both residential and on-line students (hybrid delivery). In the UK we also deliver a variety of non-accredited courses including our En Route programme which is delivered three times a year and a variety of shorter on-line and residential courses. All courses embody a holistic approach to learning and attract students from a wide variety of countries across the globe. Whether or not the students studied on our campus or remotely, we place a significant emphasis on learning in an intercultural community, because this grounds the whole training around the personal, spiritual, and relational formation of our students. The gaining of practical experience is a key part of the training with students engaged in a wide range of practical ministries and internships both locally and across the globe.

In addition, we continue to work with a wide range of partners both nationally and internationally, particularly through our All Nations On The Move (ANOTM) initiative which responds to invitations from churches, mission movements and training institutions particularly in the Global South, to partner in the delivery of cross-cultural mission training. This year we have partnered with 19 institutions across 5 continents. We have been involved in the delivery of training 1,362 people comprising 34 undergraduate, 34 postgraduate, 32 Enroute courses, 9 BA modules, 209 short courses and 1,044 ANOTM training.

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

The College also acts as a conference and retreat venue for other organisations, providing a space for refreshment, rejuvenation and equipping of those involved in cross-cultural mission and ministry, among others. Approximately 3,000 in total came in person and 200 remotely as short term visitors to a conference, event or short course this year.

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

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

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

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

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

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

Students were involved with a wide range of opportunities for their weekly practical ministry. Some students helped run an afterschool drop in for teenagers with FUTURE HOPE. Other students have had placements serving in their local church helping with; leadership development, preaching; and leading Sunday school. In London, some students have continued to develop the student service at Chinese Church in London (CCIL) Soho. Onsite placements continued to be offered with prayer ministry, retreats, creation care, and in managing the popular All Nations coffee shop. Further afield, remote access students have been undertaking their practical ministry in a variety of different countries, including leading the church's youth group in Argentina.

Nine students undertook their Ministry Internships during college holidays. Placements varied greatly as students explored future ministry contexts and organisations. Three students spent their placements in north, east and west London, with London City Mission and churches, others volunteered in student ministry in Norway, serving the urban poor in Thailand with OMF, mobilising young adults to mission in Scotland and Ireland with The Send, and working with Africa Inland Mission in Jordan. A number of students reflected back on their previous mission experiences aboard, including the OM Ship Logos Hope, and YWAM Harpenden.



Practical Courses are designed to upskill and prepare our students for life after college. A number of new courses have been designed and delivered this year, including An Introduction to Support Raising, Bible Storytelling and Sports as Outreach in partnership with KICK UK.

Beneficiaries

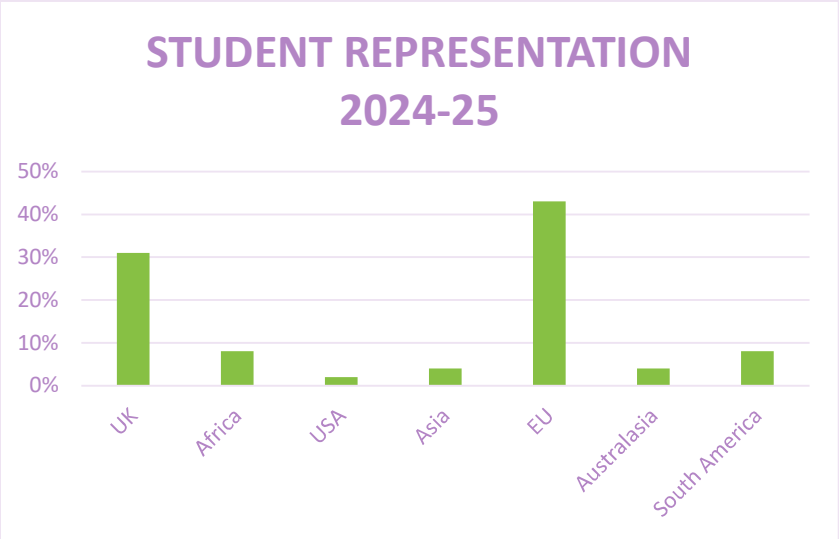
Our primary beneficiaries are those who are trained and equipped through our training programmes, both in the UK and beyond. Students go on to be involved in a wide variety of mission activities including church planting and evangelism, discipleship, relief and community development projects, advocacy,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

In 2024-25 1,362 (2023-24 1,315) people were trained and participated in trainings run by All Nations.

Training Activities

Student Numbers

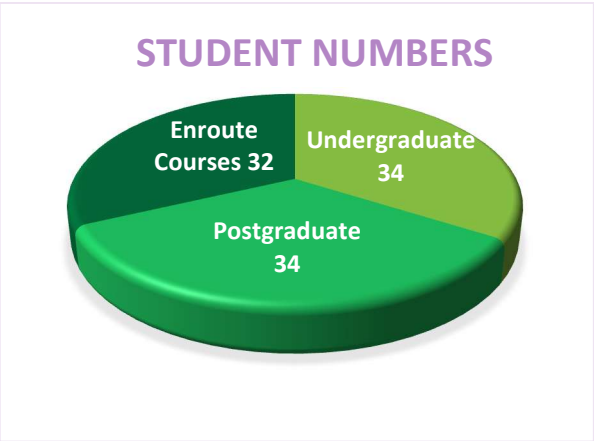
The College continued to run its range of courses during 2024-25, all of which reflect the College's "head, heart and hands" approach, a holistic learning strategy that integrates intellectual, spiritual and practical dimensions of training.

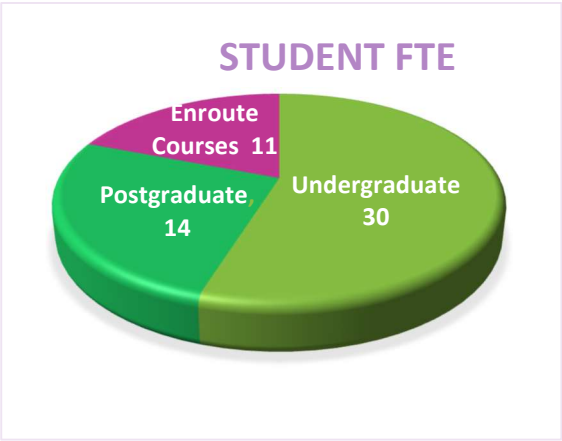


We had 25 nationalities represented in the student body of which 31% came from the UK, 43% from the EU, 4% from Asia, 8% from Africa, 8% from South America, 2% from USA and 4% from Australasia.

The Undergraduate and Post-graduate programmes were validated by The Open University (OU) in April 2022 and April 2023 respectively. These validations apply for five years. Both programmes are delivered in both campus-based, hybrid and remote-access modes. The College is registered with the Office for Students.

The College attracted students of a high calibre and we had 100 students (55 FTE) in total during the year including 68 (44 FTE) on our validated programmes. We had 34 students (30 FTE) on our BA programme; 34 students (14 FTE) on our post-graduate MA/MtH and 32 students (11 FTE) on our Enroute course. In addition to this, we had 9 students accessing our BA modules. Of our 100 students 58 students were living on site, 8 hybrid and 34 accessed our training remotely.





In 2024-25 the total number of people who received All Nations training increased to 1,362 (2023-24 1,315). That is made up of 68 on a validated programme, 32 on the Enroute programme, 9 doing BA modules, 209 on a short course and 1,044 as part of All Nations on the Move.

Student experience and feedback

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

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

Very positive learning experience alongside committed students and a very dedicated staff. Thank you

One of the most valuable things about learning in All Nations is the community life, and I think by serving in the community in doing chores or helping with other activities, students can be equipped with a lot of important skills and values which are vital for mission work in the future.

Thank you for your service and dedication!

I am grateful because I have learned a lot throughout my time here, and I am hoping to keep on learning for the next two years.



Postgraduate students also provided positive feedback on the programme:

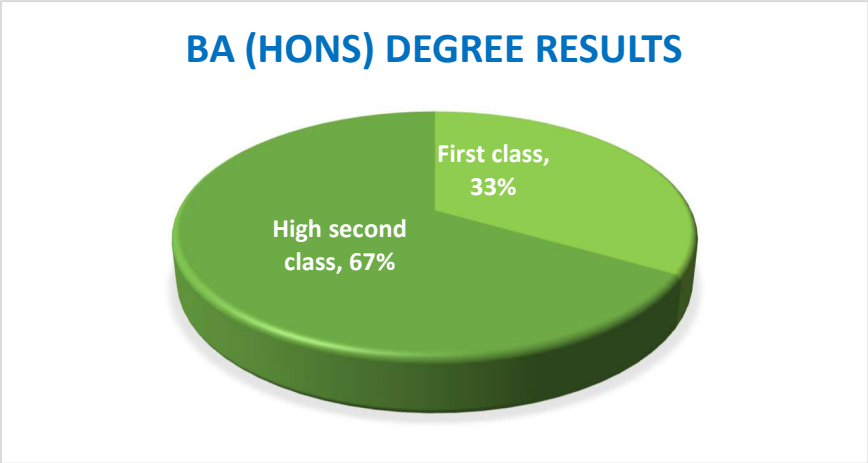
ANCC gave me so much more than I expected. It was humbling to study with wonderful students doing amazing things for the Kingdom around the world.

The class atmosphere was cooperative not competitive. The staff were empathetic when I got stuck, endlessly patient and swift to respond to queries.

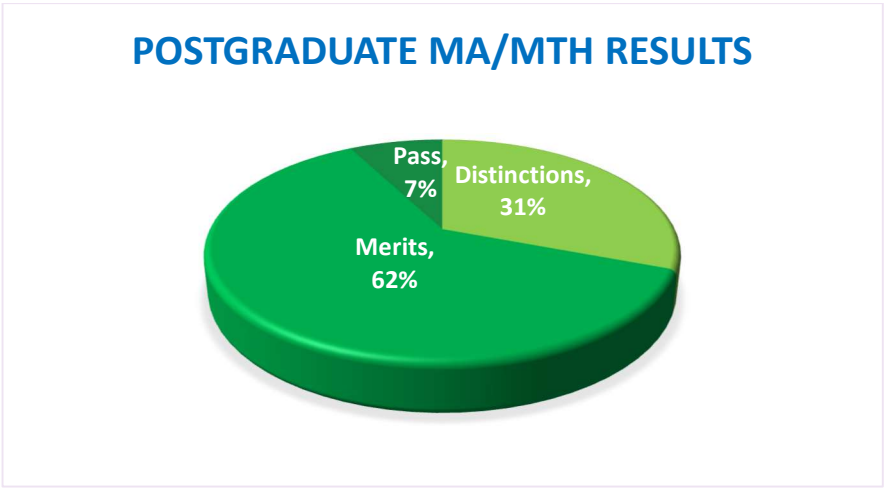
I thank God for such a rich experience. I shall be a better speaker/writer because the discipline of wordcounts has taught me to sharpen up my writing. I shall be a better reader because I have learned different ways of reading. I hope to be a better person because wrong attitudes and beliefs have been exposed. I will continue to promote ANCC whenever I can.

Academic achievement

The undergraduate examination board that met on 16th July 2025 confirmed 3 students to receive their BA (Hons) degree. Of the 3 students, 1 gained first class (33.3%), 2 gained high second class (66.67%). There were no low second or third class or fail.



The Postgraduate exam board met on 20th November 2024 with 13 students graduating; 2 with PG Dip and 11 with MA/MtH
awards. Of the 13 graduating students, we had 4 students achieving distinctions (31%), 8 merits (62%) and 1 pass (7%). While the results are not quite as exceptional as last years, this continues to be a strong performance record for the programme with the only pass being a result of an exit award and all other students in the merit and distinction categories.



External examiners' commendations

The external examiners on the BA and MA programmes have consistently commended the standard and quality of the curriculum, teaching, learning and assessments. The following are comments from the external examiners' report on the **BA programme** of 2024-25:

The students' work demonstrates the achievement of the learning outcomes of the different programmes. In comparison with my own university, there is an impressive focus on practical skills and missionary context, which is fully aligned with the programmes' learning outcomes.

In particular, the programme is to be commended for fulfilling the interdisciplinary nature of many assignments and for assignments that are clearly linked to employability.

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

In my view the work of students is of a very high level in comparison to that of comparable programmes. I was impressed by students' ability to move beyond description to critical engagement in all assignments. This was particularly evident in assignments that involved personal reflection.

The pieces of assessment are well designed and challenge the students appropriately.

The quality of critical engagement is generally very good.

Students demonstrate the ability to make relevant connections between theology and other disciplines (anthropology, development studies, cultural studies, etc.).

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

The changes to the moderation system are excellent, and the policy works well.

The comments made by tutors in assignments and on the first marking sheet are comprehensive. There is an appropriate balance between highlighting good aspects and
giving advice for improvement. In particular, tutors are to be commended for giving advice for improvement even on assignments in the highest-grade categories.

The grades achieved by students indicate that the teaching provided is very effective. Students have been equipped with appropriate knowledge and understanding and been guided into critical engagement and interdisciplinary approaches.

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

Practical arrangements

I was supplied with sufficient materials to enable my role to be fulfilled: written assessments, and written materials for assessed presentations.

This was all smooth. Sufficient materials were available in good time so that I was able to block out periods over a number of days to perform my tasks. The OneDrive folder was easily navigable.

ANCC provided me timely with postgraduate course work and dissertations on the shared drive. I am very satisfied with the practical arrangements, how they dealt with questions and feedback provided at the board meeting.

The contact with ANCC over the academic year, the provision of student work and programme information, and the general communication is exemplary and I am grateful to them for giving me access to their examination processes and materials; see only the point about assessment information above.

Programme standards

I am confident that the standards set are appropriate to the FHEQ and in line with the TRS subject benchmark statement. Marks are well attuned to the programme specification, programme handbook, and other relevant policies. Marks awarded are consistent. There is parity within the cohort.

The standards set are appropriate for the award.

Quality of students work

The overall quality of student's work is of a very high standard. This year, I saw very few examples of work below Merit value. I believe this reflects a highly engaged and motivated student intake, strong resources, and a staff team that is very committed to students' development.

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

The quality of the students' work is impressive and demonstrates the high standard of teaching at All Nations Christian College.

The standard of the students' work is comparable to that of other leading theological colleges I have validated for the Open University. Indeed, some submissions would not be out of place at a UK research university.

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

Teaching and learning

Students are provided with level 7-appropriate opportunities to develop their thinking about both theory and practice and are clearly very well motivated and facilitated to undertake their studies.

The very flexible curriculum, with much optionality in assessment and relatively small cohort sizes, allows various interests to be pursued.

The sample of work that I viewed attests to a high level of teaching that facilitates learning on a high level and enables the students to achieve the programmes learning outcomes. In particular, the dissertations that I reviewed show a high level of writing skills and critical argument, compared to the coursework. This demonstrates that there is a clear progression in teaching and learning through the programme. The high quality of the dissertations shows that this piece of research is the capstone of the programme.

The progress from the coursework to the dissertation shows that there is a clear sense of progression in the programme.

Marking, moderation and assessment

Tasks are well constructed for level 7. Most either come with a large set of options or the opportunity for students to address a question from the perspective of a particular context. This is a strong advantage for learning given the variety of students' backgrounds.

Steps have been taken to strengthen the approach to the documentation of and ethics approval for research involving human participants. Markers are giving more feedback on ethical issues and the conduct of fieldwork.

The marking scheme is consistently applied. Markers are generally very disciplined in using "band identifying adjectives" ("very good" = 60s) appropriately and in deploying the language of the marking criteria in feedback.

The pieces of assessment are well designed and challenge the students appropriately.

The assessment pieces of the different courses are well-aligned with the programme learning outcomes.

The feedback is helpful and consistent throughout with a focus on what to improve in the next assignment. All materials testify to an excellent feedback culture and demonstrate a working assessment system.

En Route

Each term we run a 10-week residential course ("En Route") in the UK at the Easneye campus designed to train those who are thinking about serving in intercultural Christian mission, or who are already in the process and preparing to go. This biblical training is designed give grounding in biblical study, spiritual formation and intercultural skills through studying in an intercultural worshipping community. In 2024-25, the course ran three times with a total of 32 people benefiting from En Route's intercultural mission and ministry training. These people went on to serve with mission agencies, churches and communities, including their own contexts and being sent to serve in the Middle East, Central Asia and Sensitive African Countries.

All Nations On The Move (ANOTM)

The All Nations On-The-Move (ANOTM) initiative has been running successfully for some years. It represents a key part of the College's investment in global mission training provision beyond the UK. We have built partnerships with like-minded individuals, families, churches, and mission organisations across four continents, in Latin America, Africa, Asia, and Europe.

The objective of the initiative is to build relationships with multiple partners in various contexts to offer high-quality, accessible, affordable, and appropriate intercultural mission training. We have a dedicated team building those relationships and co-delivering training. We augment that team with other faculty members as appropriate.



This year, ANOTM activities continued with the seventh En Route Romania course at the Baptist Institute of Bucharest and the third Moving into Mission programme with Agape Bible School training in Kalay Myo, Myanmar. ANCC also contributed classes to two Norwegian mission training schools, Gå Ut Senteret (GUS) and Bibelskolen i Grimstad (BiG).

Other engagements comprised a second training engagement in Possotomé, Benin (including mission training broadcasts on local radio), further courses in Guatemala with Instituto Para Misión and Asambleas de Dios, and training events in Pokhara and Kathmandu with the National Missions Commission of Nepal. Two training retreats were conducted in Kipili, Tanzania, for Moravian pastors, while various equipping events were held in Iquique, Chile, and Mendoza, Villa María, and San Miguel de Tucumán in Argentina. Pilot webinars for East Asian diaspora in the UK, and beyond, were offered in collaboration with the Christian International Theological College in Edinburgh. The total number of attendees across ANOTM training events for 2024-25 was 1,044.

The ANOTM Lead has continued to organise the ANOTM initiative alongside his Ph.D. studies, seeking to increase the number of training events, level of partner interaction, and student impact. In this regard, exploratory trips to Kenya, Ecuador, Colombia, and El Salvador have been conducted over the past year. Thankfully, the budget for 2025-26 has been maintained, allowing us to continue growing the initiative over the coming year. The number of global mission training opportunities always exceeds the resources available. This initiative is central to some of our plans for the future below.

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

Short courses

Inter-cultural Coaching: The fifth year of the Intercultural Coaching course, accredited by the Association of Coaching in partnership with Schuppener Global Transitions (SGT) based in Germany is in progress. The six-module course began in June 2025 and will finish on March 2026 with 11 students. Demand for the course continues to grow, with participants giving very positive feedback on their earning experience. The course has made several enhancements including using the VLE platform. The partnership agreement has been renewed until May 2027.

Retreats: The college site provides a beautiful space for reflection, rest and refreshment enabling the running of a range of different retreats. The Emmaus retreat is a personal retreat where you can get away for a time of spiritual renewal at your own pace. We held 4 of these retreats throughout the year with 20 retreatants in total. The creative retreat 'Jars of Clay' had 12 retreatants and was held during Lent. This retreat provides a reflective space to discern God's presence in your life journey, particularly through difficult seasons. The guided 'Come Away Weekend' retreats which include guided reflections, prayer exercises and group spiritual direction were held twice with 13 retreatants over the year. During the summer our course 'Refresh for Mission' was held on site with 9 retreatants. Refresh is a short recuperative retreat with a supportive, peaceful environment in which to process past experiences, the prospect of change and maintain a healthy ministry-life balance.

Ethical Photographic Storytelling: was held in July with 4 people enabling them to gain skills and confidence in taking better, and more ethical, photographs, improving their ability to create engaging stories.

Explore (online) is an online course for those considering mission and wanting to explore God's will for their life and for those preparing for intercultural mission service and needing some flexibility. It has also been beneficial for those already in their place of ministry and those who support others in mission, such as, sending agency personnel. It is delivered online and provides a high level of flexibility as it is not restricted to time-zones. During 2024-25 we had 13 students access the course. Students and their online tutors (experienced mission practitioners) connected from around the globe: USA, Australia, Hong Kong, Nepal, UAE, Ukraine, Romania, Netherlands, France and the UK. We received the following feedback from students:

"This course has challenged and equipped me in ways I didn't expect. It's not just training for a role; it's been part of the preparation of my heart."

"Practical tips, spiritual insights, mental encouragement, and beautifully written devotions all came together to make this course an absolute joy to go through."

"The modules on intercultural discipleship and sustainable development have helped re-shape my approach to mission, not as a "fixer" but as a listener, learner, and servant."

Discussion is in progress with Amor Europe as to whether the Explore course can be an integral part of their GAP programme. Amor Europe is a Christian charity working in challenging countries bringing transformation with young people through youth and children's worker training, house building and clean water projects.

Two out of four modules of the Explore course have been translated and piloted in a rural, restricted access area. Students take a longer period to complete the topics and, as many of the students do not have academic backgrounds, there are frequent meetings with the facilitator to aid the learning process. The remainder of the course is expected to be completed by the end of 2025. The pilot has already yielded valuable insights, highlighting key considerations for effective contextualisation of both content and delivery.

Encounter is a short course that has enabled participants to understand the basics of intercultural mission as they embark on a short-term posting. The majority of the small number of students has been sent by Latin Link. We received the following feedback from students:

"It re-centres you on how to approach mission and the way that God sees it. It confronts your motivations and helps you to think more about aspects of mission and culture that perhaps you hadn't thought about before."

"It's given me new ideas about what mission actually is and the skills to be able to adapt to a new culture."

EnVision (online) is designed to help Christian groups, especially local churches, learn more about how to engage in intercultural ministry. While there has been little uptake in the last year, mission agencies have expressed interest in using sections as part of awareness raising and staff development. We are in discussion with three churches interested in using EnVision and we hope to produce, by request from an All Nations student, a version with Romanian subtitles.

Other activities

Events

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

Carols from Easneye: December 2024
In December we hosted around 300 people for our annual 'Carols from Easneye' event. Our theme was *'for unto us a child is born, to us a son is given.'* Advent readings highlighted the themes of hope, love joy and peace. The All Nations' International Choir performed a range of songs and carols and a former student mounted a Christmas art exhibition for us. It was great to connect with local churches and friends of the college.

Graduation: **January 2025**
We had a joyful and special day for the MA and BA Graduation which took place in January. Our guest speaker was former Principal Rev/Dr Chris Joe Kapolyo, who gave an excellent sermon on Christian Discipleship.

Missions Fair: January 2025
We welcomed 30 different mission organisations on site for our annual Missions Fair. They promoted mission opportunities to our students. Many who came were All Nations alumni so it was great to connect and give them an update on college life.

60 Year Celebration of All Nations Missions Training: May 2025
Our main event this year was the 60 years of All Nations Training Celebration. Over 500 people gathered in person at Easneye and online to be part of the special day. We had a past, present and future theme to the day. A celebration service began with multicultural worship and then an address by former Principal Rev Dr David Harley. This was followed by an afternoon tea on the lawn at Easneye. Also present were mission organisations promoting opportunities to serve, as well as an immersive exhibition of photos and memorabilia of All Nations past and present. We also had an art exhibition of former student's work.

Ministry Placements Cream Tea: June 2025
Our students have benefitted from doing their practical ministry placements with a range of churches and local organisations. We are thankful for these ongoing partnerships which allow students the chance to learn new skills and gain ministry experience. A cream tea was held as an expression of our thanks for their support.

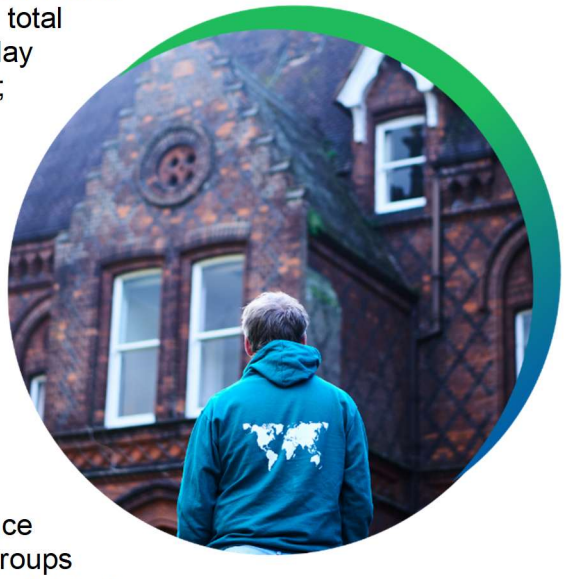
Conclusion of Studies: July 2025
We were delighted to both congratulate and commission students from the En Route and BA Programmes at the end of the college year. This year our students will be going to serve in Central Asia, Thailand, Papua New Guinea, Malaysia, France, The Netherlands and the UK.

Coffee Shop and Book Shop
We continued to run the All Nations 'Coffee Shop and Book Shop.' Students and staff love hosting friends and visitors, and the coffee shop is thriving and blessing all who come.

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

Conferences and hospitality

Conference and hospitality income grew again with total income for 2024-25 of £229k which is 11% higher than £207k last year which had grown 19% compared to the previous year. We had a total of 2,083 people over 125 days which includes 659 for day conferences; 1,070 stayed for residential conferences; 203 came for events including local churches and community events and 151 for afternoon teas. As the college accommodation is not full, we have been able to offer smaller events during term time which is opening up new opportunities for those that are looking for smaller conferences in a prayerful community within beautiful surroundings. To resource this, in March 2025 we welcomed a new conferences and housekeeping manager and a housekeeping and duty officer to help support the increase in the number of bookings for the year.



The summer conference season we had 28 conference groups come through the college. The size of the groups ranged from 10 to 150 people. An estimate of 1,070 individuals either spent the day or stayed with us over the summer. The groups that came through included churches, mission organisations, retreat groups, freedom ministries and teenagers studying for GCSE and A levels.

On site charity lettings

We are blessed by the fellowship we have with Friends International and Serving in Mission (SIM) who rented office space during this year. SIM moved their office at the end of September 2024.

Consultancy

The 2024-25 academic year saw the continuation of Tim Davy working with a team of theologians writing a joint Lausanne Occasional Paper on a theology of child participation on behalf of Lausanne's Children-at-Risk network. This work was concluded in the first half of the 2024-25 academic year and subsequently published in February 2025. See https://lausanne.org/occasional-paper/towards-a-biblical-and-theological-framework-for-child-participation-in-the-missio-dei

The consultancy relationship was continued with Home for Good (now merged with Safe Families UK) for a Theologian in Residence role. This is contracted as half a day per week.

Building on our previous work in 2022-23 with World Vision International on their project, "Building Evidence and Thought Leadership on Children's Spirituality as a Key Aspect of Child Well-Being", a

second consultancy agreement was agreed on the topic of developing a framework to shape a global indicator for reporting on children's experience of God's love through a measure of Hope. This project included initial papers and a gathering of the team (of which Tim Davy is a member) and All Nations was chosen as the venue for their initial meetings in August 2024. Work for the project continued through the 2024-25 academic year and the project was extended slightly into the 2025-26 academic year.

A further contract with World Vision International was secured in the 2024-25 academic year to work with another team of theologians on a project looking at the development of a theology of emergency relief for the organisation.

Marketing and communications

Throughout the year 2024-25 there have been a number of conferences and events that the Marketing and Communications have attended to promote the college. These include:

Intercultural Churches and City Transformation (ICCT) Conference London: January 2025
An annual conference fostering meaningful intercultural dialogue, by bringing together thinkers and practitioners of individuals, from diverse nationalities, ethnicities, races, ages, abilities, socio-economic classes, church denominations. Attended by 3 staff members.

Intercultural Worship 'Taste of Heaven' Coventry Cathedral: May 2025
The first national intercultural worship festival of its kind taking place in Coventry Cathedral to inspire and equip the UK church to engage in intercultural worship. Sessions led by All Nations tutors and students organised the promotional stand,

Intercultural Leadership Forum: October 2024 and May 2025
The Intercultural Leadership Forum is a strategic gathering of national leaders considering and reflecting on intercultural engagement. This is a growing and evolving space for conversation and prayerful reflection to discern God's direction on a national level. Staff members attended both forums and contributed to the dialogue and promoted All Nations training.

Creation Fest: July 2025
Creation Fest exists to celebrate the good news of a God who loves us, through festivals, events and gatherings designed to creatively communicate the Christian faith and inspire others to do the same. A staff team promoted the college training programmes at this event where there were 2,000 attendees

Big Church Festival: August 2025
A team of students promoted All Nations at the biggest church festival in the UK. 35,000 attending from national churches in the UK which also took place in August.

Global Connections (Eastern Partnerships): Sept – April 2025
Over the course of the year staff and students have been promoting the college through the Christian Unions Global Connections Eastern Partnerships forum. It has been a joy to connect with college and university students.

Fundraising

We are profoundly grateful for the continued generosity and sacrificial giving of Trusts and individual donors, whose regular and one-off contributions have been a significant support to our work throughout the year. We have been particularly encouraged by continued support for bursaries enabling students, both at undergraduate and postgraduate levels, to overcome financial barriers and be trained and equipped for their mission and ministry work worldwide.

Fundraising initiatives throughout the year, include our Christmas Carols from Easneye, Graduation Service, email updates also provided a meaningful opportunity for supporters to invest in the College. Our special 60th Anniversary celebration was also a joyful milestone and we are extremely grateful for funds raised through both ticket sales and generous one-off gifts to our 60 Years and Beyond Easneye

appeals. We also acknowledge with thanks the faithful commitment of our regular givers, whose ongoing support remains vital to our work and our mission! Thank you!

All Nations is compliant with recognised standards of fundraising, including the standards published in November 2016 to ensure both the protection of vulnerable individuals and to avoid intrusive or persistent approaches. The College fully supports such requirements. The College's fundraising practices are ethical and in accordance with Biblical principles and the College does not participate in street fundraising. In 2024-25 to signing the College received no complaints about the College's fundraising practice. The College did not use a professional fundraiser this year. We have appointed a fundraising advisory firm to improve our performance in this area.

Impact programme
The Impact Programme enables donors to partner with All Nations and make a future investment in developing strategic leaders particularly from the Global South. Many All Nations graduates have moved into significant positions of leadership globally, which has brought about transformational kingdom impact across the world. More talented leaders have a desire and need for mission training, but do not have the opportunity due to financial constraints. The programme is particularly aimed at donors who want to make a significant financial contribution towards a student/leader and partner with them over the course of their studies. We hope that this type of investment could make a long-term impact as leaders are equipped to influence at local, national and global levels of mission and ministry.

In 2024-25 we had 2 MA students benefitting from this programme. The distinction between this and our bursary scheme 'Enable All' is that this programme provides full funding to strategically identified students.

Enable All
'Enable All' initiative is to enable all students in need of bursaries to receive some form of funding to study with us based upon their application and specific needs. During 2024-25 we granted bursaries to 33 students to help with their student fees for 2024-25. Of these individuals we had 12% from the UK, 34% Africa, 9% Asia, 24% EU and 21% South America.

These bursary grants are possible because of generous individuals, churches and trusts who give donations and bequeath legacies to our bursary fund.

Staff development and volunteers

The College is committed to staff development and staff have undertaken various training sessions this year in their teams and departments according to their specific areas of work. An all staff training day took place in September 2024 with a Myers-Briggs workshop. Staff had the opportunity to assess their personality type as individuals and explore how these personality types and preferences interact with each other. The objective was for team members to be more self-aware and look at how they can communicate effectively within their teams as they collaborate and work with others. In September 2025, two half day training sessions were held for all staff. One session was with an expert walking everyone through the practical use of MS Teams as we move towards using it more as a staff team. The other session was titled Relationships in Colour run by our own CEO Timothy Young. This was to empower all staff to improve the health of the relationships we have and to be more intentional about how we form community Beyond Easneye.

We have had a number of volunteers during the year, including around 11 Mission Staff with 8 of whom have been residential on site, and 7 regular volunteers who are local to the vicinity of All Nations. They all provide an invaluable contribution to the running of the College. They undertake roles from digital learning roles, tutors in pastoral care, training facilitators and administrators, family link, creation care, tutor in biblical studies, prayer & retreats co-ordinator, library, administration and reception volunteers. The Trustees wish to acknowledge and thank all those who make a significant contribution to the services of the College by giving up their time. We are extremely grateful for their hard work and dedication.

Plans for the future

We recognise that an increasing number of potential students require training outside the UK and that even those wanting training in UK want courses to be increasingly flexible and accessible. All colleges in our sector are experiencing these shifts in the market. This year we appointed a change specialist as CEO alongside our experienced Academic Principal to lead us through the transition.

Our 2025-2030 Strategic Objectives are:

1. Continue to deliver high quality training in the UK and elsewhere in partnership with others
2. Move out of Easneye site to release capital for sustained redevelopment of all of our courses and programmes to make them simpler to adapt for learning communities in different contexts
3. Ensure that wherever we operate we are part of sustainably resourced network of collaborators
4. Develop the capacity with churches and mission organisations to support the life-long learning of missionaries and their teams around the world throughout their working life.

Partnerships outside the UK
Through our ANOTM initiative we have been building partnerships with churches, colleges and mission organisations around the world to deliver training closer to the point of need. We are preparing to strengthen this initiative to identify places we can work strategically to equip for mission. In addition to our existing mobile training programmes, we are systematically developing the collaborative relationships to co-deliver more permanent training programmes outside the UK. To be considered a sustainable permanent location for training, a set of collaborative relationships will need to be in place to make a "minimum viable ecosystem" for training.

- Organisations who have a regular stream of individuals and groups who need training in that location.
- Training facilities (with support for trainers and administration) at an economically viable level for the students.
- Organisations or individuals who are willing to commit to where necessary to provide bursaries for students in that location.

We are already in detailed discussions with our first potential ecosystem and exploring the possibility of a pilot programme in 2026-27.

Enhanced Learning Programme
Our 'Bridge' team have started work on digitising our course content so that students can access the information element of our courses more flexibly. Students are trialling the first modules this year to help us refine the programme. The students access the information in groups or alone in their own time, in preparation for a carefully designed workshop led by a tutor for the whole group. They then consolidate the learning with guided study after the workshop. The design is careful to make sure that the required information is cognitively accessible and that students learn together in community so that they don't just learn information but develop the skills and character for mission. This year we will increase the pace of module development, whilst actively monitoring and learning how to improve the development process itself. This programme provides the backbone to enhance our accredited programmes and support partnerships around the world. In 2026-27 we plan to revalidate our BA programme with the OU. The revalidation presents us with the opportunity to carefully research and assess what knowledge, skills and character the market requires for this next generation of students. Our programme to enhance our teaching methods is intended to prepare us to configure our programmes to more closely match the needs of the global church.

Move Beyond Easneye
In May 2025, after an extended period of prayer, reflection and consultation, our trustees decided to sell our current campus to release capital for the transformation programme and ensure we have the right resources for the years ahead. We will be teaching and hosting conferences at Easneye until August 2026. From September 2026 we expect to be co-located with another college, teaching our established programmes. This relocation will involve substantial change for our existing staff. We are

increasing our team to support this transition. We appreciate the prayers of our wider community as we move away from our site, where we have seen God be so gracious, and closer to the places where we are needed in future.

In 2025-26 we will go through our regular institutional re-accreditation process with our validating partner, The Open University. Successful completion of this is a key priority.

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

- Further develop our marketing and communication function, making it easier for potential students, partners and donors find out what they need to know and build relationship with us.

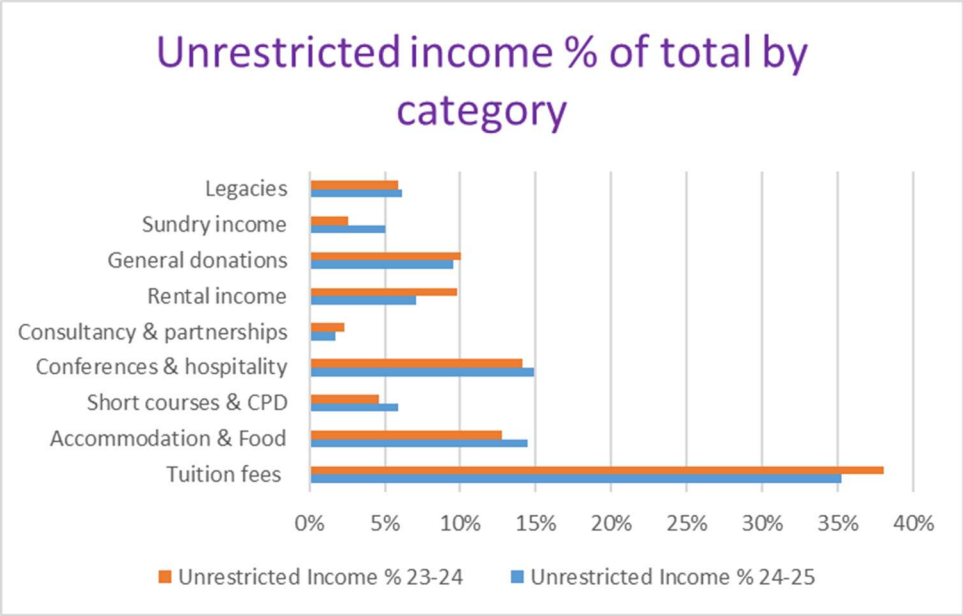
- Strengthen our fundraising function to access the resources required to deliver the planned changes to our training strategy and provide financial support for students through our bursary fund, including our development of the 'Impact programme'.



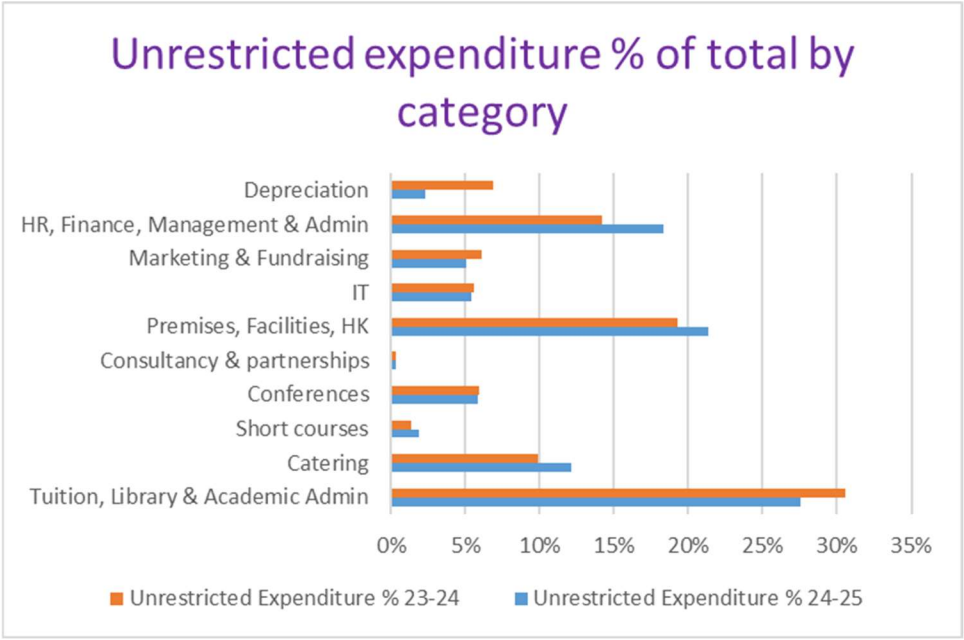
Financial review

The results for the year ended 31st August 2025 are set out in the Statement of Financial Activities. These show that a deficit of £238,978 (2024: deficit £143,362) arose in the year.

Unrestricted fund balances carried forward at the year-end were £1,649,397 (2024: £1,821,807). Restricted funds carried forward at the year-end were £154,250 (2024: £227,073). Endowment funds carried forward at the year-end were £150,461 (2024: £144,206).



The level of donations received this year was lower than the previous year with £191,234 this year compared to £207,143 last year. We had 264 individual donors who gave regularly throughout the year amounting to 48% of our total donations. We also had 48% of our donations come from trusts and the remaining 4% from organisations such as churches and mission agencies. Restricted giving £44,391 not reflected in the pie charts above, was encouraging and was mostly to fund bursaries however this was lower compared to the previous year £60,431. As mentioned in the fundraising section earlier, we have appointed a fundraising advisory firm to improve our performance in this area.



Investment policy

Under the Articles of Association, the charity has the power to make any investments which the Board sees fit. The Board has considered the most appropriate policy for holding the endowment fund, balancing ethical, social and environmental considerations with the need for both income and capital growth and has found that the M&G Charifund, designed specifically for the charity sector, meets these requirements. For the year ended 31st August 2025, the investments held saw an increase in value.

In order to mitigate risk in the banking sector, surplus cash is put on deposit with various different banks. At year end monies were split between CAF Bank, CBF Church of England Deposit Fund, Barclays Bank, and Scottish Widows Bank. In September 2025 we opened a high interest savings account platform with Flagstone Investment managers with the intention to deposit funds into various higher interest savings accounts to make sure we are stewarding our cash in the charity's best interest.

Grant making and fee payment arrangements

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

- The bursary fund: in 2024-25 we awarded £106,432 (2023-24: £78,704) in bursaries. £51,046 of these were for the year 2024-25 and £55,386 for 2025-26, to students who would otherwise be unable to afford to come to College. We are actively fundraising for Bursaries and investigating solutions to alleviate Visa restrictions.
- Our accreditation with the Open University and registration with the Office for Students means that students from the UK applying for a first degree or a post-graduate degree should be eligible for a student loan. This means that people from the UK with no financial means of their own are not prevented from coming to All Nations as a result of the level of fees.

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

Reserves policy

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

The free reserves at 31 August 2025 amounted to £610,133 (2024: £414,195), an increase on the previous year. In addition, the College has designated funds totalling £412,695 (2024: £412,695) at 31st August 2025. These funds are made up of: Seed Funding totalling £18,125 (2024: £18,125), and a Strategic Fund totalling £394,570 (2024: £394,570). The designated reserves would also be available as free reserves in the event of a winding. In addition, the College has restricted funds of £154,250 (2024: £227,073) and funds totalling £777,030 (2024: £1,139,123) which can only be realised by the disposal of fixed assets and endowments. The total funds held at 31st August 2025 amounted to £1,954,108 (2024: £2,193,086). Details of the funds are shown in notes 16 to 19 of the financial statements.

Structure, governance and management

Governing document and constitution

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

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

Trustee Board

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

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

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

During the year the Finance and Resources and Governance Committees reviewed key policies for the College, although the full Board bears the responsibility for their implementation and compliance. More information about the Board members can be found on the charity commission website and on the College's website: https://www.allnations.ac.uk/about-us/teaching-staff.

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

Chief Executive Officer and Academic Principal

The PCEO role has been split into two roles, CEO and Academic Principal. These roles are appointed by and responsible to the Board for managing the day-to-day operations of the charity, and for reporting to the Board on progress in achieving the strategic objectives set by the Board. We welcomed Timothy Young who joined as CEO on the 1st May 2025 and Rev Dr VJ Samkutty who moved from interim PCEO since the beginning of the year to Academic Principal from the 1st May 2025.

To facilitate effective operations, the CEO and the Academic Principal have delegated authority, within the terms of delegation approved by the Board, for operational matters including finance, facilities, training and communications. Their appraisals take place annually, carried out by the Chairman and Vice-Chair of the Board.

Key management personnel remuneration

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

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

Board members' responsibilities

The Board Members (who are also directors of All Nations Christian College for the purposes of company law) are responsible for preparing the Board Members' Report (incorporating the directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: *The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)* and the requirements of the Office for Students.
Company law requires that the Board Members must not approve the financial statements for each financial year unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the charitable group for that period.

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

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

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

The Board Members have taken reasonable steps, during the year and up to the date the financial statements are approved, to:

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

In so far as the Board Members are aware:

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

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

Internal controls

The College has in place arrangements for the prevention and detection of corruption, fraud, bribery and other irregularities. These internal controls are in place to safeguard assets, ensure proper accounting records, and provide reasonable assurance that risks are identified and managed in support of achieving organisational objectives.

Risk Management and Control Framework

- Risk identification and management is an ongoing process embedded in operations and linked to strategic objectives.
- The College adopts a risk-based approach, evaluating both the likelihood and impact of risks becoming a reality.
- Risks considered include business, operational, compliance, and financial risks.
- The board receives regular reports on risk and internal control throughout the year, and reviews the effectiveness of these arrangements annually.

Policies and Procedures

- The College has policies covering whistleblowing, anti-corruption, bribery, and fraud prevention, supported by documented financial procedures and controls.
- A dual signatory policy applies to payment processing with the exception of low-value transactions such as petty cash and credit card expenditure.
- Risk assessment and internal control responsibilities are embedded within day-to-day operations.

Audit and Assurance

- External auditors review the effectiveness of key controls annually and report findings to the governing body. For 2024–25, their overall assessment was that controls provide a system with low risk. Walkthrough tests and sample transactions confirmed that systems and procedures operated effectively.

- External audit contribute to strengthening the control environment and improving value for money.

Significant Weaknesses

- There were no significant internal control weaknesses or failures that arose during the financial year, and the period up to the date of approval of the audited financial statements.
- The governing body acknowledges its responsibility for maintaining a sound system of internal control and confirms it has reviewed the effectiveness of these arrangements.

Risk management

The College Board and Senior Leadership Team (SLT) recognise that effective risk management is fundamental to sound governance and management practice. Risk management is embedded within all aspects of strategic and operational planning and forms an integral part of decision-making.

Risks are assessed for all new activities and projects to ensure alignment with the College's objectives and strategy, and to confirm that any associated risks are manageable. Identified risks and opportunities are analysed and reported at the appropriate level, including to the Board via the Finance and Resources Committee.

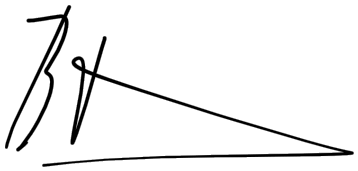
A comprehensive Risk Register is maintained, covering key strategic, business, operational, compliance, and financial risks. Each risk is assigned a rating based on likelihood and impact, along with early indicators to signal potential escalation. Risks are prioritised by rating and reviewed for mitigation or escalation.

The Risk Register is formally reviewed by the Board annually, while specific risks are considered more frequently where volatility is identified. The SLT reviews risks at the start and end of each term and monitors emerging issues throughout the year.

Auditors

A resolution will be proposed at the Annual General Meeting that Xeinadin Audit Limited (previously Jacob Cavenagh & Skeet) be reappointed auditors to the charity for the ensuing year.

On behalf of the Board



Benjamin Stanley
Chairman

Dated: 15th December 2025

Independent auditor's report

Opinion

We have audited the financial statements of All Nations Christian College Limited (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 August 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated and parent charity Balance Sheets, the Consolidated Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

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

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the group financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charity's ability to continue as a going concern for a period of at least 12 months from when the group financial statements are authorised for issue.

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

Other information
The other information comprises the information included in the annual report, other than the group financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the group financial statements does not cover the other information contained within the annual report and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the group financial statements are prepared is consistent with the group financial statements; and

- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

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

In our opinion, in all material aspects:

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

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the group and parent charity and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included with the trustees' report.

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

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

Responsibilities of directors
As explained more fully in the directors' responsibilities statement, the trustees' (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the group financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the group financial statements, the directors are responsible for assessing the group and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

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

Independent auditor's report

Auditor's responsibilities for the audit of the financial statements (continued)
The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity, we identified that the principal risks of non-compliance with laws and regulations related to employment and financial reporting legislation and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011. We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team.

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

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

There are inherent limitations in the audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: http://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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



Miriam Hickson FCA (Senior Statutory Auditor)
for and on behalf of Xeinadin Audit Limited
Statutory Auditor
Chartered Accountants

5 Robin Hood Lane
Sutton
Surrey
SM1 2SW

Dated: 23 December 2025

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

	Note	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Endowment Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Year Ended 31 August 2025						
Income from:						
Donations		146,843	44,391		191,234	207,143
Legacies		93,871	-	-	93,871	198,355
Other trading activities						
Subsidiary company income		105,073	-	-	105,073	138,326
Investments	**2**	27,145	10,628	-	37,773	38,029
Charitable activities	**3**	1,164,358	-	-	1,164,358	1,064,542
Total income		***1,537,290***	***55,019***	***-***	***1,592,309***	***1,646,395***
Expenditure on:						
Raising funds						
Fundraising & Marketing	**4**	88,100	-	-	88,100	103,372
Subsidiary company costs		65,137	-	-	65,137	72,459
Charitable activities	**5,6**	1,564,853	119,452	-	1,684,305	1,627,950
Total expenditure		***1,718,090***	***119,452***	***-***	***1,837,542***	***1,803,781***
Net gain/(loss) on investments	**13**	-	-	6,255	6,255	14,024
Net income/(expenditure)	**8**	**(180,800)**	**(64,433)**	**6,255**	**(238,978)**	**(143,362)**
Transfers between funds	**18**	8,390	(8,390)	-	-	-
Net movement in funds		**(172,410)**	***(72,823)***	**6,255**	**(238,978)**	**(143,362)**
Reconciliation of Funds						
Accumulated funds brought forward		1,821,807	227,073	144,206	2,193,086	2,336,448
Accumulated funds carried forward		1,649,397	154,250	150,461	1,954,108	2,193,086

The income is wholly derived from continuing activities.
The group result for Companies Act purposes is net expenditure for the year of £245,233 (2024 exp: £157,386).
The Company's net expenditure for the year was £238,978 (2024 net expenditure: £143,362).

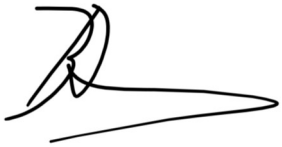
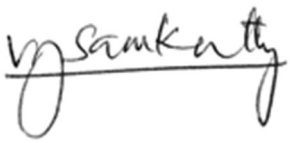
Consolidated statement of financial activities (Including income and expenditure account)

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

Balance sheet as at 31 August 2025

	Note	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Fixed assets					
Intangible assets	**11**	11,053	18,800	11,053	18,800
Tangible assets	**12**	615,516	976,117	615,516	976,117
Investments	**13**	150,461	144,206	150,561	144,306
Total fixed assets		777,030	1,139,123	777,130	1,139,223
Current assets					
Stocks		7,663	10,010	7,663	10,010
Students' fees receivable		60,132	52,107	60,132	52,107
Prepayments and other debtors	**14**	278,904	187,888	211,578	113,928
Amount due from subsidiary		-	-	87,105	106,771
Cash and cash equivalents		1,117,499	1,106,085	1,080,451	1,057,716
Total current assets		1,464,198	1,356,090	1,446,929	1,340,532
Liabilities					
Creditors: Amounts falling due within one year:					
Loans		2,200	2,200	2,200	2,200
Sundry creditors and accruals	**15**	216,442	222,712	199,273	207,254
Fees received in advance		68,478	77,215	68,478	77,215
Total current liabilities		287,120	302,127	269,951	286,669
Net current assets		1,177,078	1,053,963	1,176,978	1,053,863
Net assets	**16**	1,954,108	2,193,086	1,954,108	2,193,086
Capital Funds					
Endowment (including revaluation reserve of £40,993, 2024: £34,738)	**13, 17**	150,461	144,206	150,461	144,206
Income Funds					
Unrestricted					
General		1,236,702	1,409,112	1,236,702	1,409,112
Designated	**19**	412,695	412,695	412,695	412,695
Total Unrestricted		1,649,397	1,821,807	1,649,397	1,821,807
Restricted	**18**	154,250	227,073	154,250	227,073
Total Funds		1,954,108	2,193,086	1,954,108	2,193,086

These financial statements have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.
The accounts were approved by the Board on 15 December 2025 and signed on their behalf by:


Benjamin Stanley
Chairman
Company Number: 990054

Rev Dr VJ Samkutty
Accountable Officer

Timothy Young
CEO

Consolidated statement of cashflows
For the year ended 31 August 2025

	Note	2025 £	2024 £
Cash flows from operating activities:			
Net income/(expenditure) as per SOFA		(238,978)	(143,362)
Adjustments for:			
Depreciation		28,660	107,173
Amortisation		10,225	9,400
(Gain)/Loss on sale of property, plant & equipment		(38,582)	-
(Gain)/Loss on investments		(6,255)	(14,024)
Investment income	2	(37,773)	(38,029)
(Increase)/Decrease in trade and other receivables		(99,041)	79,988
(Increase)/Decrease in inventories		2,347	(194)
Increase/(Decrease) in trade and other payables		(15,007)	2,705
Cash (used by) / generated from operations		(394,404)	3,657
Net cash flows from operating activities		(394,404)	3,657
Cash flows from investing activities:			
Purchase of property, plant and equipment	12	(18,123)	(10,909)
Purchase of intangible assets	11	(2,478)	(9,200)
Purchase of investments	13	-	-
Proceeds on disposal of property, plant & equipment		388,646	-
Interest received	2	37,773	38,029
Net cash flows from investing activities		405,818	17,920
Net increase/(decrease) in cash & cash equivalents:		**11,414**	**21,577**
Cash in hand and at bank at start of year		1,106,085	1,084,508
Cash in hand and at bank at end of year		**1,117,499**	**1,106,085**

Net Debt Reconciliation

	At 1 September 2024 £	Cash flows £	At 31 August 2025 £
Cash and cash equivalents	1,106,085	11,414	1,117,499
Interest free loans from supporters	(2,200)	-	(2,200)
Total	**1,103,885**	**11,414**	**1,115,299**

Notes to the financial statements
For the year ended 31 August 2025

1 ACCOUNTING POLICIES

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

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

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

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

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

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

1 ACCOUNTING POLICIES (continued)

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

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

Depreciation & amortisation
The College carries out an annual review to consider the useful life and estimated residual value of the properties and consider any impairments that are necessary. Any impairment is recognised in the year in which it occurs. Depreciation is calculated on a straight-line basis at rates considered appropriate to write off the deemed cost or cost of other assets less their estimated residual value over their estimated useful lives as follows:

Freehold Easneye Estate buildings	–	0 (previously 50 years)
Residential Donated Properties	–	not depreciated
Solar panels (part of buildings)	–	0 (previously 25 years)
Furniture, fittings & equipment	–	3-33 years
Heavy plant	–	0 (previously 10 years)
Motor Vehicles	–	3 years

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

Due to the announcement of the sale of Easneye campus on 1st May 2025 to leave by 31st August 2026, we revised the useful life of the furniture, fittings and facilities equipment that is not part of the fabric of the building, to two years. We also stopped depreciating Freehold buildings, Solar panels and Heavy plant as their residual value is estimated to be above their carrying value.

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

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

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

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

1 ACCOUNTING POLICIES (continued)

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

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

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

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

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

Pension scheme arrangements
Pension costs are accounted for as the contributions are made.

Employee benefits
The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

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

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

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

2 INVESTMENT INCOME	Unrestricted Funds	Restricted funds	Total 2025	Total 2024
	£	£	£	£
Bank interest receivable	27,145	10,628	37,773	38,029

3	INCOME FROM CHARITABLE ACTIVITES & OTHER INCOME	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
	Student fee income taught awards	412,327	-	412,327	412,328
	Course fee income non-credit bearing courses	206,108	-	206,108	204,361
	Student accommodation & meals	222,717	-	222,717	187,088
	Sundry income	16,322	-	16,322	10,413
	Rental income	109,107	-	109,107	142,917
	Partnerships & Consultancy	26,317		26,317	33,547
	Conference income	132,814		132,814	73,888
	Profit on disposal of freehold property	38,646	-	38,646	-
	Total	**1,164,358**	**-**	**1,164,358**	**1,064,542**

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

4	FUNDRAISING AND MARKETING	Unrestricted Funds £	Restricted funds £	Total 2025 £	Total 2024 £
	Salary costs	56,866	-	56,866	72,755
	Advertising	2,977	-	2,977	787
	Promotional activity & Publications	17,177	-	17,177	18,279
	Database & Website costs	11,080	-	11,080	11,551
	Total	**88,100**	**-**	**88,100**	**103,372**

5	EXPENDITURE ON CHARITABLE ACTIVITES	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
	Tuition	366,080	10,078	376,158	428,397
	Catering	208,221	-	208,221	167,432
	Academic Administration	139,000	-	139,000	137,617
	Bursary grants	-	106,432	106,432	78,704
	Conferences	39,376	-	39,376	33,123
	Partnerships & Consultancy	5,146	-	5,146	5,230
	Support costs (notes 6 and 7)	807,030	2,942	809,972	777,447
	Total	**1,564,853**	**119,452**	**1,684,305**	**1,627,950**

6 BREAKDOWN OF COSTS OF CHARITABLE ACTIVITY

Support costs have been allocated as follows:

	Activities undertaken directly £	Grant funding activities £	Support costs £	Total 2025 £	Total 2024 £
Student costs	728,525	-	797,075	1,525,600	1,502,424
Bursaries granted	-	106,432	-	106,432	78,704
Conferences	39,376	-	12,897	52,273	46,822
Total	**767,901**	**106,432**	**809,972**	**1,684,305**	**1,627,950**

7 SUPPORT COST BREAKDOWN BY ACTIVITY

Total 2025	Fundraising & Marketing	Student costs	Conferences	Basis of Allocation
	£	£	£	
Premises	-	243,881	6,116	Time/Usage/Area
Housekeeping	-	50,116	-	Time/Usage
Finance	-	116,964	3,139	Time
IT	-	90,700	-	Usage
Facilities	-	67,817	1,739	Time
HR	-	49,982	-	Usage
Management	1,297	42,597	-	Time
Administration	-	81,129	931	Usage
Depreciation & amortisation	-	37,913	972	Usage
Governance	-	15,976	-	Time/Usage
Total	**1,297**	**797,075**	**12,897**	

PRIOR YEAR FIGURES

Total 2024	Fundraising & Marketing	Student costs	Conferences	Basis of Allocation
	£	£	£	
Premises	-	205,530	5,219	Time/Usage/Area
Housekeeping	-	45,022	-	Time/Usage
Finance	-	103,544	2,774	Time
IT	-	92,660	-	Usage
Facilities	-	70,799	1,816	Time
HR	-	30,809	-	Usage
Management	-	3,049	-	Time
Administration	-	84,008	976	Usage
Depreciation & amortisation	-	113,660	2,914	Usage
Governance	-	14,667	-	Time/Usage
Total	**-**	**763,748**	**13,699**	

8 NET INCOME/(EXPENDITURE) FOR THE YEAR

	2025	2024
	£	£
This is stated after charging:		
Auditors' remuneration – audit	10,480	10,240
other services	-	-
Operating lease charges – photocopiers	3,208	3,208
Depreciation of tangible fixed assets	28,660	107,173
Amortisation of intangible fixed assets	10,225	9,400

9 STAFF COSTS

	2025	2024
	£	£
Wages and salaries	793,139	792,029
Social security costs	65,462	57,592
Pension costs	57,050	59,848
Redundancy costs	-	1,615
Total	**915,651**	**911,084**

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

	2025		2024	
Average number of staff	**Number**	**FTE***	**Number**	**FTE***
PCEO/CEO	1	1	1	1
Academic	14.1	9.2	14.7	9.8
Support	19.4	13.6	19.6	13.8
Total	**34.5**	**23.8**	**35.3**	**24.6**

* Full time equivalent

The librarian has been classified as support staff rather than Academic. There was 1 employee receiving remuneration and taxable benefits between £60,000 and £70,000 (2024: 1). The calculation includes salary and estimates for death in service benefit.

The College's Key Management Personnel are deemed to be those members of staff who are on the Senior Leadership Team. During the year these were: Timothy Young (CEO from 1st May 2025) VJ Samkutty (Interim Principal/CEO to 30th April 2025 and Academic Principal from 1st May 2025), Mark Galpin, Steve Tompkins, Karen Hoar and Jill Ford. Aggregate employee-benefits of key management personnel for the year were £271,560 (2024: £242,579). The figures include salary, pension contributions, employer's national insurance, estimates for death in service benefit and housing benefit where applicable.

Office for Students staff disclosures

There were no members of staff with a full time equivalent basic salary over £100,000 per annum. From 1st September 2024 to 30th April 2025, the Head of Provider was PCEO Rev Dr VJ Samkutty and his total package was £43,861. From 1st May the Head of Provider was CEO Timothy Young and his total package was £21,420. The combined remuneration is shown below for year ended 31st August 2025:

	2025	2024
	£	£
Basic salary before salary sacrifice	61,765	61,115
Employer pension contribution	3,516	4,789
Salary sacrifice arrangements - pension contributions	-	-
Non-taxable benefits - provision of accommodation	-	-
Total package	**65,281**	**65,904**

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

9 STAFF COSTS (Continued)

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

i. The head of the provider's basic salary is 2.6 times the median pay of staff (2024: 2.5), where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its staff.

ii. The head of the provider's total remuneration is 2.6 times the median total remuneration of staff (2024: 2.5), where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration by the provider of its staff.

10 EMOLUMENTS OF BOARD MEMBERS

No remuneration was paid to any board members in respect of such office. Trustees were reimbursed expenses totalling £1,375 during the year (2024: £716). The value of expenses waived was not material.

11 INTANGIBLE FIXED ASSETS (GROUP AND COMPANY)

The new website is hosted by Champions and went live February 2024. Additional development work on phase 2 of the website work was done in 2024-25.

	Website £
Cost	
At 1 September 2024	28,200
Additions	2,478
Disposals	-
At 31 August 2025	30,678
Amortisation	
At 1 September 2024	9,400
Charge for the year	10,225
Eliminated on disposals	-
At 31 August 2025	19,625
Net book value	
At 31 August 2024	18,800
At 31 August 2025	11,053

12 TANGIBLE FIXED ASSETS (GROUP)

	Freehold Properties	Furniture Fittings & Equipment	Heavy Plant	Motor Vehicles	Total
	£	£	£	£	£
Cost					
At 1 September 2024	1,751,695	914,349	235,681	11,521	2,913,246
Additions	-	18,123	-	-	18,123
Disposals	(350,000)	(5,932)	-	-	(355,932)
At 31 August 2025	1,401,695	926,540	235,681	11,521	2,575,437
Depreciation					
At 1 September 2024	1,021,990	762,210	141,408	11,521	1,937,129
Charge for the year	-	28,660	-	-	28,660
Eliminated on disposals	-	(5,868)	-	-	(5,868)
At 31 August 2025	1,021,990	785,002	141,408	11,521	1,959,921
Net book value					
At 31 August 2024	729,705	152,139	94,273	-	976,117
At 31 August 2025	379,705	141,538	94,273	-	615,516

TANGIBLE FIXED ASSETS (COMPANY)

	Freehold Properties	Furniture Fittings & Equipment	Heavy Plant	Motor Vehicles	Total
	£	£	£	£	£
Cost					
At 1 September 2024	1,751,695	885,973	235,681	11,521	2,884,870
Additions	-	18,123	-	-	18,123
Disposals	(350,000)	(5,932)	-	-	(355,932)
At 31 August 2025	1,401,695	898,164	235,681	11,521	2,547,061
Depreciation					
At 1 September 2024	1,021,990	733,834	141,408	11,521	1,908,753
Charge for the year	-	28,660	-	-	28,660
Eliminated on disposals	-	(5,868)	-	-	(5,868)
At 31 August 2025	1,021,990	756,626	141,408	11,521	1,931,545
Net book value					
At 31 August 2024	729,705	152,139	94,273	-	976,117
At 31 August 2025	379,705	141,538	94,273	-	615,516

The freehold property Bell Lane, Broxbourne House, a property outside of the college ground, was disposed of during the year with a book value of £350,000.

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

13 FIXED ASSET INVESTMENTS (GROUP AND COMPANY)

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Listed investments	150,461	144,206	150,461	144,206
Investment in Trading Subsidiary	-	-	100	100
Total	**150,461**	**144,206**	**150,561**	**144,306**

	2025	2024
Endowment Funds	£	£
Listed UK investments		
Market value at 1 September	144,206	130,182
Additions		
Net unrealised gain/(loss) on investment assets	6,255	14,024
Market value at 31 August	150,461	144,206
Historic cost as at 31 August	109,468	109,468

At 31 August 2025, all of the charity's listed investments were held in M&G Unit Trusts – Charifund.

Shares in subsidiary company – General Funds
The company's investment in its subsidiary is made up as follows:

	Investment at cost
	£
At 1 September 2024 and 31 August 2025	100

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

At 31 August 2025, All Nations Christian College Limited held more than 10% of the allotted share capital of the following company:

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

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

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

Trading Company summary profit and loss account

	2025	2024
	£	£
Turnover	109,771	141,832
Cost of sales and administration expenses	(91,159)	(97,981)
Depreciation	-	-
Profit	18,612	43,851
Amount gift aided to parent company	(18,612)	(43,851)
Net profit	-	-

The assets and liabilities of the subsidiary were:	2025	2024
	£	£
Current assets	104,374	122,329
Creditors: Amounts falling due within one year	(104,274)	(122,229)
Total Net assets	100	100
Aggregate share capital and reserves	100	100

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

14 PREPAYMENTS AND OTHER DEBTORS

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Other debtors	198,146	127,797	130,820	53,837
Prepayments & Accrued income	80,758	60,091	80,758	60,091
Total	**278,904**	**187,888**	**211,578**	**113,928**

We have bequeathed a freehold property, which is subject to a life tenancy. The estimated value of the legacy is unknown at present. The conditions for recognition of this income have not been met and therefore this legacy is not included in income and debtors.

15 CREDITORS: Amounts falling due within one year

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Creditors	16,096	30,851	527	16,893
Deferred Income (fees in advance)	68,478	77,215	68,478	77,215
Accruals	131,868	114,646	130,268	113,146
Total	**216,442**	**222,712**	**199,273**	**207,254**
Deferred income Bought forward	77,215	60,691	77,215	60,691
Additions	46,916	57,722	46,916	57,722
Release	(55,653)	(41,198)	(55,653)	(41,198)
Deferred income carried forward	**68,478**	**77,215**	**68,478**	**77,215**

16 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group	Fixed assets	Investments	Net current Assets	Total at 31 August 2025
	£	£	£	£
Endowment funds	-	150,461	-	150,461
Restricted funds	-	-	154,250	154,250
Unrestricted funds				
General fund	626,569	-	610,133	1,236,702
Seed Funding	-	-	18,125	18,125
Strategic Fund	-	-	394,570	394,570
Total	**626,569**	**150,461**	**1,177,078**	**1,954,108**

PRIOR YEAR

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

Company	Fixed assets	Investments	Net current Assets	Total at 31 August 2025
	£	£	£	£
Endowment funds	-	150,461	-	150,461
Restricted funds	-	-	154,250	154,250
Unrestricted funds				
General fund	626,569	100	610,033	1,236,702
Seed Funding	-	-	18,125	18,125
Strategic Fund	-	-	394,570	394,570
Total	**626,569**	**150,561**	**1,176,978**	**1,954,108**

PRIOR YEAR

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

17 ENDOWMENT FUNDS

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

18 RESTRICTED FUNDS

(Group and Company)	Balance 1 September 2024	Movement		Balance 31 August 2025
		Income	Expenditure & transfers out	
	£	£	£	£
Bursary fund	194,285	50,701	(106,432)	138,554
Accommodation Fund	100	-	(100)	-
Online Fund	15,963	270	(4,697)	11,536
New dev. Fund – Zoom rooms	6,576	-	(2,942)	3,634
New dev. Fund – Maple Hall	8,080	60	(8,140)	-
ANOTM Fund	1,479	613	(2,092)	-
Library fund	213	2,000	(1,713)	500
ICT and website fund	-	150	(150)	-
Trustee Away day Fund	-	1,225	(1,225)	-
Plants for college Fund	377	-	(351)	26
Total restricted funds	**227,073**	**55,019**	**(127,842)**	**154,250**

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

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

The Accommodation Fund relates to donations specifically given to increase provision of student accommodation. Some assets for this project were capitalised, at which point transfers of £100 (2024: £nil) were made to the General Fund in accordance with paragraph 2.12 of SORP 2019.

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

18 RESTRICTED FUNDS (Continued)

The Zoom Rooms project equips every classroom and lecturer with what is needed to deliver all learning by zoom with excellence. The expenditure on this is attributable to equipment to enhance our remote digital learning.

The Maple Hall project is the refurbishment of the dining hall. Some assets for this project were capitalised, at which point transfers of £8,140 (2024: £nil) were made to the General Fund in accordance with paragraph 2.12 of SORP 2019.

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

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

The restricted funds on the new website have been fully expensed and transferred out. ICT assets for this project were capitalised, at which point transfers of £150 (2024: £9,200) were made to the General Fund in accordance with paragraph 2.12 of SORP 2019.

The Trustee Away Day funds were fully utilised for the trustee away day that as held during the year.

A small amount of funds on the Plants for college grounds is carried forward and still to be utilised.

19 DESIGNATED FUNDS (Group and Company)	**Balance 1 September 2024**	**Movement**		**Balance 31 August 2025**
		Income & transfers in	**Expenditure & transfers out**	
	£	**£**	**£**	**£**
Seed Funding	18,125	-	-	18,125
Strategic Fund	394,570	-	-	394,570
Total designated funds	**412,695**	**-**	**-**	**412,695**

Prior Year (Group and Company)	**Balance 1 September 2023**	**Movement**		**Balance 31 August 2024**
		Income & transfers in	**Expenditure & transfers out**	
	£	**£**	**£**	**£**
Seed Fund	18,125	-	-	18,125
Strategic Fund	394,570	-	-	394,570
Total designated funds	**412,695**	**-**	**-**	**412,695**

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

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

20 OPERATING LEASES
(Group and Company)

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

	2025 £	2024 £
Within one year	3,208	3,208
Between two and five years	4,411	7,619

During the year, the lease payments amounted to £3,208 (2024: £3,208).

21 CONSTITUTION OF THE COMPANY AND STATUS

The company is limited by guarantee, and each member of the Board of Management is under covenant to contribute a sum not exceeding one pound sterling in certain circumstances as set out in clause 10 of the Articles of Association. The number of members is 11 (2024: 10).

22 RELATED PARTIES

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

During the year, no teaching payments were paid to a trustee (2024: £215 including NI).

Members of the close family of the key management personnel received remuneration of £2,562 (2024: £1,602) and employer's pension contributions of nil (2024: £nil).

Redcliffe College has not been placed on the register of mergers with the Charity Commission. Redcliffe College has five trustees, four of whom are Board members of All Nations. All Nations therefore has significant influence over Redcliffe College.

During the year, All Nations had the following transactions with Redcliffe College:

	2025 £	2024 £
Bursary Fund Donation	2,295	8,000
Legacy	18,141	nil
Costs re-charged to Redcliffe	449	5,053
Balance due to All Nations at the year-end	nil	1,876
Donations received – Transfer of net assets	10,205	25,000

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

ALL NATIONS CHRISTIAN COLLEGE LIMITED

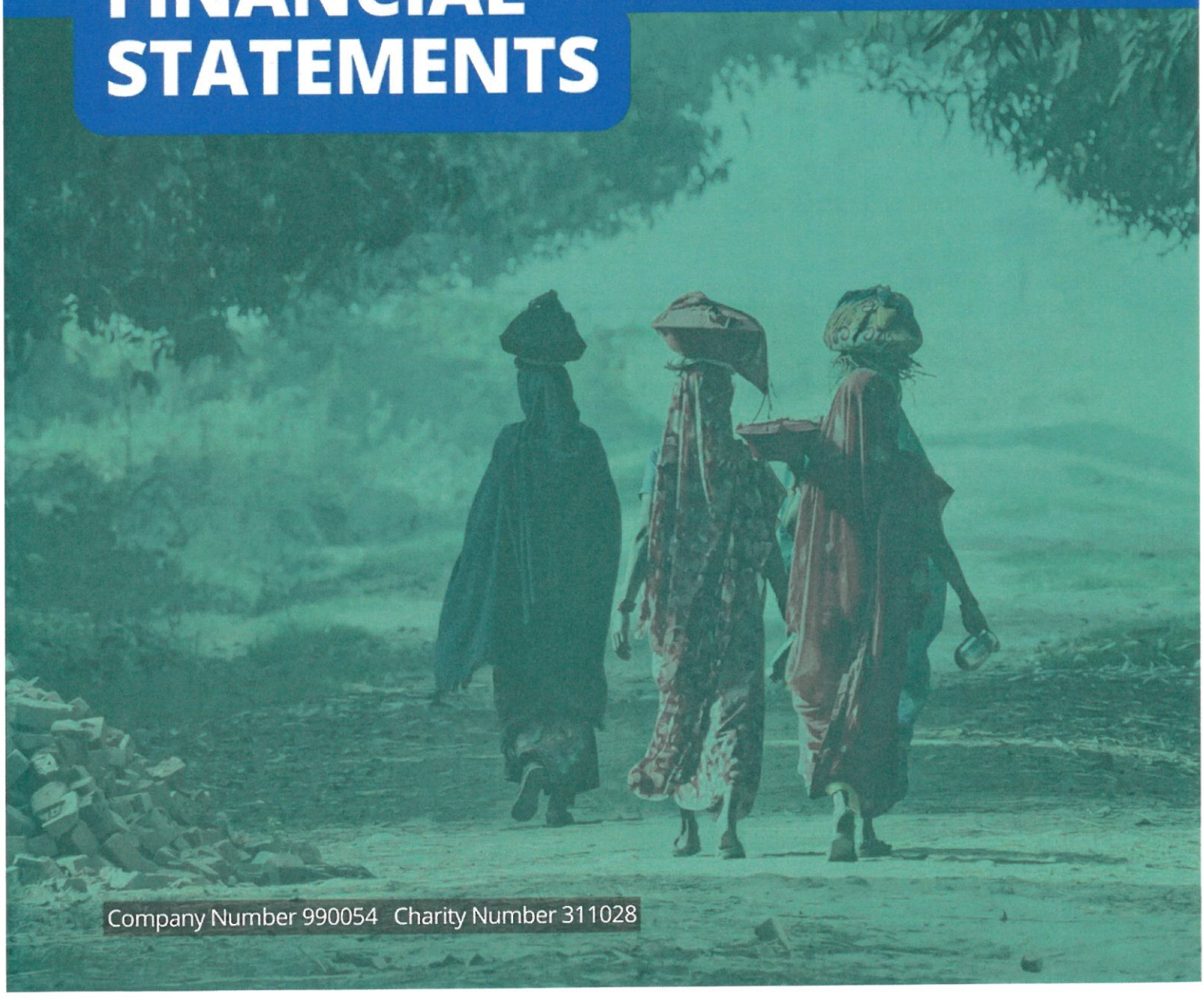
England & Wales - Charity number 311028

Accounts

allnations
training for mission

Year ended 2024

REPORT AND FINANCIAL STATEMENTS



Company Number 990054 Charity Number 311028

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

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

Reference and administrative information

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

Board members

The following members served during the year:

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

** Member of Finance Committee*
*** Member of Governance Committee*

Company Secretary is Mrs Karen Hoar

Professional advisors

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

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

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

Solicitors
Anthony Collins
134 Edmund Street, Birmingham B3 2ES

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

Registered Office
Address: Easneye, Ware, Hertfordshire, SG12 8LX
Email: fd@allnations.ac.uk
Website: www.allnations.ac.uk
Telephone: 01920 443500

Chairman's statement

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

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

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

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

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

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

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

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

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

Ben Stanley
Chairman, Board of Trustees

Objectives and activities

Our purpose and values

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

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

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

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

The values of the College are:

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

Public benefit

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

Activities

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

Beneficiaries

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

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

Library

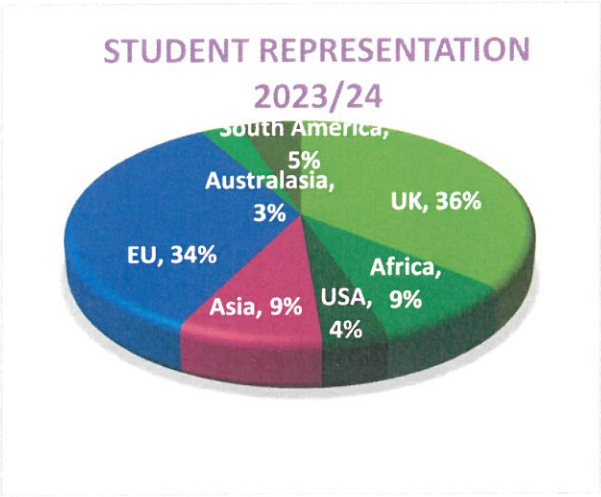
All Nations' library provides a supportive environment for learning and study in which all library users can find high quality information resources and services to facilitate their current or continuing education, their personal and professional development and their role within the Christian community.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

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

Achievements and performance

Review of operations for the year

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



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

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

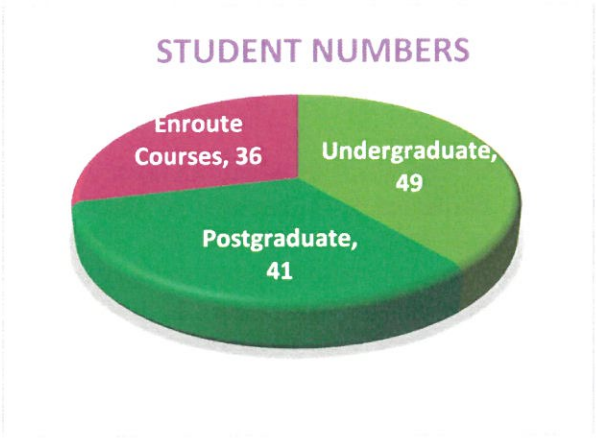
Both programmes are now delivered in both campus-based, hybrid and remote-access modes. The College is registered with the Office for Students.

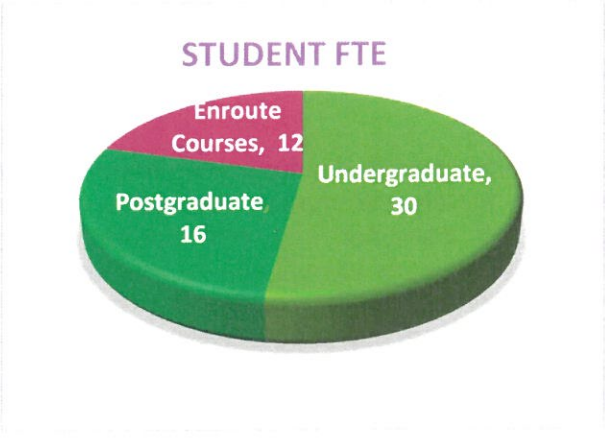
Student experience

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

Student numbers

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





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

Revalidation

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

Student feedback

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

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



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

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

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

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

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

Postgraduate students also provided positive feedback on the programme:

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

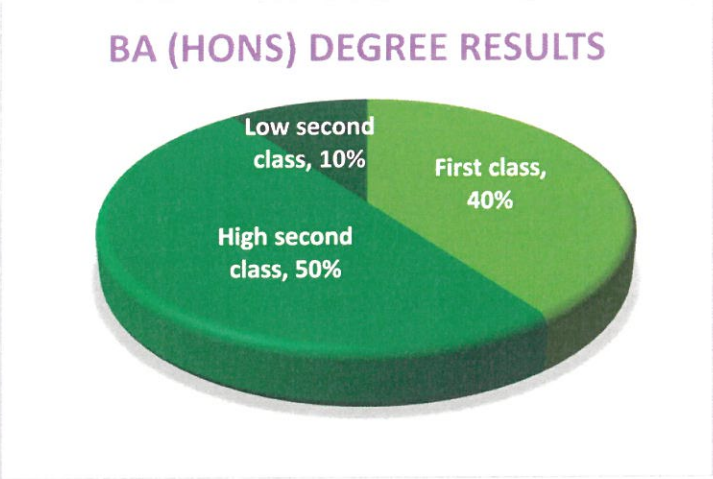
It has been a great learning experience at ANCC over the past three years as a part-time online student. Thank you for the support from the tutors and other staff who enabled me to finish the MA course at a good pace while working full time as a missionary.

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

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

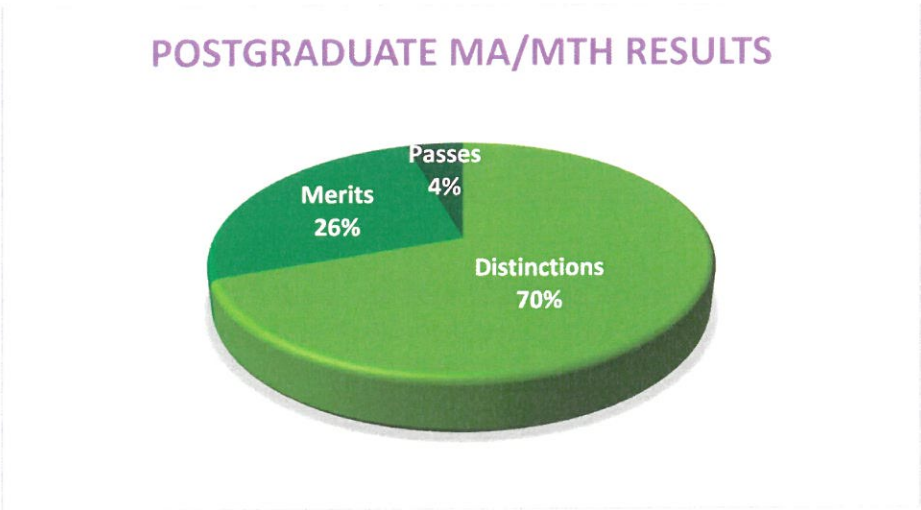
Academic achievement

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



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

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



External examiners' commendations

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

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

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

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

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

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

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

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

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

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

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

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

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

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

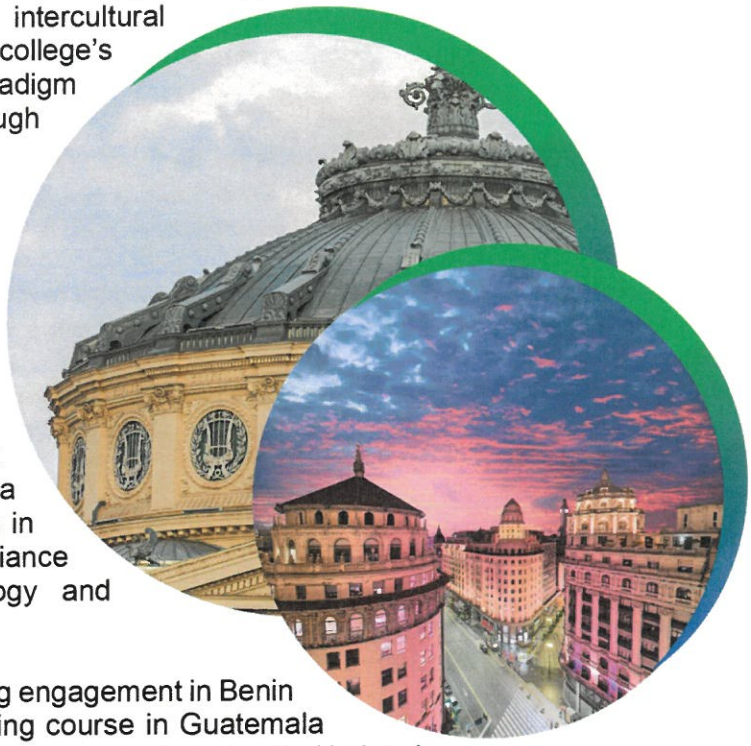
The very flexible curriculum, with much optionality in assessment and relatively small cohort sizes, allows various interests to be pursued from a strong, central core.

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

Other activities and programmes

All Nations On The Move (ANOTM)

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



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

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

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

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

Short courses

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

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

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

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

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

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

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

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

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

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

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

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

Events

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

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

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

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

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

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

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

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

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

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

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

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

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

Conferences and hospitality

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



On site charity lettings

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

Consultancy

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

Partnerships

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

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

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

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

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

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

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

Marketing and fundraising

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

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

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

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

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

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

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

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

New initiatives

Impact programme

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

The partnership works as follows:

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

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

Podcast

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

Partnership

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

Staff development and volunteers

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

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

Plans for the future

Our 2022-2025 Strategic Objectives are:

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

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

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

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

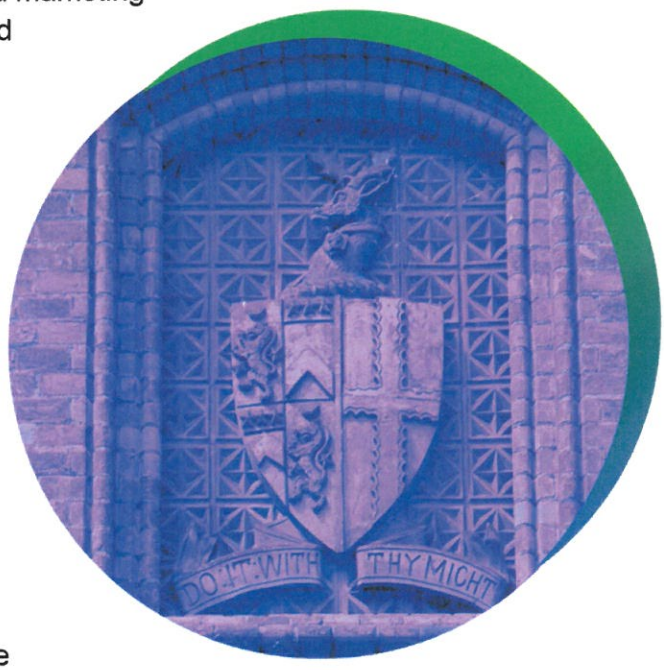
We will continue to deliver and develop our shorter-term non-validated programmes (En Route, Explore, Encounter and Express) both residentially and on-line and explore the delivery of these programmes in other parts of the world and in other languages.

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

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

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

- Further develop our communications and marketing function, building on our newly developed website and enhanced social media presence to attract new students to our courses and new customers to our services.



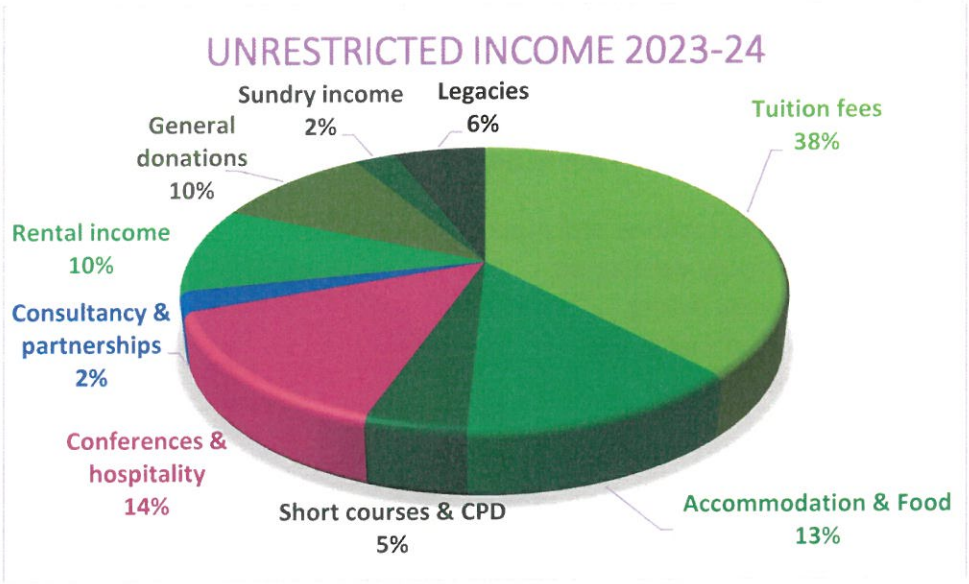
- Strengthen our fundraising function to access the resources required to deliver the planned changes to our training strategy and provide financial support for students through our bursary fund, including development of the 'Impact programme'.

- Develop our on-site facilities and grow our conferencing and retreat provision, particularly during term time, to utilise the natural beauty of our site and the spiritual vibrancy of our intercultural community to bless the wider church and a range of other visitors.

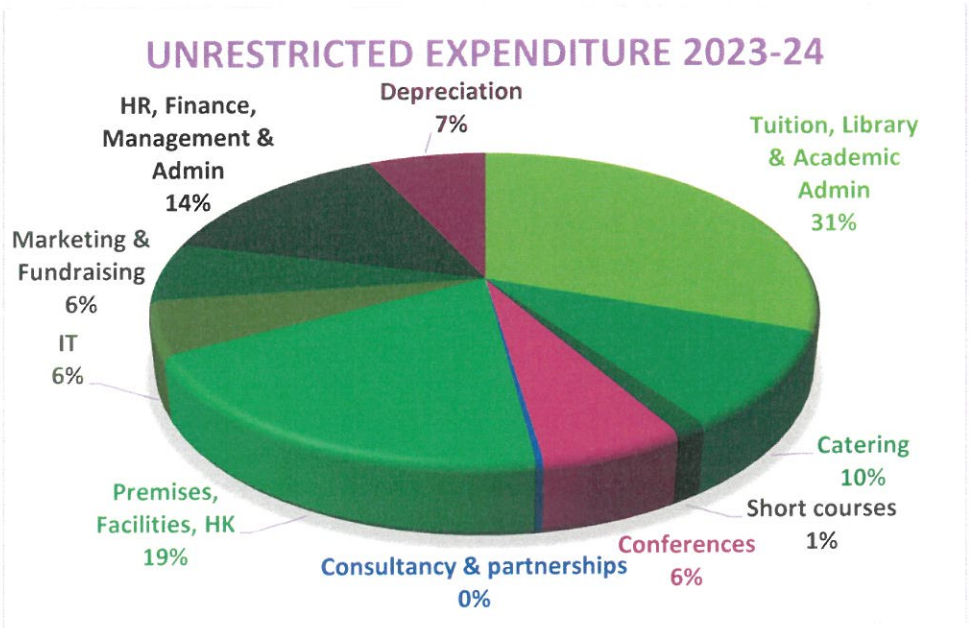
Financial review

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

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



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



Investment policy

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

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

Grant making and fee payment arrangements

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

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

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

Reserves policy

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

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

Structure, governance and management

Governing document and constitution

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

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

Trustee Board

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

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

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

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

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

Principal and Chief Executive Officer (PCEO)

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

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

Key management personnel remuneration

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

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

Board members' responsibilities

The Board Members (who are also directors of All Nations Christian College for the purposes of company law) are responsible for preparing the Board Members' Report (incorporating the directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: *The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)* and the requirements of the Office for Students.
Company law requires that the Board Members must not approve the financial statements for each financial year unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the charitable group for that period.

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

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

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

The Board Members have taken reasonable steps to:

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

In so far as the Board Members are aware:

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

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

Internal controls

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

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

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

Risk management

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

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

Auditors

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

On behalf of the Board



Benjamin Stanley
Chairman

Dated:
11/12/24

Independent auditor's report

Opinion

We have audited the financial statements of All Nations Christian College Limited (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 August 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated and parent charity Balance Sheets, the Consolidated Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

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

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the group financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charity's ability to continue as a going concern for a period of at least 12 months from when the group financial statements are authorised for issue.

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

Other information
The other information comprises the information included in the annual report, other than the group financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the group financial statements does not cover the other information contained within the annual report and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the group financial statements are prepared is consistent with the group financial statements; and

- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

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

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

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the group and parent charity and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included with the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept by the parent charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of directors
As explained more fully in the directors' responsibilities statement, the trustees' (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the group financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the group financial statements, the directors are responsible for assessing the group and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

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

Auditor's responsibilities for the audit of the financial statements (continued)
The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity, we identified that the principal risks of non-compliance with laws and regulations related to employment and financial reporting legislation and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011. We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team.

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

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

There are inherent limitations in the audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: http://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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



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

5 Robin Hood Lane
Sutton
Surrey
SM1 2SW

Dated: 17/12/2024

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

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

The income is wholly derived from continuing activities.
The group result for Companies Act purposes is net expenditure for the year of £157,386 (2023 exp: £482,805).
The Company's net expenditure for the year was £143,362 (2023 net expenditure: £489,906).

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

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

Balance sheet as at 31 August 2024

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

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

Benjamin Stanley
Chairman
Company Number: 990054

Rev VJ Samkutty
Interim Principal and CEO

Consolidated statement of cashflows
For the year ended 31 August 2024

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

Net Debt Reconciliation

	At 1 September 2023 £	Cash flows £	At 31 August 2024 £
Cash and cash equivalents	1,084,508	21,577	1,106,085
Interest free loans from supporters	(2,200)	-	(2,200)
Total	**1,082,308**	**21,577**	**1,103,885**

Notes to the financial statements
For the year ended 31 August 2024

1 ACCOUNTING POLICIES

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

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

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

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

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

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

1 ACCOUNTING POLICIES (continued)

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

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

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

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

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

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

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

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

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

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

1 ACCOUNTING POLICIES (continued)

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

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

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

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

Pension scheme arrangements
Pension costs are accounted for as the contributions are made.

Employee benefits
The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

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

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

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

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

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

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

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

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

6 BREAKDOWN OF COSTS OF CHARITABLE ACTIVITY

Support costs have been allocated as follows:

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

7 SUPPORT COST BREAKDOWN BY ACTIVITY

Total 2024	Fundraising & Marketing	Student costs	Conferences	Basis of Allocation
	£	£	£	
Premises	-	205,530	5,219	Time/Usage/Area
Housekeeping	-	45,022	-	Time/Usage
Finance	-	103,544	2,774	Time
IT	-	92,660	-	Usage
Facilities	-	70,799	1,816	Time
HR	-	30,809	-	Usage
Management	-	3,049	-	Time
Administration	-	84,008	976	Usage
Depreciation & amortisation	-	113,660	2,914	Usage
Governance	-	14,667	-	Time/Usage
Total	**-**	**763,748**	**13,699**	

PRIOR YEAR FIGURES

Total 2023	Fundraising & Marketing	Student costs	Conferences	Basis of Allocation
	£	£	£	
Premises	-	184,367	4,581	Time/Usage/Area
Housekeeping	-	46,204	-	Time/Usage
Finance	-	105,678	2,833	Time
IT	-	114,728	-	Usage
Facilities	-	70,166	1,799	Time
HR	-	30,818	-	Usage
Management	2,094	37,905	-	Time
Administration	-	100,111	1,081	Usage
Depreciation & amortisation	-	106,816	2,739	Usage
Governance	-	15,137	-	Time/Usage
Total	**2,094**	**811,930**	**13,033**	

8 NET INCOME/(EXPENDITURE) FOR THE YEAR

	2024	2023
	£	£
This is stated after charging:		
Auditors' remuneration – audit	10,240	9,480
other services	-	-
Operating lease charges – photocopiers	3,208	3,148
Depreciation of tangible fixed assets	107,173	109,555
Amortisation of intangible fixed assets	9,400	-

9 STAFF COSTS

	2024	2023
	£	£
Wages and salaries	792,029	893,332
Social security costs	57,592	65,281
Pension costs	59,848	68,821
Redundancy costs	1,615	-
Total	**911,084**	**1,027,434**

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

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

* Full time equivalent

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

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

Office for Students staff disclosures

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

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

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

9 STAFF COSTS (Continued)

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

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

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

10 EMOLUMENTS OF BOARD MEMBERS

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

11 INTANGIBLE FIXED ASSETS (GROUP AND COMPANY)

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

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

12 TANGIBLE FIXED ASSETS (GROUP)

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

TANGIBLE FIXED ASSETS (COMPANY)

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

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

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

13 FIXED ASSET INVESTMENTS (GROUP AND COMPANY)

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Listed investments	144,206	130,182	144,206	130,182
Investment in Trading Subsidiary	-	-	100	100
Total	**144,206**	**130,182**	**144,306**	**130,282**

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

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

Shares in subsidiary company – General Funds
The company's investment in its subsidiary is made up as follows:

	Investment at cost
	£
At 1 September 2023 and 31 August 2024	100

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

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

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

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

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

Trading Company summary profit and loss account

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

The assets and liabilities of the subsidiary were:	2024	2023
	£	£
Current assets	122,329	111,595
Creditors: Amounts falling due within one year	(122,229)	(111,495)
Total Net assets	100	100
Aggregate share capital and reserves	100	100

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

14 PREPAYMENTS AND OTHER DEBTORS

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

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

15 CREDITORS: Amounts falling due within one year

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

16 ANALYSIS OF NET ASSETS BETWEEN FUNDS

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

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

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

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

17 ENDOWMENT FUNDS

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

18 RESTRICTED FUNDS (Group and Company)

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

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

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

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

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

18 RESTRICTED FUNDS (Continued)

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

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

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

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

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

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

19 DESIGNATED FUNDS

(Group and Company)	Balance 1 September 2023 £	Movement Income & transfers in £	Movement Expenditure & transfers out £	Balance 31 August 2024 £
Seed Funding	18,125	-	-	18,125
Strategic Fund	394,570	-	-	394,570
Total designated funds	**412,695**	**-**	**-**	**412,695**

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

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

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

20 OPERATING LEASES
(Group and Company)

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

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

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

21 CONSTITUTION OF THE COMPANY AND STATUS

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

22 RELATED PARTIES

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

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

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

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

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

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

ALL NATIONS CHRISTIAN COLLEGE LIMITED

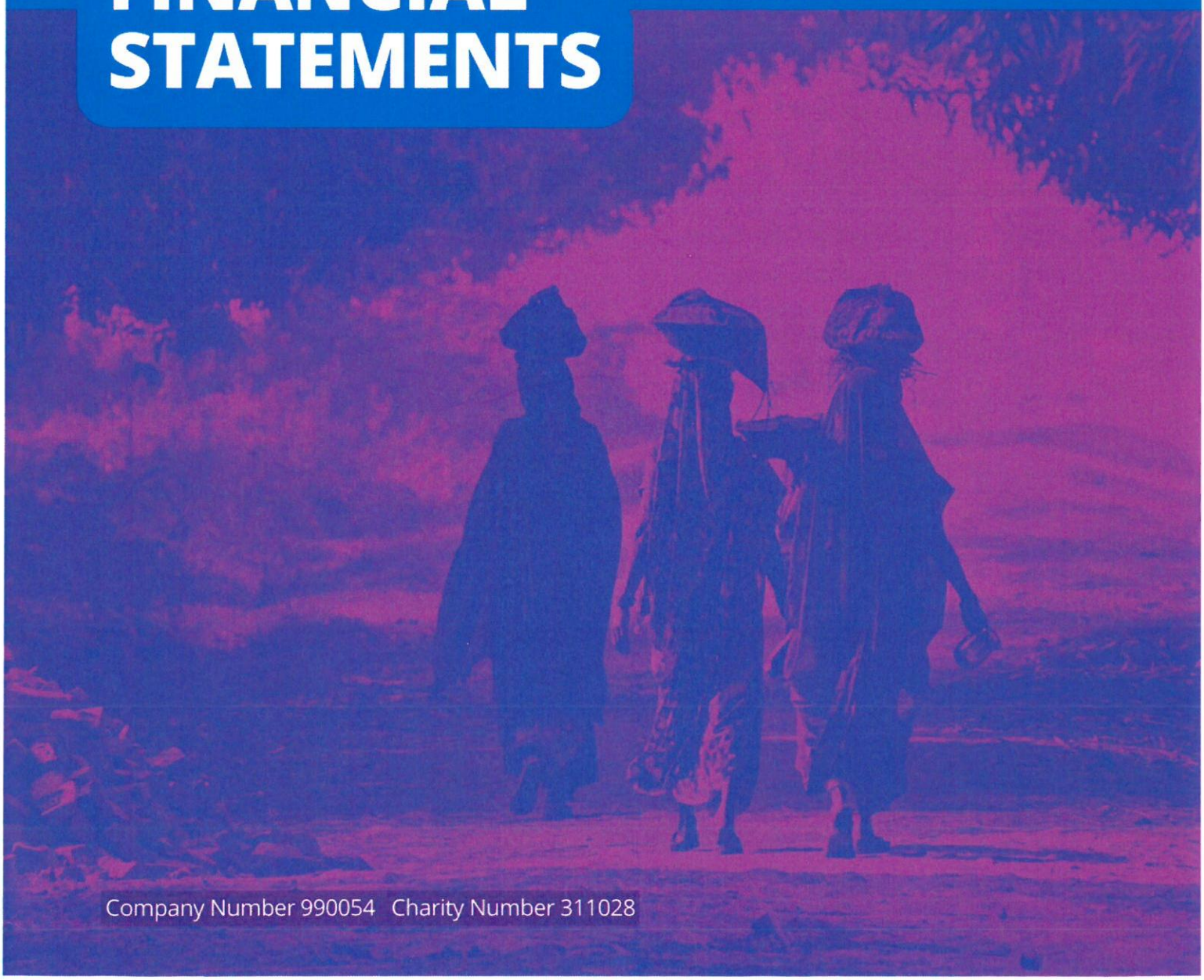
England & Wales - Charity number 311028

Accounts

allnations
training for mission

Year ended 2023

REPORT AND FINANCIAL STATEMENTS



Company Number 990054 Charity Number 311028

allnations
training for mission

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Chairman's Statement

One of the privileges of serving at a higher education college with the history of All Nations is seeing the breadth and depth of community that has, at one time or another, engaged with the superb training and equipping offered by the college. Over 15,000 alumni and many others count themselves part of this community, now dispersed globally and serving with resilience in so many locations and vocations.

We recently asked this community for their opinions on our purpose as a college, and how we could be missionally relevant for the years ahead. **Several hundred replied**, feeding in their expertise and helping us shape our thinking. Key themes in the responses included the need to assure an intercultural approach reflecting polycentric mission (the theme of Lausanne's major gathering in South Korea in 2024), increased accessibility and flexibility of training, and the importance of spiritual and character formation.

The community also includes our partners globally, training providers and missional organisations with whom we find strong mutual benefit, with the training material (biblical theology, missiology and practical application) and student experience being intentionally shaped by the intercultural insights and interaction. There is wonderful appetite, but limited resource, and we long to do far more.

Our task is to build on the excellent basis of training services in place. Over the last two years, we have had the Postgraduate and Undergraduate programmes approved by the Open University (UK), with no conditions. This is an extraordinary achievement, and both programmes are on offer full-time, part-time, on-site, off-site or a mix of everything! Huge congratulations to the team in working through this process successfully.

Naturally, our students must then put in the hard work to make use of the excellent programmes provided. And they have, even through the challenges of the last three years. Ninety percent of our graduates of the BA programme have secured 1st or high 2nd class degrees this year, a testament to their perseverance and the dedication of the training team of lecturers, tutors, pastoral care support and wider. In the meantime, following our merger with Redcliffe College in 2020, we are now reaching the end of the teach out of the Redcliffe masters students, and we are delighted that each of them are due to complete the course successfully.

This year also saw our Principal and CEO Andy Dipper and his wife Emma move on to service abroad, living out the principles and values of the college in central Asia. He goes with our blessing and thanks, with his seven years in post particularly challenging in terms of the pandemic and student care. We are grateful for his care and resilience, and his focus on prayer in the life of the college.

Rev Dr VJ Samkutty has stepped into the interim Principal and CEO role. Sam brings a wealth of experience with 20 years at the college, leading our undergraduate programme as well as being the existing Vice Principal. This provision and leadership assurance has meant we have been able to carefully consider our next steps as a college, reflecting on our vision, mission and strategy. As I write this, we have started conversations with potential candidates for our new lead role.

Finally, the community came together over the summer of 2023 as we mourned and remembered the life of our head student, Hannah Nijsse, who was tragically killed in a cycling accident in Europe over the summer. The last time I interacted with Hannah, she was writing a letter to King Charles to invite him to the college, which shows the kind of 'get-up-and-go' person she was! We give thanks to God for her, and whilst we cannot know why she has gone now, we do know she is safe with her Lord and we continue to give Him the glory for her life.

I commend this annual report to you, with thanks to our new Head of Finance Karen Hoar and her team for putting it together. We remain dependent on God and encouraged by Him. All glory to Him.

Ben Stanley
Chairman, Board of Trustees

Report of the Board of Management

The Board Members have pleasure in presenting their report and the financial statements of the charity for the year ended 31st August 2023, which covers the activities of All Nations Christian College Limited and those of its wholly owned subsidiary, All Nations Trading Limited.

Reference and administrative information

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

Board Members

The following members served during the year:

Dr C R V Ewell	
Mrs A F Gibson	
Ms A E Grieve*	Treasurer
Mrs A E Guinness**	Vice-Chair
Mr P James	
Mr D John**	Resigned 7 December 2022
Mr E Ndikumana	Appointed 5 October 2022
Mrs H Muthami	Appointed 5 October 2022
Mr N Patterson*	
Mrs C Sanderson**	
Mr B K Stanley*	Chairman
Mr J D Thornton	Resigned 7 December 2022

** Member of Finance Committee*
*** Member of Governance Committee*

Professional advisors

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

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

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

Solicitors
Anthony Collins
134 Edmund Street, Birmingham B3 2ES

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

Registered Office
Address: Easneye, Ware, Hertfordshire, SG12 8LX
Email: fd@allnations.ac.uk
Website: www.allnations.ac.uk
Telephone: 01920 443500

Objectives and activities

Our purpose and values

The purpose of the College is to train and equip men and women for effective participation in God's mission in His multi-cultural world.
We are currently reviewing our purpose statement and the Board has asked the community for their opinions on our purpose as a college involving our current students, current and former staff and Alumni.

The values of the College:

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

Public Benefit

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

Activities

In order to achieve the public benefit requirement, the principal activity of the College during the year continued to be that of providing hybrid courses (residential and online) in biblical, missiological and related subjects. The College also acts as a conference venue for other organisations providing missionary training which is in line with our objectives.

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

All Nations is committed to integral mission and offers a 'Head, Heart and Hands' approach, providing intellectual, spiritual and practical training:

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

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

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

Students were involved with a wide range of volunteer opportunities for their practical ministry, from serving locally with Street Pastors supporting the pubs and clubs in local towns on a Friday night, to youth club Young Life International in Hoddesdon. Students also headed to Luton to serve with Azalea, a charity seeking to see sex trafficking reduce and all freed from its impact, and to All Souls, Langham Place to play in their orchestra.

Onsite we offered creation care and coffeeshop manager placements for the first time! Ministry Internships this year has seen students head to London, Cornwall, Netherlands and Japan to complete this module. Ministry Internships give students an opportunity to explore a sense of vocation and prepare for ministry after college, and student certainly had a lot of varied experiences this year. Some highlights for students was exploring a future role in Japan, and for another, learning how to manage a crane!

Practical Courses are designed to upskill and prepare our students for life after college. Courses have a been a mix of online and in person to cater for students wherever they are around the world. This year a number of new courses have been developed, such as a cookery course teaching basic knife skills and butchery, how to use MailChimp, and how to make a "less-fire cooker" which is good for less resourced contexts.



Beneficiaries

Students are primary beneficiaries of the College's work. However, the wider public also benefits from the training our students have received. The nature of our training means students can come and go from "anywhere to everywhere". Our students are from all countries and they benefit their own countries and those they travel to. The greatest benefit that arises from the College's work is the salvation of souls. What greater benefit can there be than knowing Jesus, receiving forgiveness of sins and eternal life with the loving, sovereign, triune God? However, our students are also a blessing to people whether they become Christians or not. Christians are called to lead a godly life, serving others and many students get involved in work which provides support to those with physical and economic needs as well as those with spiritual needs.

Many students who studied at All Nations during 2022-23 have moved on to overseas mission situations, and many of our international students have returned to take up strategic roles in Christian ministry in their home countries.

Library

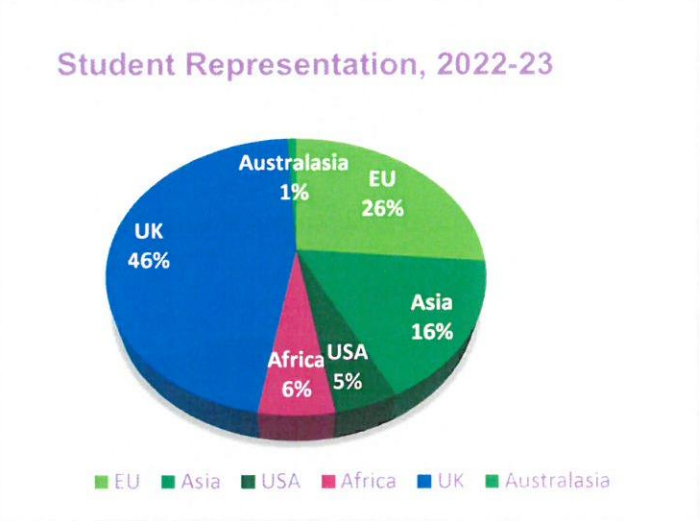
All Nations' library provides a supportive environment for learning and study in which all library users can find high quality information resources and services to facilitate their current or continuing education, their personal and professional development and their role within the Christian community. It continues to maintain its position as one of the most important missiological resource centres in the UK and Western Europe with around 65,000 books, 50,000 indexed journal articles and a sizeable collection of multimedia resources. The library provides digital resources through its Virtual Learning Environment, EBSCO's Religion and Philosophy Collection and has over 11,000 EBSCO eBooks. All Nations' library is a member of the Association of British Theological and Philosophical Library (ABTAPL) and the Centre for Inclusion and Collaborative Partnerships (CICP)'s Librarians' Network.

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

Achievements and performance

Review of operations for the year

The College continued to run its range of courses during 2022-23, all of which reflect the College's "Head, Heart and Hands" approach.



We had 23 nationalities represented in the student body of which 46% came from the UK, 26% from the EU, 16% from Asia, 6% from Africa, 5% from USA and 1% from Australasia.

The Undergraduate and Post-graduate programmes were validated by The Open University (OU) in April 2022 and April 2023 respectively.

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

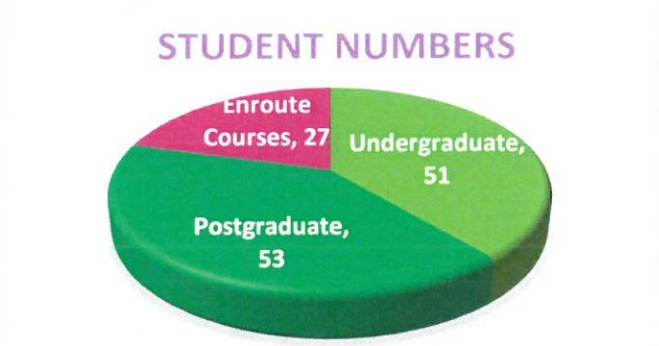
Student Experience

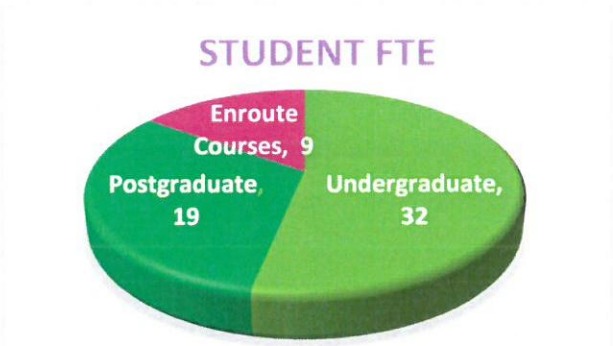
All our courses, both on campus and online, have continued to receive very positive student evaluations. The students have expressed a high degree of satisfaction with the scope and breadth of content, the integration of the modules and the variety of teaching and learning styles employed.

Student numbers

The College attracted students of a high calibre with 131 students in total or 60 FTE. This included 51 students (32 FTE) on our BA programme; 53 post-graduate MA (19 FTE) and 27 students (9 FTE) who took one of the Enroute courses.

Around 161 people completed a short course and 701 people received training through the On the Move courses. In addition, two All Nations tutors were invited to speak at a major 3-day missions mobilization conference in Oslo, Norway called Frontline. They facilitated two plenary sessions on *Moving into Mission* and *Mission and the Bible* and also conducted a workshop on *Identity in Christ*. There were c.4-500 young people at the event which was hosted by a consortium of local churches and mission agencies. **In total the number of people who received All Nations training increased from 961 in 2021-22 to 993 in 2022-23.**





Revalidation

The postgraduate MA programme was successfully revalidated by the Open University for five years, starting from September 2023. This is subject to **no conditions**, and the panel made 4 commendations. The revised programme includes a new award in *Arts and Intercultural Worship* and several new modules including 'Creation Care and Christian Mission', 'Vulnerable Children' and 'Mission in Europe'. In line with the College's strategic objective to '*increase the availability of our programmes to non-campus-based students*', the programme is now run in full-time, part-time and remote access modes.

Student Feedback

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

We really loved to be at All Nations, it was a blessed time for us. We pray that it will be a fountain of blessing of a lot of people for a lot of years!



I love studying at All Nations and I can see God powerfully at work in my and everyone else's life!

Being here has changed my life and given me a perspective and deep insights into who God is and what church can really be like!

The teaching and overall experience I had at ANCC was indispensable

All modules at All Nations are very amazing and thus it is so difficult to choose. A nice problem to have.

Regarding feedback on assignments: mostly the feedback was great and very helpful, detailed and comprehensive

My teachers were great coaches - incredibly attentive to my needs but also encouraged independent thinking. In my experience the support I received was quite sufficient and I am very grateful for this.

Staff go above and beyond to support students.

The college as a whole is doing really well, and I am proud of having a BA from this college.

I would recommend All Nations to anyone who is serious about mission. I am immensely grateful for my time there and for the contribution/ wisdom of every teacher and member of staff.

Postgraduate students also provided positive feedback on the programme:

The lecturers were excellent. Having 'real life' experience brought the subjects alive. Having all subjects tied to mission was very good and useful on the field

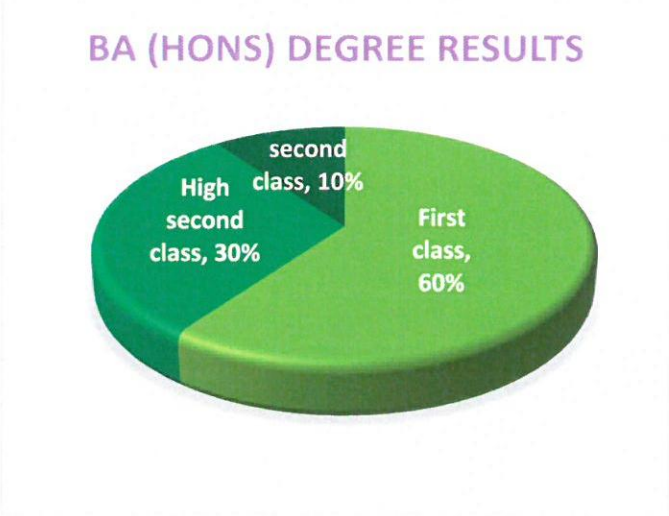
A great program. Would do it again in a heartbeat.

Such incredible tutors – thank you all

The MTh has given me deep rooted skills for cross-cultural, urban, global missional thinking and acting. I am so grateful for the prayerful, knowledgeable and caring staff who have impacted wisdom and worked to bring out the best of me - seeing potential even when I did not know it was there myself. This experience has enhanced and empowered me for mission both now and in the future. Thank-you.

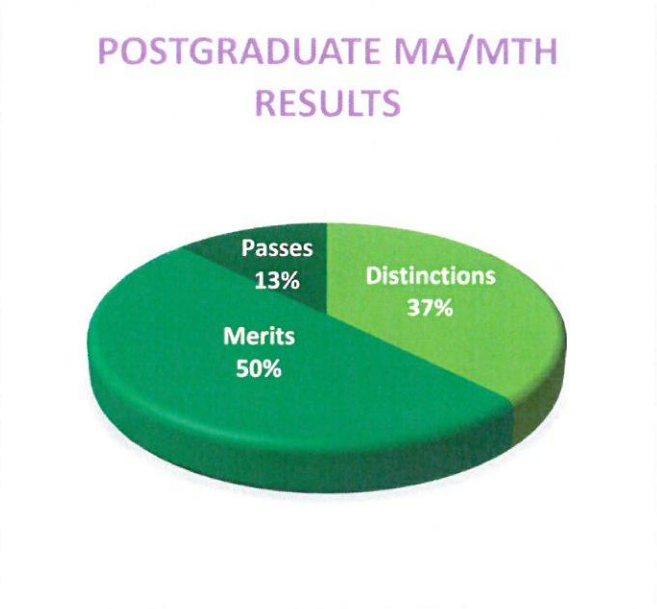
Academic Achievement

The undergraduate examination board that met on 12th July 2023 confirmed 10 students to receive their BA (Hons) degree. Of the 10 students, 6 gained first class (60%), 3 gained high second class (30%), and 1 gained low second class (10%), thus resulting a total of 90% in the first class and high second-class categories. There was no third class or fail.



In the previous academic year, a total of 21 students were presented to receive their BA (Hons) degree. Of the 21 students, 9 gained first class (43%), 10 gained high second class (48%), and 2 gained low second class (9%), thus resulting a total of 91% in the first class and high second-class categories. There was no third class or fail.

The Postgraduate exam board met on 10 November with 18 students graduating; 2 with PG Certs, and 16 with MA/MTh awards. Student standard of achievement remained exceptional with 6 students achieving distinctions (37%), 8 merits (50%) and 2 Passes (13%).



External Examiners' Commendations

The external examiners on the BA and MA programmes have consistently commended the standard and quality of the curriculum, teaching, learning and assessments. The following are comments from the external examiners' report on the **BA programme** of 2022-23:

The students' work demonstrates the achievement of the learning outcomes of the different programmes. Compared to my home institution, there is an impressive focus on practical skills and consideration of missionary contexts, which is fully aligned with the programmes' learning outcomes.

Strong grasp of the curriculum, generally high writing skills, engagement with diverse sources. Work produced is at least as good as that of peers.

A high percentage of students produce artistic/creative work that is conceptually strong, with potential for real impact…. Workshops are delivered in a confident, engaging, and often highly professional manner.

I continue to be impressed by the transferable skills that the students demonstrate in presentations and in continuous reflection on present-day applications/implications of the theological issues that they are introduced to in teaching and learning.

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

The assessments have a really good balance of student-designed, student-specified and tutor-specified questions. There is excellent scope for addressing questions from specific perspectives relevant to the student's situation and interests. Students get the support they need to tackle the questions.

I am impressed by the consistent level of feedback that students receive for their work. It is clear that there is a very good understanding of the marking scheme, and a working feedback culture that is implemented across courses and by different tutors.

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

The standards set are appropriate for the award level. I am confident that the standards set are appropriate to the FHEQ and in line with the TRS subject benchmark statement

Student work is of a high quality and consistent with peers on comparable programmes in other institutions. The overall quality is generally of a remarkably high standard and this is reflected in a high proportion of merits and distinctions

There is a very good level of critical engagement, synthesis, and analysis

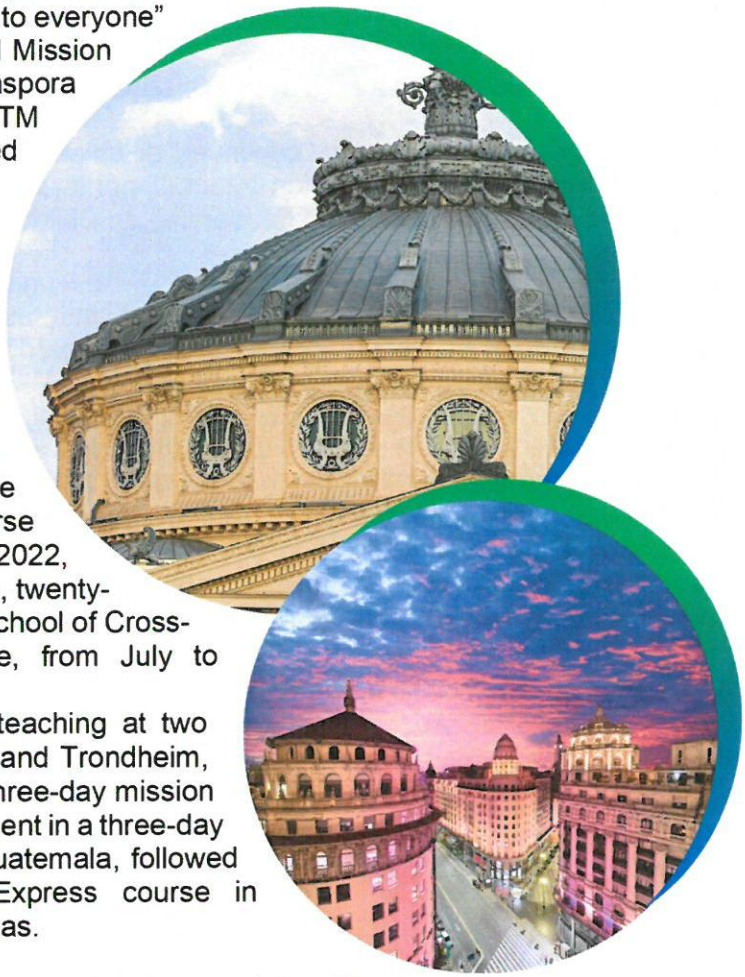
The students typically demonstrate very high levels of thinking. They are particularly strong on contextual awareness and analysis. The work suggests a diverse and respectful learning community

Marks are well attuned to the programme specification, programme handbook, and other relevant policies

Other Activities and Programmes

All Nations On-The-Move

Distinct from, but complementary to the Enroute, graduate, and post-graduate programmes of All Nations Christian College, the All Nations On-The-Move (ANOTM) initiative represents the College's investment in global mission training provision beyond its UK Easneye campus. Designed as the college's contribution to the emerging paradigm of mission "from everywhere to everywhere through everyone to everyone" (Daniel Ahn 2022. "Diaspora Missiology and Mission Training." L6.303: Global Migration and Diaspora Studies. Class lecture at ANCC). ANOTM participates in projects with like-minded organisations across six continents, particularly in Latin America, Africa, and Asia. In this, ANOTM cooperates with multiple partners in a wide variety of contexts to offer high-quality, accessible, affordable, and appropriate intercultural mission training.



By God's grace, ANOTM activities have proceeded apace over the past year. We participated in the fifth Enroute Romania course (Online intensives in October & December 2022, February and May 2023) and the third, online, twenty-week Escuela Mission Transcultural (EMT, School of Cross-Cultural Mission) course in Iquique, Chile, from July to December 2022.
In October 2022, we had the privilege of teaching at two mission training schools in Norway, in Oslo and Trondheim, respectively; as well as speaking at a large three-day mission mobilisation event for young people. Involvement in a three-day mission training event in Guatemala City, Guatemala, followed in early December, before a five-day Express course in Bujumbura, Burundi the week before Christmas.

Our first 2023 event was teaching at a ten-day training event in Cairo, Egypt, in February, followed by training in the cities of Pokhara and Chitwan, Nepal in March. In the last two weeks of June, in-person teaching in St. Miguel de Tucuman and Mendoza (Argentina), and Iquique (Chile), proceeded meetings in Cordoba, Villa María, and Buenos Aires (Argentina) regarding future mission training opportunities in September 2024. We returned to the Democratic Republic of Congo (Kinshasa) in July to conduct the Culture and Religion module of the Enroute course, while at the same time planning for new training courses to be delivered in the Republic of Congo (Brazzaville) and Angola (Luanda) in August 2024.

Visits to ANCC alumni/potential students in the Netherlands, and the Enroute Romania training team in Romania in August; together with our third year of intensive online training in Lagos with Nigerian mission agency, CAPRO, concluded the ANOTM activities for the academic year 2022-23. The partnership with OM Ships to deliver Enroute to the Least Reached, a 2-year programme, continued through 2022-23. It will conclude its first iteration in December 2024.

Despite the ANOTM Catalyst relocating to the USA for Ph.D. studies over the past year, the number of training events, level of interaction, and student impact were on par with previous years. Additional funds would allow us to grow this initiative—the increasing number of global mission training opportunities being greater than available financial resources.

All Nations On-The-Move continued

We are now exploring how the partnerships and experience gained from the All Nations On-The-Move programme, could lead to deeper mutual benefit, bringing through our validated courses and enabling mechanisms to ensure the exchange of intercultural insight and reflection. We are looking to see more accessible, higher quality, more missionally relevant training globally, and exploring our small part in that.

Consultancy and Partnerships

Consultancy agreements were continued or established with Home for Good for a Theologian in Residence role, and World Vision International for research and consulting services on a project, "Building Evidence and Thought Leadership on Children's Spirituality as a Key Aspect of Child Well-Being".

Partnership agreements and Memorandum of Understanding (MOU) were continued or established after discussion at SLT and agreement with the Board. Initiatives include being the main provider for mission training for organisations, for example BMS World Mission using ANCC as their main provider of mission preparation training. Partnering to deliver mission training for churches and charities in other locations around the world, for example delivering "Enroute to the least reached" training for OM Ships International. Providing our unique location for students to come from other institutions, for example, students earn academic credit from Dallas International University by taking the Arts and Trauma Healing Course (ATH) in extension at All Nations. Fostering academic exchange and co-operation between ANCC and other institutions, for example a MOU agreed with The Theological University of Apeldoorn, Netherlands.

Short Courses

Inter-cultural Coaching: The third year of the Intercultural Coaching course, accredited by the Association of Coaching in partnership with Schuppener Global Transitions (SGT) based in Germany is in progress. The six-module course began in January 2023 and will finish on 24 November 2023 with 7 students. Negotiations are being held with SGT to renew the partnership for another 3 years.

Prayer for the Nations: Under the Practical Ministry program, the team has trained 3 students and a full-time volunteer in prayer ministry skills for the mission field this year. In terms of courses open to the public, the focus has been on offering residential contemplative retreats at Easneye. Six individually guided 'Emmaus Retreats' were run with 20 retreaters this year, as well as a new creative Lenten retreat called 'Jars of Clay: the Journey Retreat' with 6 retreaters.

Explore (online) provides a foundation for intercultural mission and has been especially helpful for those already in their place of ministry and needing to 'catch up'. It provides a high level of flexibility as it is not restriction to time-zones. Students, and their online tutors (experienced mission practitioners), successfully connect around the globe; from Australia to Tanzania, Nepal to Denmark and beyond.

I am so thankful for all that God has revealed and taught me over the course – through His word, the tutors and other students.... I feel better prepared 'wherever I go' – through my head, heart and hands! I think so many of the topics and teaching lay a firm foundation for mission whether that is local or global.

Express (online) is a short online course has enabled participants to understand the basics of intercultural mission as they embark on a short-term posting.

It helped me to prioritise God in the process on mission. To relate every stage, every factor and every uncertainty to a God-given affirmation. The devotions were refreshing insights to prepare me for the practical tasks.
I am glad that I did it.... It is deep and concise and thought provoking.

EnVision (online) is designed to introduce local churches to the opportunities of intercultural ministry and the possibilities of developing multi-cultural churches has continued to be used by churches and Christian groups. It is sparking valuable discussions about mission. A version with Dutch subtitles will soon be available.

[Got] us thinking together about how to understand our neighbours with different cultures and customs and how to use this understanding to witness in love.

Other Income Streams

Conference & hospitality income has grown from the previous year. We have had new conferences and we are looking to grow this in future including conferences during term time where possible. We also remain blessed by the fellowship we have with Friends International and Operation World who rent office space on site along with Serving in Mission (SIM) International who have joined us on site from May 2022. We have opened a bookshop and a café onsite during this financial year.



The Lord has blessed the work of All Nations with Trust and donation income. Although this is lower than previous years, we are encouraged by the support and testimony of our supporters who often give so sacrificially. Thank you! We could not operate without your support.

We received restricted Trust money and donations towards our new website due to launch towards the end of 2023. We also gratefully received funds for bursaries which are used to support students who meet specific criteria. This has provided financial means for students who would not have the financial needs to come and be trained and equipped with us without it.

All Nations is compliant with recognised standards of fundraising, including the standards published in November 2016 to ensure both the protection of vulnerable individuals and to avoid intrusive or persistent approaches. The College fully supports such requirements. The College's fundraising practices are ethical and in accordance with Biblical principles and the College does not participate in street fundraising. In 2022-23 the College's Head of Communications/Head of Engagement received no complaints about the College's fundraising practice. The College did not use a professional fundraiser this year.

Staff Development and volunteers

The College is committed to staff development. During the appraisal process in 2022, staff were encouraged to consider what development they could undertake for the year 2022-23. Accordingly, some staff members attended training in their specific area of work. We also ran training for all staff this year on Microsoft Outlook which has enabled personnel to enhance their skills. In addition, we arranged First Aid for Mental Health training at College. 11 members of staff undertook the RQF Level 2 one-day training, and 4 members of staff undertook the RQF level 3 two-day training. Staff found these courses very helpful and informative. We have begun to implement this training by setting up a working group to devise a Mental Health Action Plan and Policy with a view to increasing awareness and continuing to embed a supportive culture throughout College.

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

Plans for the Future

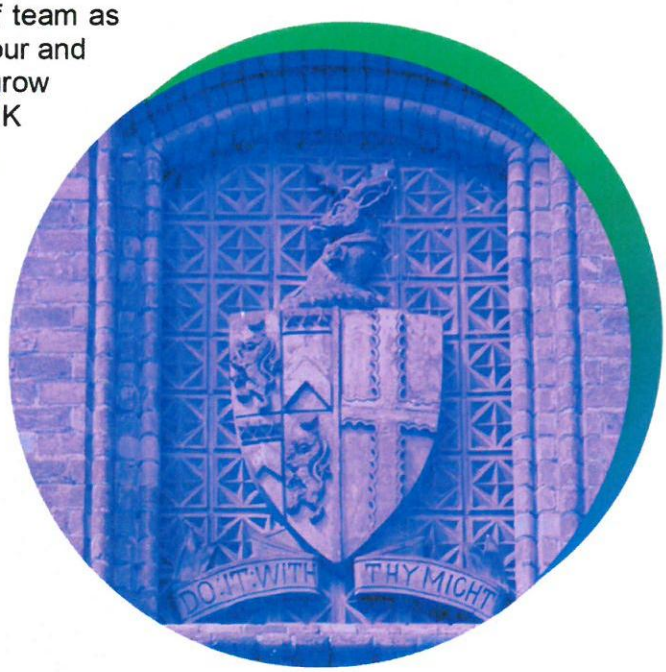
Building biblical and theological confidence, extending respectful intercultural competency and enabling transformation engagement in everyday life is what we do. Looking forwards we are responding to the needs of the global church as they mobilise their local congregations to put faith into action, proclaiming gospel truths in an age of uncertainty. We will continue to be an international and interdenominational community of learners accessing on-campus and remotely from all the nations of the world. We serve alongside the global church, catalysing innovation, sharing expertise and encouraging lifelong reflective learning. We will continue to build forward from our past, warmly welcome all and offer a supportive and sustainably resourced environment to work, learn and live.

Our 2022-2025 Strategic Objectives are:

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

We aim to extend and further develop excellent quality, multi-lingual, multi-location and accessible learning opportunities. Working with College alumni, our emphasis on life-long learning will further increase Communities of Practice, consultancy and research support, and partnerships with global organisations. We are currently planning to increase the flexibility of training delivery with a view to make a global missional impact providing accessible and affordable training.

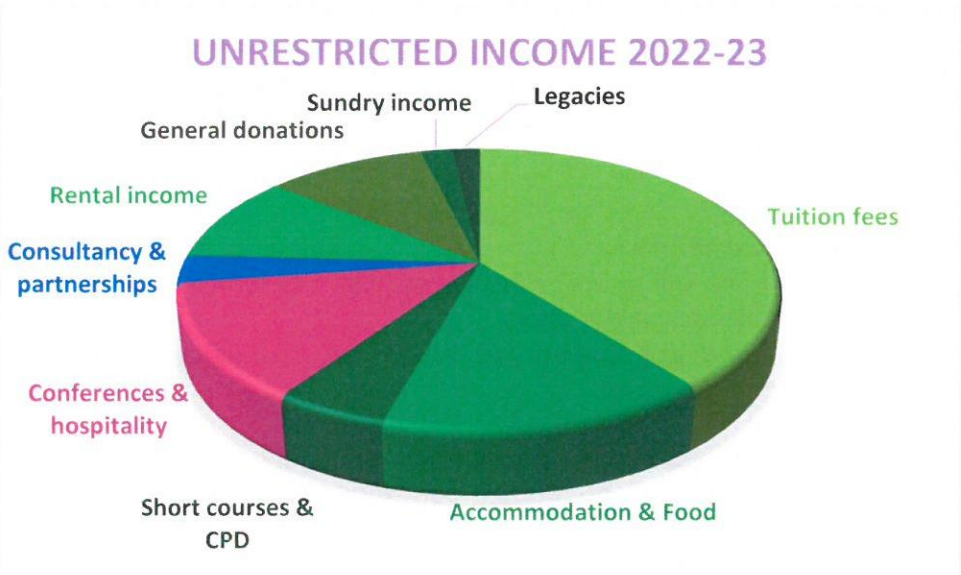
We will continue to invest in the care of our staff team as well as the wider student community. We will honour and support one another, seeking to empower and grow the engagement reach of the College through UK and global Christian networks, hosting conferences and events, throughout the year enhanced by our excellent remote access equipped work spaces. We will continue to welcome hundreds of visitors throughout the year to enjoy the warm hospitality and respect of our international community.



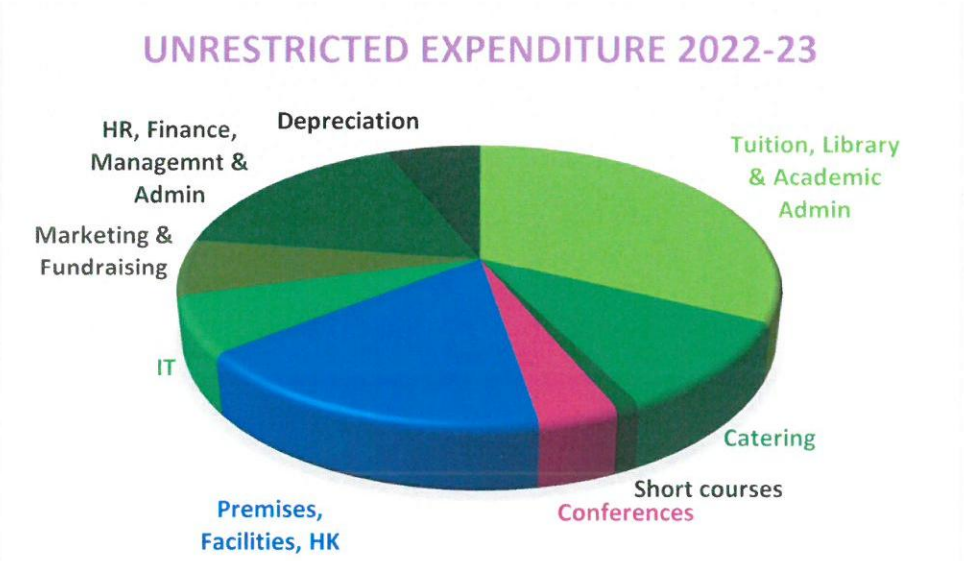
Financial review

The results for the year ended 31st August 2023 are set out in the Statement of Financial Activities. These show that a deficit of £489,906 (2022: surplus £14,106) arose in the year.

Unrestricted fund balances carried forward at the year-end were £2,048,521 (2022: £2,525,266). Restricted funds carried forward at the year-end were £157,745 (2022: £163,805). Endowment funds carried forward at the year-end were £130,182 (2022: £137,283).



The level of donations received this year was lower than the previous year with £218,738 (£135,768 unrestricted) this year compared to £262,333 (£125,509 unrestricted) last year. Apart from the gifting of a house we have relatively low donations and this is an area we are working on. Restricted giving is not reflected in the pie charts above of £82,970 which was encouraging but was lower compared to the previous year £131,284.



Investment policy

Under the Articles of Association, the charity has the power to make any investments which the Board sees fit. The Board has considered the most appropriate policy for holding the endowment fund, balancing ethical, social and environmental considerations with the need for both income and capital growth and has found that the M&G Charifund, designed specifically for the charity sector, meets these requirements. For the year ended 31st August 2023, the investments held saw a drop in value.

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

Grant making and the effect of fee charging on students

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

- The bursary fund: in 2022-23 we awarded £83,418 (2021-22: £53,788) in bursaries. £1,300 of these were for the year 2022-23 and £82,118 for 2023-24, to students who would otherwise be unable to afford to come to College. We are actively fundraising for Bursaries and investigating solutions to alleviate Visa restrictions.
- Our accreditation with the Open University and registration with the Office for Students means that students from the UK applying for a first degree or a post-graduate degree should be eligible for a student loan. This means that people from the UK with no financial means of their own are not prevented from coming to All Nations as a result of the level of fees.

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

Reserves policy

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

The free reserves at 31 August 2023 amounted to £544,445 (2022: £951,361), a decrease on the previous year. In addition, the College has designated funds totalling £412,695 (2022: £412,695) at 31st August 2023. These funds are made up of: Seed Funding totalling £18,125 (2022: £18,125), and a Strategic Fund totalling £394,570 (2022: £394,570). The designated reserves would also be available as free reserves in the event of a winding up. In addition, the College has restricted funds of £157,745 (2022: £163,805) and funds totalling £1,221,563 (2022: £1,298,493) which can only be realised by the disposal of fixed assets and endowments. The total funds held at 31st August 2023 amounted to £2,336,448 (2022: £2,826,354). Details of the funds are shown in notes 16 to 19 of the financial statements.

Structure

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

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

Statement of Corporate Governance, management and internal controls (for 2022-23 and up to the date of signing)

Trustee Board

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

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

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

During the year the Finance and Resources and Governance Committees reviewed key policies for the College, although the full Board bears the responsibility for their implementation and compliance. The Governance Committee also oversaw the appointment and induction of two new members of the Board, who bring a wealth of experience in cross-cultural mission and transformational leadership with a particular focus on Africa, which has further strengthened the breadth of experience on the Board. More information about the Board members can be found on our website here: https://www.allnations.ac.uk/about-mission/board-members.

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

Principal and Chief Executive Officer

The Principal and CEO, is appointed by and responsible to the Board for managing the day to day operations of the charity, and for reporting to the Board on progress in achieving the strategic objectives set by the Board. We released our Principal and CEO, Mr Andy Dipper along with his wife Emma to overseas mission from 14 April 2023. We would like to acknowledge Andy's contribution and dedication to ANCC. Immediately following this, our Vice Principal and Undergraduate Programme Leader Rev Dr VJ Samkutty moved to interim Principal and CEO. To facilitate effective operations, the Principal and CEO has delegated authority, within the terms of delegation approved by the Board, for operational matters including finance, facilities, training and communications. His appraisal takes place annually, carried out by the Chairman and Vice-Chair of the Board.

Key Management Personnel Remuneration

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

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

Board members' responsibilities

The Board Members (who are also directors of All Nations Christian College for the purposes of company law) are responsible for preparing the Board Members' Report (incorporating the directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: *The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)* and the requirements of the Office for Students.
Company law requires that the Board Members must not approve the financial statements for each financial year unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the charitable group for that period.

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

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

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

The Board Members have taken reasonable steps to:

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

In so far as the Board Members are aware:

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

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

We have appointed a new Head of Finance and Company Secretary, Karen Hoar, appointed on 1st March 2023.

Internal Controls

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

Each year as part of their work, the external auditors assess the effectiveness of basic controls and report their findings to the Board. For the year 2022-23, their "*overall assessment was that the controls provide a system with low risk*." All walkthrough tests they performed showed controls were found to be operating as expected and effectively.

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

Risk management

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

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

Auditors

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

On behalf of the Board



Benjamin Stanley
Chairman
Date: 6th December 2023

Independent Auditor's Report

Opinion

We have audited the financial statements of All Nations Christian College Limited (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 August 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated and parent charity Balance Sheets, the Consolidated Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

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

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the group financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charity's ability to continue as a going concern for a period of at least 12 months from when the group financial statements are authorised for issue.

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

Other information
The other information comprises the information included in the annual report, other than the group financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the group financial statements does not cover the other information contained within the annual report and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the group financial statements are prepared is consistent with the group financial statements; and

- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

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

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

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the group and parent charity and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included with the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept by the parent charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of directors
As explained more fully in the directors' responsibilities statement, the trustees' (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the group financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the group financial statements, the directors are responsible for assessing the group and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

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

Auditor's responsibilities for the audit of the financial statements (continued)
The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity, we identified that the principal risks of non-compliance with laws and regulations related to employment and financial reporting legislation and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011. We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team.

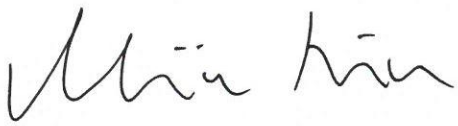
We determined that the principal risks were related to management bias in accounting estimates, presentation of separately disclosed items and management override of controls.

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

There are inherent limitations in the audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: http://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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



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

5 Robin Hood Lane
Sutton
Surrey
SM1 2SW

Dated: 8 December 2023

Consolidated Statement of Financial Activities (Including income and expenditure account)

Year Ended 31 August 2023	Note	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Endowment Funds 2023 £	Total Funds 2023 £	Total Funds 2022 £
Income from:						
Donations		135,768	82,970		218,738	262,333
Legacies		22,712	18,294	-	41,006	86,406
Other trading activities						
Subsidiary company income		129,737	-	-	129,737	137,418
Investments	2	8,652	7,912	-	16,564	15,823
Charitable activities	3	1,017,547	-	-	1,017,547	1,353,051
Other income	3	-	-	-	-	-
Total income		***1,314,416***	***109,176***	***-***	***1,423,592***	***1,855,031***
Expenditure on:						
Raising funds						
Fundraising & Marketing	4	119,602	-	-	119,602	99,838
Subsidiary company costs		48,798	-	-	48,798	56,640
Charitable activities	5,6	1,626,943	111,054	-	1,737,997	1,675,472
Total expenditure		***1,795,343***	***111,054***	***-***	***1,906,397***	***1,831,950***
Net gain/(loss) on investments	13	-	-	(7,101)	(7,101)	(8,975)
Net income/(expenditure)	8	**(480,927)**	**(1,878)**	**(7,101)**	**(489,906)**	**14,106**
Transfers between funds	18	4,182	(4,182)	-	-	-
Net movement in funds		**(476,745)**	***(6,060)***	**(7,101)**	**(489,906)**	**14,106**
Reconciliation of Funds						
Accumulated funds brought forward		2,525,266	163,805	137,283	2,826,354	2,812,248
Accumulated funds carried forward		2,048,521	157,745	130,182	2,336,448	2,826,354

The income is wholly derived from continuing activities.
The group result for Companies Act purposes is net expenditure for the year of £482,805 (2022 income: £23,081).
The Company's net expenditure for the year was £489,906 (2022 income: £14,106).

Consolidated Statement of Financial Activities (Including income and expenditure account)

Year Ended 31 August 2022	Note	Unrestricted Funds 2022	Restricted Funds 2022	Endowment Funds 2022	Total Funds 2022
		£	£	£	£
Income from:					
Donations and Legacies					
Donations		125,509	131,824	5,000	262,333
Legacies		86,406	-	-	86,406
Other trading activities					
Subsidiary company income		137,418	-	-	137,418
Investments	2	518	15,305	-	15,823
Charitable activities	3	1,353,051	-	-	1,353,051
Other income	3	-	-	-	-
Total income		***1,702,902***	***147,129***	***5,000***	***1,855,031***
Expenditure on:					
Raising funds					
Fundraising & Marketing	4	96,886	2,952	-	99,838
Subsidiary company costs		56,640	-	-	56,640
Charitable activities	5,6	1,585,708	89,764	-	1,675,472
Total expenditure		***1,739,234***	***92,716***	***-***	***1,831,950***
Net gain/(loss) on investments	13	-	-	(8,975)	(8,975)
Net income/(expenditure)	8	**(36,332)**	**54,413**	**(3,975)**	**14,106**
Transfers between funds	18	11,409	(11,409)	-	-
Net movement in funds		**(24,923)**	***43,004***	**(3,975)**	**14,106**
Reconciliation of Funds					
Accumulated funds brought forward		2,550,189	120,801	141,258	2,812,248
Accumulated funds carried forward		2,525,266	163,805	137,283	2,826,354

Balance Sheet as at 31 August 2023

	Note	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Fixed assets					
Intangible assets	**11**	19,000	-	19,000	-
Tangible assets	**12**	1,072,381	1,161,210	1,072,381	1,161,210
Investments	**13**	130,182	137,283	130,282	137,383
Total fixed assets		1,221,563	1,298,493	1,221,663	1,298,593
Current assets					
Stocks		9,816	5,758	9,816	5,758
Students' fees receivable		28,246	75,289	28,246	75,289
Prepayments and other debtors	**14**	291,737	800,114	230,673	750,006
Amount due from subsidiary		-	-	86,476	101,805
Cash and cash equivalents		1,084,508	850,438	1,033,976	780,355
Total current assets		1,414,307	1,731,599	1,389,187	1,713,213
Liabilities					
Creditors: Amounts falling due within one year:					
Loans		2,200	2,200	2,200	2,200
Sundry creditors and accruals	**15**	236,531	148,513	211,511	130,227
Fees received in advance		60,691	53,025	60,691	53,025
Total current liabilities		299,422	203,738	274,402	185,452
Net current assets		1,114,885	1,527,861	1,114,785	1,527,761
Net assets	**16**	2,336,448	2,826,354	2,336,448	2,826,354
Capital Funds					
Endowment (including revaluation reserve of £20,714, 2022: £27,815)	**13, 17**	130,182	137,283	130,182	137,283
Income Funds					
Unrestricted					
General		1,635,826	2,112,571	1,635,826	2,112,571
Designated	**19**	412,695	412,695	412,695	412,695
Total Unrestricted		2,048,521	2,525,266	2,048,521	2,525,266
Restricted	**18**	157,745	163,805	157,745	163,805
Total Funds		2,336,448	2,826,354	2,336,448	2,826,354

The accounts were approved by the Board on 6 December 2023 and signed on their behalf by:

Benjamin Stanley
Chairman
Company Number: 990054

Rev VJ Samkutty
Interim Principal and CEO

Consolidated Statement of Cashflows
For the year ended 31 August 2023

	Note	2023 £	2022 £
Cash flows from operating activities:			
Net income/(expenditure) as per SOFA		(489,906)	14,106
Adjustments for:			
Depreciation		109,555	111,951
Loss on sale of property, plant & equipment		-	277
Loss on investments		7,101	8,975
Investment income	2	(16,564)	(15,823)
(Increase)/decrease in trade and other receivables		555,422	(123,845)
Increase in inventories		(4,058)	(205)
Increase/(decrease) in trade and other payables		95,682	(48,866)
Cash (used by) / generated from operations		257,232	(53,430)
Net cash flows from operating activities		257,232	(53,430)
Cash flows from investing activities:			
Purchase of property, plant and equipment	12	(20,726)	(57,449)
Purchase of intangible assets	11	(19,000)	-
Purchase of investments	13	-	(5,000)
Interest received	2	16,564	15,823
Net cash flows from investing activities		(23,162)	(46,626)
Net increase/(decrease) in cash & cash equivalents:		**234,070**	**(100,056)**
Cash in hand and at bank at start of year		850,438	950,494
Cash in hand and at bank at end of year		**1,084,508**	**850,438**

Net Debt Reconciliation

	At 1 September 2022 £	Cash flows £	At 31 August 2023 £
Cash and cash equivalents	850,438	234,070	1,084,508
Interest free loans from supporters	(2,200)	-	(2,200)
Total	**848,238**	**234,070**	**1,082,308**

Notes to the Financial Statements
For the year ended 31 August 2023

1 ACCOUNTING POLICIES

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

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

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

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

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

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

1 ACCOUNTING POLICIES (continued)

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

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

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

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

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

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

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

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

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

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

1 ACCOUNTING POLICIES (continued)

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

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

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

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

Pension scheme arrangements
Pension costs are accounted for as the contributions are made.

Employee benefits
The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

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

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

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

2 INVESTMENT INCOME	Unrestricted Funds	Restricted funds	Total 2023	Total 2022
	£	£	£	£
Bank interest receivable	8,652	7,912	16,564	15,823

3	INCOME FROM CHARITABLE ACTIVITES & OTHER INCOME	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
	Student fee income taught awards	375,183	-	375,183	631,124
	Course fee income non-credit bearing courses	183,612	-	183,612	167,535
	Subcontracted in course fees	21,986	-	21,986	45,756
	Student accommodation & meals	197,075	-	197,075	317,044
	Sundry income	21,200	-	21,200	11,475
	Furlough income	-	-	-	-
	Rental income	131,122	-	131,122	125,394
	Partnerships & Consultancy	41,716		41,716	35,178
	Conference income	45,653	-	45,653	19,545
	Total	**1,017,547**	**-**	**1,017,547**	**1,353,051**

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

4	FUNDRAISING AND MARKETING	Unrestricted Funds £	Restricted funds £	Total 2023 £	Total 2022 £
	Salary costs	94,260	-	94,260	77,083
	Advertising	1,645	-	1,645	1,054
	Promotional activity & Publications	8,317	-	8,317	10,046
	Appeals	-	-	-	516
	Database & Website costs	15,380	-	15,380	11,139
	Total	**119,602**	**-**	**119,602**	**99,838**

5	EXPENDITURE ON CHARITABLE ACTIVITES	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
	Tuition	448,506	23,561	472,067	485,137
	Catering	185,438	-	185,438	195,073
	Academic Administration	150,228	-	150,228	139,520
	Bursary grants	-	83,418	83,418	53,788
	Conferences	21,883	-	21,883	10,166
	Support costs (notes 6 and 7)	820,888	4,075	824,963	791,788
	Total	**1,626,943**	**111,054**	**1,737,997**	**1,675,472**

6 BREAKDOWN OF COSTS OF CHARITABLE ACTIVITY

Support costs have been allocated as follows:

	Activities undertaken directly £	Grant funding activities £	Support costs £	Total 2023 £	Total 2022 £
Student costs	807,733	-	811,930	1,619,663	1,599,213
Bursaries granted	-	83,418	-	83,418	53,788
Conferences	21,883	-	13,033	34,916	22,471
Total	**829,616**	**83,418**	**824,963**	**1,737,997**	**1,675,472**

7 SUPPORT COST BREAKDOWN BY ACTIVITY

Total 2023	Fundraising & Marketing	Student costs	Conferences	Basis of Allocation
	£	£	£	
Premises	-	184,367	4,581	Time/Usage/Area
Housekeeping	-	46,204	-	Time/Usage
Finance	-	105,678	2,833	Time
IT	-	114,728	-	Usage
Facilities	-	70,166	1,799	Time
HR	-	30,818	-	Usage
Management	2,094	37,905	-	Time
Administration	-	100,111	1,081	Usage
Depreciation & amortisation	-	106,816	2,739	Usage
Governance	-	15,137	-	Time/Usage
Total	**2,094**	**811,930**	**13,033**	

PRIOR YEAR FIGURES

Total 2022	Fundraising & Marketing	Student costs	Conferences	Basis of Allocation
	£	£	£	
Premises	-	179,215	4,491	Time/Usage/Area
Housekeeping	-	57,561	-	Time/Usage
Finance	-	85,114	2,262	Time
IT	2,952	91,530	280	Usage
Facilities	-	58,581	1,502	Time
HR	-	22,353	-	Usage
Management	2,862	51,926	-	Time
Administration	-	107,012	972	Usage
Depreciation & amortisation	-	109,152	2,798	Usage
Governance	-	17,039	-	Time/Usage
Total	**5,814**	**779,483**	**12,305**	

8 NET INCOME/(EXPENDITURE) FOR THE YEAR

	2023	2022
	£	£
This is stated after charging:		
Auditors' remuneration – audit	9,480	11,300
other services	-	234
Operating lease charges – photocopiers	3,148	2,101
Depreciation of tangible fixed assets	109,555	111,951
Amortisation of intangible fixed assets	-	-

9 STAFF COSTS

	2023	2022
	£	£
Wages and salaries	893,332	901,242
Social security costs	65,281	65,444
Pension costs	68,821	65,104
Total	**1,027,434**	**1,031,790**

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

	2023		2022	
Average number of staff	**Number**	**FTE***	**Number**	**FTE***
Principal and CEO	1	1	1	1
Academic	19.7	13.4	19.8	13.7
Support	20.0	15.0	21.1	14.9
Total	**40.7**	**29.4**	**41.9**	**29.6**

* Full time equivalent

The librarian has been classified as support staff rather than Academic. There were no employees receiving remuneration and taxable benefits between £60,000 and £70,000 (2022: 1). The calculation includes salary and estimates for death in service benefit and housing benefit where accommodation is provided rent free.

The College's Key Management Personnel are deemed to be those members of staff who are on the Senior Leadership Team. During the year these were: Andy Dipper (Principal / CEO, resigned 14 April 2023), VJ Samkutty (Vice Principal, appointed 15 April 2023 to interim Principal / CEO), Mark Galpin, Steve Tompkins, Andrew Walker (interim to 28 Feb 2023), Karen Hoar (appointed 1 Mar 2023), Jill Ford (appointed September 2022), Rachael Bean (appointed September 2022). Aggregate employee-benefits of key management personnel for the year were £302,078 (2022: £269,836). The figures include salary, pension contributions, employer's national insurance, estimates for death in service benefit and housing benefit where applicable.

Office for Students staff disclosures

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

	2023	2022
	£	£
Basic salary before salary sacrifice	47,150	48,899
Employer pension contribution	3,772	8,802
Salary sacrifice arrangements - pension contributions	-	(4,890)
Non-taxable benefits - provision of accommodation	-	16,524
Total package	**50,922**	**69,335**

The 2022 figure relates to the previous Principal and CEO who left on the 14 April 2023. The Board is responsible for setting the pay of the Principal and CEO. In setting the figure they take account of the Christian, Charity, and Education contexts in which the College operates, and the pay of other staff. Performance is appraised annually by the Chair and Vice-Chair of the Board. Given the high demands and responsibility of the job, the Board feels the Head of Provider remuneration is well justified.

9 STAFF COSTS (Continued)

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

i. The head of the provider's basic salary is 2.2 times the median pay of staff (2022: 2.2), where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its staff.

ii. The head of the provider's total remuneration is 2.2 times the median total remuneration of staff (2022: 2.9), where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration by the provider of its staff.

10 EMOLUMENTS OF BOARD MEMBERS

No remuneration was paid to any board members in respect of such office. No trustees were reimbursed expenses during the year (2022: £nil). The value of expenses waived was not material.

11 INTANGIBLE FIXED ASSETS (GROUP AND COMPANY)

Our existing website is fully depreciated and was using Drupal 7 software which is coming to end of life for support. Champions are now hosting our website. We are in the process of building a new website which is due to complete towards the end of 2023. The costs for the new website have been treated as an asset under construction and no amortisation has been charged in 22/23.

	Website £
Cost	
At 1 September 2022	13,740
Additions	19,000
At 31 August 2023	32,740
Amortisation	
At 1 September 2022	13,740
Charge for the year	-
At 31 August 2023	13,740
Net book value	
At 31 August 2022	-
At 31 August 2023	19,000

12 TANGIBLE FIXED ASSETS (GROUP)

	Freehold Properties	Furniture Fittings & Equipment	Heavy Plant	Motor Vehicles	Total
	£	£	£	£	£
Cost					
At 1 September 2022	1,751,695	910,909	235,681	11,521	2,909,806
Additions	-	20,726	-	-	20,726
Disposals	-	(25,806)	-	-	(25,806)
At 31 August 2023	1,751,695	905,829	235,681	11,521	2,904,726
Depreciation					
At 1 September 2022	964,793	678,010	94,272	11,521	1,748,596
Charge for the year	28,599	57,388	23,568	-	109,555
Eliminated on disposals	-	(25,806)	-	-	(25,806)
At 31 August 2023	993,392	709,592	117,840	11,521	1,832,345
Net book value					
At 31 August 2022	786,902	232,899	141,409	-	1,161,210
At 31 August 2023	758,303	196,237	117,841	-	1,072,381

TANGIBLE FIXED ASSETS (COMPANY)

	Freehold Properties	Furniture Fittings & Equipment	Heavy Plant	Motor Vehicles	Total
	£	£	£	£	£
Cost					
At 1 September 2022	1,751,695	882,533	235,681	11,521	2,881,430
Additions	-	20,726	-	-	20,726
Disposals	-	(25,806)	-	-	(25,806)
At 31 August 2023	1,751,695	877,453	235,681	11,521	2,876,350
Depreciation					
At 1 September 2022	964,793	649,634	94,272	11,521	1,720,220
Charge for the year	28,599	57,388	23,568	-	109,555
Eliminated on disposals	-	(25,806)	-	-	(25,806)
At 31 August 2023	993,392	681,216	117,840	11,521	1,803,969
Net book value					
At 31 August 2022	786,902	232,899	141,409	-	1,161,210
At 31 August 2023	758,303	196,237	117,841	-	1,072,381

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

13 FIXED ASSET INVESTMENTS (GROUP AND COMPANY)

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Listed investments	130,182	137,283	130,182	137,283
Investment in Trading Subsidiary	-	-	100	100
Total	**130,182**	**137,283**	**130,282**	**137,383**

	2023	2022
	£	£
Endowment Funds		
Listed UK investments		
Market value at 1 September	137,283	141,258
Additions		5,000
Net unrealised gain/(loss) on investment assets	(7,101)	(8,975)
Market value at 31 August	130,182	137,283
Historic cost as at 31 August	109,468	109,468

At 31 August 2023, all of the charity's listed investments were held in M&G Unit Trusts - Charifund.

Shares in subsidiary company - General Funds
The company's investment in its subsidiary is made up as follows:

	Investment at cost
	£
At 1 September 2022 and 31 August 2023	100

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

At 31 August 2023, All Nations Christian College Limited held more than 10% of the allotted share capital of the following company:

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

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

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

Trading Company summary profit and loss account	2023	2022
	£	£
Turnover	133,598	137,418
Cost of sales and administration expenses	(74,217)	(75,026)
Depreciation	-	-
Profit	59,381	62,392
Amount gift aided to parent company	(59,381)	(62,392)
Net profit	-	-

The assets and liabilities of the subsidiary were:	2023	2022
	£	£
Current assets	111,595	120,341
Creditors: Amounts falling due within one year	(111,495)	(120,241)
Total Net assets	100	100
Aggregate share capital and reserves	100	100

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

14 PREPAYMENTS AND OTHER DEBTORS

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Other debtors	116,057	136,383	54,993	86,275
Prepayments & Accrued income	175,680	663,731	175,680	663,731
Total	**291,737**	**800,114**	**230,673**	**750,006**

Included within Prepayments & Accrued income in 2022 is £555,000 being the estimated value of the legacy from the estate of Rick Allen which estate has been finalised in 2023.

15 CREDITORS: Amounts falling due within one year

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Creditors	60,386	28,475	36,926	11,389
Deferred Income (fees in advance)	60,691	53,025	60,691	53,025
Accruals	115,454	67,013	113,894	65,813
Total	**236,531**	**148,513**	**211,511**	**130,227**
Deferred income Bought forward	53,025		53,025	
Additions	41,050		41,050	
Release	(33,384)		(33,384)	
Deferred income carried forward	**60,691**		**60,691**	

16 ANALYSIS OF NET ASSETS BETWEEN FUNDS

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

PRIOR YEAR

Group	Fixed assets	Investments	Net current Assets	Total at 31 August 2022
	£	£	£	£
Endowment funds	-	137,283	-	137,283
Restricted funds	-	-	163,805	163,805
Unrestricted funds				
General fund	1,161,210	-	951,361	2,112,571
Seed Funding	-	-	18,125	18,125
Strategic Fund	-	-	394,570	394,570
Total	**1,161,210**	**137,283**	**1,527,861**	**2,826,354**

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

PRIOR YEAR

Company	Fixed assets	Investments	Net current Assets	Total at 31 August 2022
	£	£	£	£
Endowment funds	-	137,283	-	137,283
Restricted funds	-	-	163,805	163,805
Unrestricted funds				
General fund	1,161,210	100	951,261	2,112,571
Seed Funding	-	-	18,125	18,125
Strategic Fund	-	-	394,570	394,570
Total	**1,161,210**	**137,383**	**1,527,761**	**2,826,354**

17 ENDOWMENT FUNDS

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

18 RESTRICTED FUNDS (Group and Company)

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

Prior Year (Group and Company)	Balance 1 September 2021	Movement		Balance 31 August 2022
		Income	Expenditure & transfers out	
	£	£	£	£
Bursary fund	55,402	105,570	(53,788)	107,184
Accommodation Fund	100	-	-	100
Online Fund	11,258	12,679	(7,288)	16,649
New dev. fund – Zoom rooms	17,973	5,000	(12,322)	10,651
New dev. fund – Maple Hall	9,420	60	(1,470)	8,010
En Route-on-the-Move Fund	10,943	23,195	(14,048)	20,090
Library fund	4,518	-	(3,397)	1,121
ICT fund	11,187	-	(11,187)	-
Learning Services Fund	-	625	(625)	-
Total restricted funds	**120,801**	**147,129**	**(104,125)**	**163,805**

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

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

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

18 RESTRICTED FUNDS (Continued)

The Zoom Rooms project equips every classroom and lecturer with what is needed to deliver all learning by zoom with excellence. Some assets for this project were capitalised, at which point transfers of Nil (2022: £11,409) were made to the General Fund in accordance with paragraph 2.12 of SORP 2019.

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

The En Route on the Move Fund relates to taking the training from our En Route courses to chosen locations globally and working with local partners to deliver it.

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

The Board agreed £27,000 expenditure spend on the website in 2022/23 Budget. We received restricted income of £13,182 and used £4,182 against the £18,000 expenditure incurred in 2022/23 resulting in £13,818 net spend to general funds. The remaining £9,000 restricted was carried forward as the final amount due to be paid for the new website in Q1 of 2023/24.

The Big Church Festival was used to attend the festival and promote the college, the SLT away was used to host an away day for the SLT to gather together with new staff members and the Plants for college grounds is still to be utilised.

19 DESIGNATED FUNDS (Group and Company)

	Balance 1 September 2022	Movement		Balance 31 August 2023
		Income & transfers in	Expenditure & transfers out	
	£	£	£	£
Seed Funding	18,125	-	-	18,125
Strategic Fund	394,570	-	-	394,570
Total designated funds	**412,695**	**-**	**-**	**412,695**

Prior Year (Group and Company)	Balance 1 September 2021	Movement		Balance 31 August 2022
		Income & transfers in	Expenditure & transfers out	
	£	£	£	£
Seed Fund	18,125	-	-	18,125
Strategic Fund	394,570	-	-	394,570
Total designated funds	**412,695**	**-**	**-**	**412,695**

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

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

20 OPERATING LEASES
(Group and Company)

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

	2023 £	2022 £
Within one year	3,208	742
Between two and five years	10,429	-

During the year, the lease payments amounted to £3,148 (2022: £2,101).

21 CONSTITUTION OF THE COMPANY AND STATUS

The company is limited by guarantee, and each member of the Board of Management is under covenant to contribute a sum not exceeding one pound sterling in certain circumstances as set out in clause 10 of the Articles of Association. The number of members is 10 (2022: 12).

22 RELATED PARTIES

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

Members of the close family of the key management personnel received remuneration of £3,551 (2022: £35,761) and employer's pension contributions of nil (2022: £2,029).

During the year rental payments of nil (2022: £6,361) were paid to a trustee under a tenancy agreement for the use of their property.

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

	2023	2022
Bursary Fund Donation	£nil	£32,748
Other Donations	£nil	£11,455
Costs re-charged to Redcliffe	£37,297	£45,756
Balance due to All Nations at the year-end	£31,044	£46,722
Donations received – Transfer of net assets	Nil	Nil

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

ALL NATIONS CHRISTIAN COLLEGE LIMITED

England & Wales - Charity number 311028

Accounts

allnations
training for mission

Year ended 2022

REPORT AND FINANCIAL STATEMENTS



Company Number 990054 Charity Number 311028

allnations
training for mission

ALL NATIONS CHRISTIAN COLLEGE LIMITED
(BY GUARANTEE)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31ST AUGUST 2022

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REPORT OF THE BOARD OF MANAGEMENT

Chairman's Statement

The small things matter. The Chinese proverb says "A journey of a thousand miles begins with a small step." But as important is persistence and consistency in taking the next small step, and the one after that. The tale of many Christians is one of faithful obedience, each seemingly insignificant decision building up and determining the visible outcomes.

At All Nations Christian College, we aim to show this faithful obedience. The last few years have tested resilience, but the staff, students and wider community have pressed on, encouraging each other to take that next step. A survey of our alumni showed that building resilience in individuals was perceived to be one of the major benefits of studying together, and this is seen as All Nations alumni serve faithfully year after year in intercultural contexts around the globe.

At the end of this academic year, we were able to celebrate as over 75 undergraduates, postgraduates and En Route students graduated. They have not had it easy – the pandemic changed learning patterns and stretched everyone. But what a testimony that so many graduated with amazing results, and now move on in applying their learning and character formation through their time at All Nations. And of course a new student intake arrives – our postgraduate course has seen record numbers of students starting in September 2022.

We must also submit ourselves to various regulatory processes, as a higher education college offering validated degrees. We strongly believe in the benefit of this core validated offering, achieved through the Open University (OU). It offers quality-accredited material and teaching, and recognised degree awards to those we serve. But to maintain this validated offering requires discipline and diligence, and significant cost arising from the regulatory and oversight processes. This year saw the OU's 5-year Undergraduate revalidation.

The outcomes were thrilling: the OU commended All Nations for the "*successful development and delivery of Flexible and Distributed Learning, which offers an example of good practice for the sector*", and highlighted the "*strong emphasis placed on flexible responses to the academic and pastoral needs of individual students*". For the first time, we had no conditions on the 5-year revalidation of our BA (Hons) in Biblical and Intercultural Studies. These outcomes are the result of consistent and excellent small steps. Particular mention must be made of our Vice Principal (Academic), V.J. Samkutty, and his team, for their excellent work in preparing and delivering the revalidation.

Some of the small steps we take are in service of a wider goal. For the last 5 years, we have focused on making our training far more accessible to the global church, and particularly the Global South. The World Evangelical Alliance and Lausanne Movement have both recognised that the lack of training resources, discipleship and theological education is one of the key problems facing the Global South church in the years to come. In response, we are testing various models of training delivery with global partners, initially looking at short-form (non-degree), and gradually introducing degree-level modules and wider validated training programmes. With all our core undergraduate and postgraduate courses being offered in hybrid mode, we are making strong steps towards increasing accessibility. We will continue this path in the months and years ahead, playing our role in providing quality-accredited bible and intercultural ministry training worldwide, and re-aligning our service model to do this with excellence.

We aim to steward wisely what the Lord provides day by day, in the small decisions and the large. We remain dependent on Him. To God be the glory.

Ben Stanley
Chairman, Board of Trustees

REPORT OF THE BOARD OF MANAGEMENT (CONTINUED)

The Board Members have pleasure in presenting their report and the financial statements of the charity for the year ended 31st August 2022, which covers the activities of All Nations Christian College Limited and those of its wholly owned subsidiary, All Nations Trading Limited.

Reference and administrative information

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

Board Members

The following members served during the year:

Dr C R V Ewell	
Mrs A F Gibson	
Ms A E Grieve*	Treasurer
Mrs A E Guinness**	Vice-Chair
Mr P James	
Mr D John**	Resigned 7th December 2022
Mr E Ndikumana	Appointed 5th October 2022
Mrs H Muthami	Appointed 5th October 2022
Mr N Patterson*	
Mrs C Sanderson**	
Mr B K Stanley*	Chairman
Mr J D Thornton	Resigned 7th December 2022

(* = Member of Finance Committee)
(** = Member of Governance Committee)

Professional advisors

Auditors	
Jacob Cavenagh & Skeet	5 Robin Hood Lane, Sutton, Surrey SM1 2SW
Bankers	
Barclays Bank plc	Lea Valley Group, 78 Turners Hill, Cheshunt, Herts EN8 9BW
CAF Bank Plc	25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4JQ
Solicitors	
Anthony Collins	134 Edmund Street, Birmingham B3 2ES
Pensions advisor	
Succession Group Limited	Drake Buildings, 15 Davy Road, Plymouth Science Park, Derriford, Plymouth, PL6 8BY

Registered Office

Address: Easneye, Ware, Hertfordshire, SG12 8LX
E-mail: fd@allnations.ac.uk
Web site: www.allnations.ac.uk
Telephone: 01920 443500

Objectives and activities

Our purpose and values

The purpose of the College is to train and equip men and women for effective participation in God's mission in His multi-cultural world.

The values of the College:

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

Public Benefit

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

Activities

In order to achieve the public benefit requirement, the principal activity of the College during the year continued to be that of providing hybrid courses (residential and online) in biblical, missiological and related subjects. The College also acts as a conference venue for other organisations providing missionary training which is in line with our objectives.

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

All Nations is committed to integral mission and offers a 'Head, Heart and Hands' approach, providing intellectual, spiritual and practical training:

Intellectual training: Theological studies are an important part of training. They help students have a clear understanding of the Gospel they seek to spread, and the God they seek to glorify. The Bible, as the word of God, is the basis for this study. Students are taught that spreading the Gospel of Jesus Christ should always be done sensitively and be non-coercive.

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

Ministry placement: Practical training is an integral part of study at All Nations. Students are all involved in some aspect of practical ministry and there are many and varied opportunities to use their hands to put into practice the theory in their heads and cultivate the passion in their hearts. Some are working in local churches, preaching, leading worship, helping with youth and children's work.

Others engage in outreach ministries such as London City Mission, Media Ministry, Creation Care Advocacy and Drama. Students are supervised by someone more knowledgeable and skilled than they are who can really help them develop their skills and confirm their calling. Ministry Placements (and Ministry Internships) are intentionally designed to help students towards employment at the end of their time at All Nations.

Ministry Placements & Internships have of course been affected by Covid-19. Students either completed their placements online (for example a church placement) or transferred to another suitable placement. Two students did some online training in order to be part of a local Churches Together team involved in listening to people who are suffering from the effects of Covid-19 and referring them to the appropriate channels for further help and advice. This has led to involvement with various projects involving Hoddesdon Churches Together and also in activities such as Street Pastors and youth work in Hertford, again with local churches. This involves both outreach and helping out within the local community. Despite Covid-19, 14 students completed an internship over the summer and these ranged from places such as Kosovo, Germany and France as well as UK (including at the Keswick Convention)!

Practical Courses: these are designed to upskill our students and prepare them for living and working in places where they may not have support networks or access to services. Some courses moved online this year. In-house courses were run where possible such as: leading worship, digital photography, creative writing and prayer leadership as well as raising support and teaching English. Also a hairdressing course proved extremely popular.

A particular emphasis continues to be encouraging married couples to study together.

Beneficiaries

Students are primary beneficiaries of the College's work. However, the wider public also benefits from the training our students have received. Our students go out all over the world to serve all kinds of people in all kinds of ways. The greatest benefit that arises from the College's work is the salvation of souls. What greater benefit can there be than knowing Jesus, receiving forgiveness of sins and eternal life with the loving, sovereign, triune God? However, our students are also a blessing to people whether they become Christians or not. Christians are called to lead a godly life, serving others and many students get involved in work which provides support to those with physical and economic needs as well as those with spiritual needs.

Many students who studied at All Nations during 2021-22 have moved on to overseas mission situations, and many of our international students have returned to take up strategic roles in Christian ministry in their home countries.

Library

All Nations' library provides a supportive environment for learning and study in which all library users can find high quality information resources and services to facilitate their current or continuing education, their personal and professional development and their role within the Christian community. It continues to maintain its position as one of the most important missiological resource centres in the UK and Western Europe with around 65,000 books, 50,000 indexed journal articles and a sizeable collection of multimedia resources. The library provides digital resources through its Virtual Learning Environment, EBSCO's Religion and Philosophy Collection and has almost 5,000 EBSCO eBooks. All Nations' library is a member of the Association of British Theological and Philosophical

Library (ABTAPL) and the Centre for Inclusion and Collaborative Partnerships (CICP)'s Librarians' Network.

Last year the library received over 14,000 books and journals as part of the transfer of assets from Redcliffe College. The books have been added to the library and we are currently in the process of adding the journals.

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

Achievements and performance

Review of operations for the year

The College continued to run its range of courses during 2021-22, all of which reflect the College's "Head, Heart and Hands" approach. The College's programmes and courses continue to be delivered both on-site at Easneye and online.

The Undergraduate and Post-graduate programmes are validated by the Open University (OU) and the College is registered with the Office for Students. The Post-graduate and the Undergraduate programmes are now delivered in both campus-based, hybrid and remote-access modes.

Student Experience: all our courses, both on campus and online, have continued to receive very positive student evaluations. The students have expressed a high degree of satisfaction with the scope and breadth of content, the integration of the modules and the variety of teaching and learning styles employed. These are some of the comments from the UG students:

- *Staff are very supportive and go above the expected to help students.*
- *All Nations really is a unique place and a blessing to those who come.*
- *Before coming I was very uncertain if we should be here. Now I am so glad and thankful we came. All Nations is a very special place. I pray that ANCC carries on delivering the first-class teaching, equipping, shaping and care of brothers and sisters that it is famous for and which I had the privilege of experiencing.*
- *I have loved my time at All Nations. The classes at level 6 have particularly been a highlight. I could do this entire year again and choose entirely different classes and I'm sure be just as happy. An excellent and wide selection of topics that were applicable, thought-provoking and challenging. Excellent teaching that engages and encourages creative and independent though.*
- *Has been undoubtedly the best and most worthwhile thing I've ever done. Whilst it has been very hard at times, I'm so very glad God brought me back to study L6. I will miss ANCC so very much.*
- *It was a great experience to study at ANCC. It was challenging in many aspects, but it was a time of growing. And learned more about God, mission and myself.*
- *Thank you very much for all the staff and all the support. I'm leaving this space transformed through many inputs in classes and from friends.*
- *I really appreciate how much the tutors of the college invest in their service. Thank you!*

Undergraduate Programme Revalidation: the new BA programme was successfully revalidated by the Open University for five years, starting from September 2022. This is subject to NO conditions. In line with the College's strategic objective to '*increase the availability of our programmes to non-campus-based students*', the programme is now run in full-time, part-time and remote access modes.

Postgraduate students had similarly positive comments:

- *This course has been invaluable in shaping missional engagement and reflection for the rest of my life. I am so grateful.*
- *A great program. Would do it again in a heartbeat.*
- *Such incredible tutors – thank you all*
- *The MTh has given me deep rooted skills for cross-cultural, urban, global missional thinking and acting. I am so grateful for the prayerful, knowledgeable and caring staff who have impacted wisdom and worked to bring out the best of me - seeing potential even when I did not know it was there myself. This experience has enhanced and empowered me for mission both now and in the future. Thank-you.*
- *Thank you to everyone at ANCC for such an amazing postgraduate programme! It was a great learning experience*

All Nations On-The-Move

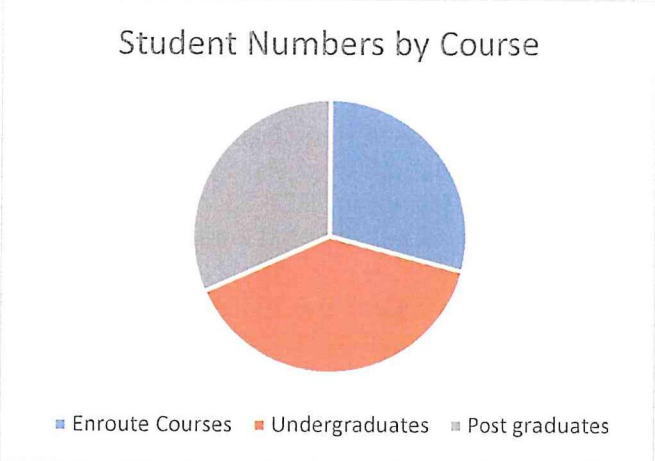
During the period September 2021 to August 2022, All Nations continued to run courses in different locations around the world. These included residential-online courses in Nagarkot (14 students) and Hetauda (15 participants) in Nepal; the fourth running of En Route Romania (18 students); Moving-into-Mission courses in Bible Schools in Norway (3 colleges, c. 160 students); an online course in Kalay, Myanmar (70 students); En Route to the Least Reached on Logos Hope, OM Ships (270 students); Training The Trainer courses in Burundi (25 students) and Kenya (14 students); Express II in Uganda (35 students); Express in Guatemala City (15 participants); En Route (Module 2) in Kinshasa, Democratic Republic of Congo (90 students), and Moving into Mission in the Republic of Congo (12 students).


En route Module 1 on Logos Hope

It was encouraging to see the projects in Nepal and Romania continue to move forward apace, and it was amazing to see the connection with the colleges in Norway strengthened and move into new areas of collaboration with participation in a mission conference in Oslo planned for October 2022. The training in Uganda witnessed the launch of a brand-new course, Express II, and the Training-The Trainer events in Burundi and Kenya opened up the possibility of new mission training expressions, through the course participants, in both those countries, and across East Africa.

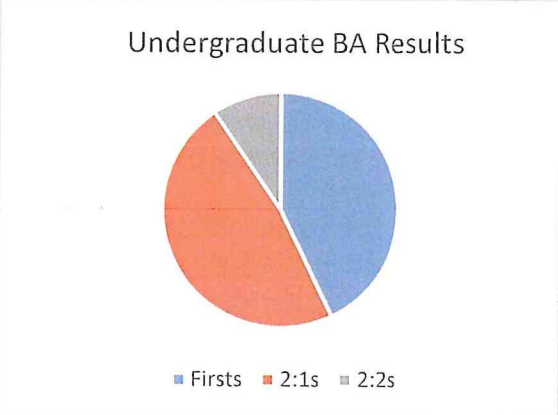
Student numbers: The College continued to attract students of a high calibre from around 30 countries with 62 students on our BA programme. In addition, there were 50 post-graduate MA and module students and 46 students who took one of the En Route courses.

Around 108 people completed a short course and over 695 people received training through the On the Move courses. **In total the number of people who received All Nations training increased from 450 in 2020-21 to 961 in 2021-22.**

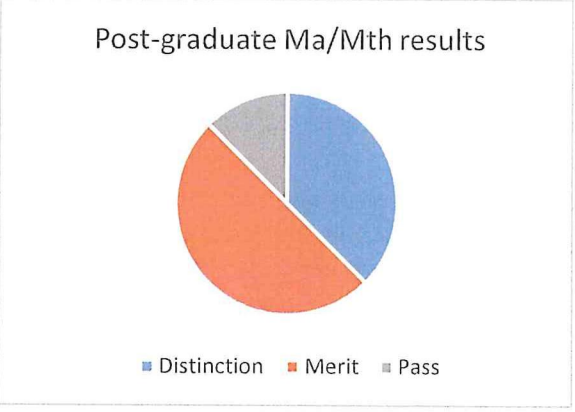


Academic achievement:

The undergraduate examination board that met on 14th July 2022 confirmed 21 students to receive their BA (Hons) degree. Of the 21 students, 9 gained first class (43%), 10 gained high second class (48%), and 2 gained low second class (9%), thus resulting a total of 91% in the first class and high second-class categories. There was no third class or fail.



The Postgraduate exam board met on 10th November with 18 students graduating; 2 with PG Certs, and 16 with MA/MTh awards. Student standard of achievement remained exceptional with 6 students achieving distinctions (37.5%), 8 merits (50%) and 2 Passes (11%).



Effect of Covid-19: during 2021-22 the changes that had been made to teaching and learning in the 2020-21 academic year continued. The College had put in place measures to offer all programmes in a blended mode. The external examiners were informed of the changes in teaching and assessments. Students were given extended deadlines to complete their work. The College had allocated extra staff to support the Librarian in providing scanned copies of requested material. Students had the option to defer their studies if they choose to do so in the light of the above changes to the programme, although none did.

The 'No Detriment' policy which was in place for 2019-20 academic year was not applied to the programmes for the year 2021-22 as per the guideline of the OU. In the year 2019-20, the policy was used in arriving at the calculation of final grades for those students whose period of study included the pandemic period (21st March 2020 to the end of this academic year July 2020). For the calculation of awards for the year 2021-22, modules taken during the pandemic period of 2019-20 were given consideration as per the No Detriment policy.

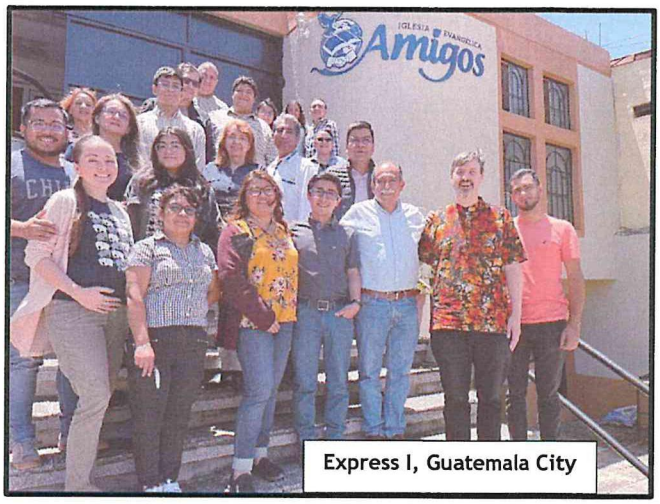
External Examiners: the external examiners on the BA and MA programmes have consistently commended the standard and quality of the curriculum, teaching, learning and assessments. The following are comments from the external examiners' report on the **BA programme** of 2021-22:

- *'I continue to be impressed by the quality of work from the students. Across the modules examined they engage with the material well, and engage with a large amount of literature. Overall, they appear to be well motivated and apply their knowledge and understanding to their own contexts well when asked to do this. Biblical languages continue to be excellently done, and some students attained truly outstanding marks'.*
- *'The proportion of level 6 students producing excellent work in the modules I saw is above national average in knowledge of the (very broad-based) subject and in many applicable methodologies'.*
- *'Students continue to produce a very high standard of work, which attests to both the quality of the educational offering at ANCC and the maturity of the students coming on the programme'.*
- *The curriculum continues to impress with the sheer volume of optionality, and the breadth and depth of engagement with theology in a missional setting. I was impressed with the use of the VLE pedagogically, and the ongoing provision and improvement in learning resources made available to students'.*
- *'The quality of the curriculum is 'very high'. 'Students in every module produce excellent work'.*
- *'Based on the assessment materials I viewed, I would judge these to be of a very high quality and well-suited to the module and programme learning objectives'.*

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

- *The standards set are appropriate for the award level. I am confident that the standards set are appropriate to the FHEQ and in line with the TRS subject benchmark statement*
- *Student work is of a high quality and consistent with peers on comparable programmes in other institutions. The overall quality is generally of a remarkably high standard and this is reflected in a high proportion of merits and distinctions*
- *There is a very good level of critical engagement, synthesis, and analysis*
- *The students typically demonstrate very high levels of thinking. They are particularly strong on contextual awareness and analysis. The work suggests a diverse and respectful learning community*
- *Marks are well attuned to the programme specification, programme handbook, and other relevant policies*

All Nations on the Move



Express I, Guatemala City

The projects in Nepal and Romania continued to move forward apace, and it was amazing to see the connection with the colleges in Norway strengthened and move into new areas of collaboration with the mission conference being planned for October 2022. The training in Uganda witnessed the launch of a brand-new course, Express II, and the Training-The Trainer events in Burundi and Kenya opened up the possibility of new mission training expressions, through the course participants, in both those countries and across East Africa.

It was encouraging to finally run Module II of En Route in DRC but also to connect with a great church across the border in the Republic of Congo. The new works in Myanmar and Guatemala also look promising for ongoing collaboration and further mission training expressions in South East Asia and Central America. The Logos Hope, En Route-To-The-Least Reached course represents a connection with a mission training that is literally On-The-Move – with Logos Hope as the "world's largest floating mission training centre".

Developing the opportunities to collaborate with alumni, local churches, missionaries and mission agencies to deliver mission training away from All Nation's Easneye Campus in the United Kingdom, has led the college on a truly global journey.

Over the last 5 years, as of September 2022, All Nations has been involved in 18 new projects in 18 nations across 4 continents in 9 languages. This effort has involved 24 partner organisations, together with numerous individuals who have co-invested with us to see over 1,500 participants engage with high quality, accessible, affordable, appropriate mission training.

The purpose of the All Nations On-The-Move initiative was to catalyse new expressions of mission training in different languages and locations, develop new mission trainers, form new mission training teams and endeavour meet the growing global demand for mission training. This being the case, given the projects that we have just described, the All Nations On-The-Move initiative looks fit for purpose.

The outcome of these activities has been transformed lives and organisations. All Nations, its partners, local mission trainers and mission training teams, together with the students that they have served during this period, have all experienced growth in terms of their understanding of, and participation in, God's mission. It has been a fantastic learning journey for us all.

For a relatively small financial investment of £26,500 but significant generosity both monetarily and in kind from all parties, much has been achieved. However, in order to move forward and grow the initiative, the funding needs to reflect the actual costs of engaging in this work.

This being the case, All Nations is intending to formally allocate staff to the project, cover the full costs of sending the All Nations Facilitators to the global projects, and build up a bursary fund to meet the course fees of Training-The-Trainer placements in the UK that are necessary to continue extending and multiplying existing projects.



Training-The-Trainer Cohort in Bujumbura, Burundi

Partnerships

Discussions are ongoing with a number of organisations at differing levels to see how ANCC can develop partnerships to train more men and women for mission more effectively – particularly in light of visa and cost issues that restrict access to residential courses at the Easneye campus. This has also involved the translation of course materials into various languages including Romanian, Chinese, Spanish and Arabic.

All of the courses described above in the "On The Move" section are delivered together with local partners. Fundraising to support these initiatives is ongoing.

Our partners include Chinese Overseas Christian Mission (COCM); the Baptist Institute of Theology in Bucharest (ITBB); Antioch School of Missions (Egypt); Audacious Faith Ministries International (DRC); 2nd Baptist Church of Iquique, Chile; the National Missions Commission of Nepal, and Operation Mobilisation Ships International. In the Netherlands, the Express-NL course is being developed together with local ANCC alumni.

Inter-cultural Coaching: Through a partnership with Schuppener Global Transitions, based in Germany, the College has collaborated to deliver its second round of an Inter-Cultural Coach course from November 2021 to July 2022 for 12 participants. This course has continued to receive extremely encouraging feedback from the participants.

Prayer for the Nations: The College has continued to deliver the popular Prayer for the Nations courses twice-a-year. Under the leadership of YWAM missionary, Lynn Yee, this ministry has now expanded to include monthly Zoom prayer meetings entitled "Prayer Ignite" and personal "Emmaus" retreat courses on-site at Easneye.

EnVision: The Envision course, designed to introduce local churches to the opportunities of cross-cultural ministry and the possibilities of developing multi-cultural churches has continued to be used by churches and Christian groups around the world. A Zoom version was also developed during the pandemic when face-to-face group meetings became problematic.

Other income streams: Conference & guest income was again impacted negatively by Covid-19 and its continuing restrictions. However, we remain blessed by the fellowship we have with Friends International and Operation World who rent office space on site.

Donors & fundraising: once again the Lord has done more than we asked or imagined. We are overwhelmingly encouraged by the support and testimony of our supporters who often give so sacrificially. Thank you! We could not operate without your support.

We have spent the remainder of the Tech 21 appeal for significant investment in our ICT services and infrastructure which reached its target of £91k. We are also continuing to spend the monies raised from the Maple Hall appeal and the Zoom Rooms appeal from 2019-20, aiming to give the students the best possible experience with hybrid learning.

All Nations is compliant with recognised standards of fundraising, including the standards published in November 2016 to ensure both the protection of vulnerable individuals and to avoid intrusive or persistent approaches. The College fully supports such requirements. The College's fundraising practices are ethical and in accordance with Biblical principles and the College does not participate in street fundraising. In 2021-22 the College's Head of Communications/Head of Engagement received no complaints about the College's fundraising practice. The College did not use a professional fundraiser this year.

***Staff Development*:** The College has maintained its commitment to staff development with a percentage of tuition fee income being allocated for this purpose. However, with the pressures of Covid-19 during the year, much of the budget was not spent. During the appraisal process in 2022, staff were encouraged to consider what development they could undertake for the year 2022-23.

Volunteers: The College has a wide range of differing kinds of volunteers, some of whom live on site, who provide an invaluable contribution to the running of the College. The Trustees wish to acknowledge and thank all those who make a significant contribution to the services of the College by giving up their time. We are extremely grateful for their hard work and dedication.

Plans for the future

Building Biblical confidence, extending respectful intercultural competency and enabling transformation engagement in everyday life is what we do. Constant adaptation to the ever-changing world around us demands men and women who are equipped with tools for lifelong ministry and discipleship making. Looking forwards we are responding to the needs of the global Church as they mobilise their local congregations to put faith into action, proclaiming Gospel truths in an age of uncertainty. We will continue to be an international and interdenominational community of learners accessing on campus and remotely from all the nations of the world. We serve alongside the global Church, catalysing innovation, sharing expertise and encouraging lifelong reflective learning. We will continue to build forward from our past, warmly welcome all and offer a supportive and sustainably resourced environment to work, learn and live.

Our 2022-2025 Strategic Objectives are:

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

We aim to extend and further develop excellent quality, multi-lingual, multi-location and accessible learning opportunities. Working with College alumni from both Redcliffe and All Nations, our emphasis on life-long learning will further increase Communities of Practice, consultancy and research support, and partnerships with global organisations. We are currently planning a major investment programme to catalyse our accessibility and ability to serve the needs expressed by our alumni and the Global Church.

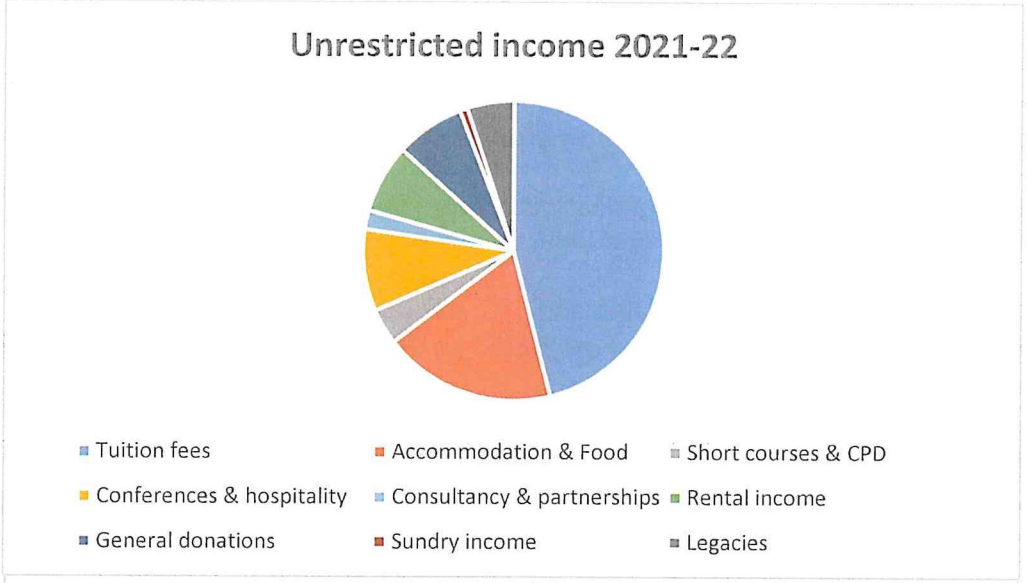
Following the successful revalidation of the Open University Undergraduate programme, which has been highly commended as best practice for accessibility and student outcomes, we are in the midst of revalidating the Postgraduate programme. Shaped and informed by global experts this will grow as a world leading Higher Education award, in high demand. In line with market-driven demand, these programmes will be centred from our Easneye site just outside London, United Kingdom, all offering remote accessibility.

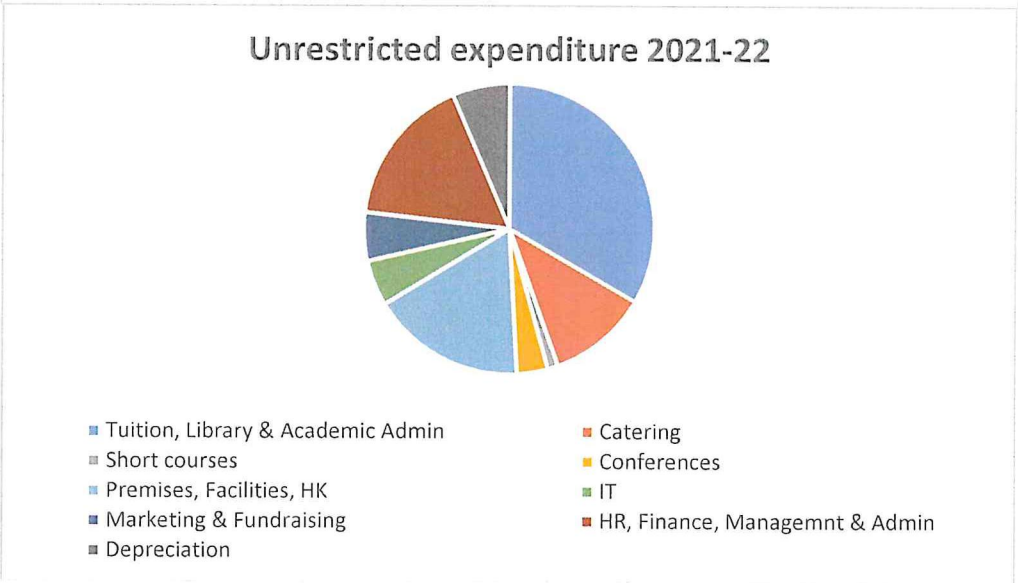
We will continue to invest in the care of our staff team as well as the wider student community. We will honour and support one another, seeking to empower and grow the engagement reach of the College through UK and global Christian networks, hosting conferences and events, throughout the year enhanced by our excellent remote access equipped work spaces. We will continue to welcome hundreds of visitors throughout the year to enjoy the warm hospitality and respect of our international community.

Financial review

The results for the year ended 31st August 2022 are set out in the Statement of Financial Activities. These show that a small surplus of £14,106 (2021: surplus £617,747) arose in the year.

Unrestricted fund balances carried forward at the year-end were £2,525,266 (2021: £2,550,189). Restricted funds carried forward at the year-end were £163,805 (2021: £120,801). Endowment funds carried forward at the year-end were £137,283 (2021: £141,258)





The level of donations received this year has remained high, whilst not quite reaching the generosity of the previous year. Without such sacrificial giving, the results for the year would have been considerably more challenging. Restricted giving, which is not reflected in the pie charts above, was also encouraging, maintaining the level of the previous year.

Investment policy

Under the Articles of Association, the charity has the power to make any investments which the Board sees fit. The Board has considered the most appropriate policy for holding the endowment fund, balancing ethical, social and environmental considerations with the need for both income and capital growth and has found that the M&G Charifund, designed specifically for the charity sector, meets these requirements. For the year ended 31st August 2022, the investments held saw a drop in value due to the extreme uncertainty in the market.

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

Grant making & the effect of fee charging on students

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

- The bursary fund: in 2021-22 we awarded £53,788 (2020-21: £45,334) in bursaries. £27,288 of these were for the year 2021-22 and £26,500 for 2022-23, to students who would otherwise be unable to afford to come to College. We are actively fundraising for Bursaries and investigating solutions to alleviate Visa restrictions.
- Our accreditation with the Open University and registration with the Office for Students means that students from the UK applying for a first degree or a post-graduate degree should be eligible for a student loan. This means that people from the UK with no financial means of their own are not prevented from coming to All Nations as a result of the level of fees.

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

Reserves policy

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

The free reserves at 31 August 2022 amounted to £951,361 (2021: £921,505), a small increase on the previous year. In addition the College has designated funds totalling £412,695 (2021: £412,695) at 31st August 2022. These funds are made up of: Seed Funding totalling £18,125 (2021: £18,125),

and a Strategic Fund totalling £394,570 (2021: £394,570). The designated reserves would also be available as free reserves in the event of a winding up. In addition the College has restricted funds of £163,805 (2021: £120,801) and funds totalling £1,298,493 (2021: £1,357,247) which can only be realised by the disposal of fixed assets and endowments. The total funds held at 31st August 2022 amounted to £2,826,354 (2021: £2,812,248). Details of the funds are shown in notes 16 to 19 of the financial statements.

Structure

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

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

Statement of Corporate Governance, management and internal controls (for 2021-22 and up to the date of signing)

Trustee Board

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

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

The Board usually meets at least three times a year, although the Board meets more regularly when the need arises e.g. for a strategy away day. The Board has established two sub-committees, for Finance and Resources and for Governance respectively. Both are advisory to the Board, as is a

separate Academic Board which has the responsibility for the oversight and development of the curriculum of all the training programmes. Other sub-committees may be formed as and when required. A student representative sits in on Board meetings to enable the students to have a voice at Board level as well as for transparency.

During the year the Finance and Resources and Governance Committees reviewed key policies for the College, although the full Board bears the responsibility for their implementation and compliance. The Governance Committee also oversaw the appointment and induction of two new members of the Board, who bring a wealth of experience in cross-cultural mission and transformational leadership with a particular focus on Africa, which has further strengthened the breadth of experience on the Board. More information about the Board members can be found on our website here: https://www.allnations.ac.uk/about-mission/board-members.

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

Principal and Chief Executive Officer

The Principal and CEO, Mr Andy Dipper, is appointed by and responsible to the Board for managing the day to day operations of the charity, and for reporting to the Board on progress in achieving the strategic objectives set by the Board. To facilitate effective operations, the Principal and CEO has delegated authority, within the terms of delegation approved by the Board, for operational matters including finance, facilities, training and communications. His appraisal takes place annually, carried out by the Chairman and Vice-Chair of the Board.

Key Management Personnel Remuneration

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

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

Board members' responsibilities

The Board Members (who are also directors of All Nations Christian College for the purposes of company law) are responsible for preparing the Board Members' Report (incorporating the directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: *The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)* and the requirements of the Office for Students.
Company law requires that the Board Members must not approve the financial statements for each financial year unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the charitable group for that

period.

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

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

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

The Board Members have taken reasonable steps to:

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

In so far as the Board Members are aware:

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

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

Internal Controls

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

Each year as part of their work, the external auditors assess the effectiveness of basic controls and report their findings to the Board. For the year 2021-22, their "*overall assessment was that the controls*

provide a system with low risk." All walkthrough tests they performed showed controls were found to be operating as expected and effectively.

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

Risk management

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

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

Auditors

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

On behalf of the Board



Benjamin Stanley
Chairman
Date: 10th January 2023

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALL NATIONS CHRISTIAN COLLEGE LIMITED

Opinion

We have audited the financial statements of All Nations Christian College Limited (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 August 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated and parent charity Balance Sheets, the Consolidated Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charity's ability to continue as a going concern for a period of at least 12 months from when the group financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report, other than the group financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the group financial statements does not cover the other information contained within the annual report and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the group financial statements are prepared is consistent with the group financial statements; and

- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

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

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

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the group and parent charity and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included with the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept by the parent charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of directors
As explained more fully in the directors' responsibilities statement, the trustees' (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the group financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the group financial statements, the directors are responsible for assessing the group and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

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

Auditor's responsibilities for the audit of the financial statements (continued)
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity, we identified that the principal risks of non-compliance with laws and regulations related to employment and financial reporting legislation and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011. We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team.

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

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

There are inherent limitations in the audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: http://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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



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

5 Robin Hood Lane
Sutton
Surrey
SM1 2SW

Dated: 25/01/2023

ALL NATIONS CHRISTIAN COLLEGE LIMITED
(BY GUARANTEE)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(including Income and Expenditure Account)
FOR THE YEAR ENDED 31ST AUGUST 2022

	Note	Unrestricted Funds 2022 £	Unrestricted Funds 2021 £	Restricted Funds 2022 £	Restricted Funds 2021 £	Endowment Funds 2022 £	Endowment Funds 2021 £	Total Funds 2022 £	Total Funds 2021 £
Income and endowments from:									
Donations and Legacies									
Donations		125,509	293,442	131,824	135,435	5,000	-	262,333	428,877
Legacies		86,406	541,229	-	-	-	-	86,406	541,229
Other trading activities									
Subsidiary company income		137,418	51,394	-	-	-	-	137,418	51,394
Investments	2	518	(250)	15,305	6,153	-	-	15,823	5,903
Charitable activities	3	1,353,051	1,198,585	-	-	-	-	1,353,051	1,198,585
Other income – furlough income	3	-	9,888	-	-	-	-	-	9,888
Total income and endowments		***1,702,902***	***2,094,288***	***147,129***	***141,588***	***5,000***	***-***	***1,855,031***	***2,235,876***
Expenditure on:									
Raising funds									
Fundraising & Marketing costs	4	96,886	63,128	2,952	2,952	-	-	99,838	66,080
Subsidiary company costs		56,640	26,574	-	-	-	-	56,640	26,574
Charitable activities	5,6	1,585,708	1,429,953	89,764	124,804	-	-	1,675,472	1,554,757
Total expenditure		***1,739,234***	***1,519,655***	***92,716***	***127,756***	***-***	***-***	***1,831,950***	***1,647,411***
Net unrealised gain/(loss) on investments	13	-	-	-	-	(8,975)	29,282	(8,975)	29,282
Net income/(expenditure)	8	**(36,332)**	**574,633**	**54,413**	**13,832**	**(3,975)**	**29,282**	**14,106**	**617,747**
Transfers between funds	18	11,409	39,689	(11,409)	(39,689)	-	-	-	-
Net movement in funds		**(24,923)**	**614,322**	***43,004***	***(25,857)***	**(3,975)**	**29,282**	**14,106**	**617,747**
Reconciliation of Funds									
Accumulated funds brought forward		2,550,189	1,935,867	120,801	146,658	141,258	111,976	2,812,248	2,194,501
Accumulated funds carried forward		2,525,266	2,550,189	163,805	120,801	137,283	141,258	2,826,354	2,812,248

The income is wholly derived from continuing activities. The group result for Companies Act purposes is net income for the year of £23,081 (2021: £588,465). The Company's net income for the year was £14,106 (2021: £617,747).

ALL NATIONS CHRISTIAN COLLEGE LIMITED
(BY GUARANTEE)

BALANCE SHEETS AS AT 31ST AUGUST 2022

	Note	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Fixed assets					
Intangible assets	11	-	-	-	-
Tangible assets	12	1,161,210	1,215,989	1,161,210	1,215,989
Investments	13	137,283	141,258	137,383	141,358
Total fixed assets		1,298,493	1,357,247	1,298,593	1,357,347
Current assets					
Stocks		5,758	5,553	5,758	5,553
Students' fees receivable		75,289	33,586	75,289	33,586
Prepayments and other debtors	14	800,114	717,972	750,006	693,351
Amount due from subsidiary		-	-	101,805	35,202
Cash and cash equivalents		850,438	950,494	780,355	934,345
Total current assets		1,731,599	1,707,605	1,713,213	1,702,037
Liabilities					
Creditors: Amounts falling due within one year:					
Loans		2,200	2,200	2,200	2,200
Sundry creditors and accruals	15	148,513	154,574	130,227	149,106
Fees received in advance		53,025	95,830	53,025	95,830
Total current liabilities		203,738	252,604	185,452	247,136
Net current assets		1,527,861	1,455,001	1,527,761	1,454,901
Net assets	16	2,826,354	2,812,248	2,826,354	2,812,248
Capital Funds					
Endowment (including revaluation reserve of £27,815, 2021: £36,790)	13, 17	137,283	141,258	137,283	141,258
Income Funds					
Unrestricted					
General		2,112,571	2,137,494	2,112,571	2,137,494
Designated	19	412,695	412,695	412,695	412,695
Total Unrestricted		2,525,266	2,550,189	2,525,266	2,550,189
Restricted	18	163,805	120,801	163,805	120,801
Total Funds		2,826,354	2,812,248	2,826,354	2,812,248

The accounts were approved by the Board on
10th January 2023 and signed on their behalf by:

Benjamin Stanley
Chairman
Company Number: 990054

Andy Dipper
Principal and CEO

ALL NATIONS CHRISTIAN COLLEGE LIMITED
(BY GUARANTEE)

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31ST AUGUST 2022

	Note	2022 £	2021 £
Cash flows from operating activities:			
Net income as per SOFA		14,106	617,747
Adjustments for:			
Depreciation		111,951	107,190
Loss/(surplus) on sale of property, plant & equipment		277	-
(Gain)/loss on investments		8,975	(29,282)
Investment income	2	(15,823)	(5,903)
(Increase)/decrease in trade and other receivables		(123,845)	(627,814)
Decrease/(increase) in inventories		(205)	2,759
Increase/(decrease) in trade and other payables		(48,866)	61,211
Cash (used by) / generated from operations		(53,430)	125,908
Net cash flows from operating activities		(53,430)	125,908
Cash flows from investing activities:			
Purchase of property, plant and equipment	12	(57,449)	(51,611)
(Purchase)/disposal of investments	13	(5,000)	-
Proceeds of disposal of fixed assets		-	-
Interest received	2	15,823	5,903
Net cash flows from investing activities		(46,626)	(45,708)
Net increase/(decrease) in cash & cash equivalents:		**(100,056)**	**80,200**
Cash in hand and at bank at start of year		950,494	870,294
Cash in hand and at bank at end of year		**850,438**	**950,494**

Net Debt Reconciliation

	At 1st September 2021 £	Cash flows £	At 31st August 2022 £
Cash and cash equivalents	950,494	(100,056)	850,438
Interest free loans from supporters	(2,200)	-	(2,200)
Total	**948,294**	**(100,056)**	**848,238**

1 ACCOUNTING POLICIES

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

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

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

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

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

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

1 ACCOUNTING POLICIES (continued)

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

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

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

Freehold buildings	–	50 years
Solar panels (part of buildings)	–	25 years
Furniture, fittings & equipment	–	3-33 years
Heavy plant	–	10 years
Motor Vehicles	–	3 years

The College's intangible asset is the website. Amortisation is calculated on a straight line basis over 3 years.

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

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

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

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

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

1 ACCOUNTING POLICIES (continued)

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

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

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

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

Pension scheme arrangements
Pension costs are accounted for as the contributions are made.

Employee benefits
The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

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

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

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

2 INVESTMENT INCOME

	Unrestricted Funds	Restricted funds	Total 2022	Total 2021
	£	£	£	£
Bank interest receivable	518	15,305	15,823	5,903

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST AUGUST 2022

3 INCOME FROM CHARITABLE ACTIVITES & OTHER INCOME

	Unrestricted Funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£
Student fee income taught awards	631,124	-	631,124	540,403
Course fee income non-credit bearing courses	167,535	-	167,535	212,020
Subcontracted in course fees	45,756	-	45,756	43,963
Student accommodation & meals	317,044	-	317,044	191,218
Sundry income	11,475	-	11,475	38,187
Furlough income	-	-	-	9,888
Rental income	125,394	-	125,394	125,488
Partnerships & Consultancy	35,178		35,178	22,908
Conference income	19,545	-	19,545	24,398
Total	**1,353,051**	**-**	**1,353,051**	**1,208,473**

The College did not receive any grant income from the Office for Students or other bodies. (2021: £9,888) received from the government under the job retention scheme.

4 FUNDRAISING AND MARKETING

	Unrestricted Funds	Restricted funds	Total 2022	Total 2021
	£	£	£	£
Salary costs	77,083	-	77,083	45,155
Advertising	1,054	-	1,054	2,341
Promotional activity & Publications	10,046	-	10,046	11,079
Appeals	516	-	516	395
Database & Website costs	8,187	2,952	11,139	7,110
Total	**96,886**	**2,952**	**99,838**	**66,080**

5 EXPENDITURE ON CHARITABLE ACTIVITES

	Unrestricted Funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£
Tuition	459,779	25,358	485,137	474,807
Catering	195,073	-	195,073	165,764
Academic Administration	139,520	-	139,520	148,710
Bursary grants	-	53,788	53,788	45,334
Conferences	10,166	-	10,166	9,684
Student Benevolent Fund grants	-	-	-	-
Support costs (notes 6 and 7)	781,170	10,618	791,788	710,458
Total	**1,585,708**	**89,764**	**1,675,472**	**1,554,757**

6 BREAKDOWN OF COSTS OF CHARITABLE ACTIVITY

Support costs have been allocated as follows:

	Activities undertaken directly	Grant funding activities	Support costs	Total 2022	Total 2021
	£	£	£	£	£
Student costs	819,730	-	779,483	1,599,213	1,486,833
Bursaries granted	-	53,788	-	53,788	45,334
Conferences	10,166	-	12,305	22,471	22,590
Total	**829,896**	**53,788**	**791,788**	**1,675,472**	**1,554,757**

7 SUPPORT COST BREAKDOWN BY ACTIVITY

Total 2022	Fundraising & Marketing	Student costs	Conferences	Basis of Allocation
	£	£	£	
Premises	-	179,215	4,491	Time/Usage/Area
Housekeeping	-	57,561	-	Time/Usage
Finance	-	85,114	2,262	Time
IT	2,952	91,530	280	Usage
Facilities	-	58,581	1,502	Time
HR	-	22,353	-	Usage
Management	2,862	51,926	-	Time
Administration	-	107,012	972	Usage
Depreciation & amortisation	-	109,152	2,798	Usage
Governance	-	17,039	-	Time/Usage
Total	**5,814**	**779,483**	**12,305**	

PRIOR YEAR FIGURES

Total 2021	Fundraising & Marketing	Student costs	Conferences	Basis of Allocation
	£	£	£	
Premises	-	188,097	4,557	Time/Usage/Area
Housekeeping	-	40,370	-	Time/Usage
Finance	-	74,150	1,968	Time
IT	2,952	65,220	1,680	Usage
Facilities	-	41,677	1,069	Time
HR	-	11,713	-	Usage
Management	2,841	52,041	-	Time
Administration	-	107,075	952	Usage
Depreciation & amortisation	-	104,511	2,680	Usage
Governance	-	12,698	-	Time/Usage
Total	**5,793**	**697,552**	**12,906**	

8 NET INCOME FOR THE YEAR

	2022	2021
	£	£
This is stated after charging:		
Auditors' remuneration – audit	11,300	7,500
other services	234	234
Operating lease charges – photocopiers	2,101	3,031
Depreciation of tangible fixed assets	111,951	107,190

9 STAFF COSTS

	2022	2021
	£	£
Wages and salaries	901,242	778,709
Social security costs	65,444	58,936
Pension costs	65,104	59,670
Total	**1,031,790**	**897,315**

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

	2022		2021	
Average number of staff	**Number**	**FTE***	**Number**	**FTE***
Principal and CEO	1	1	1	1
Academic	19.8	13.7	19.8	13.6
Support	21.1	14.9	16.9	12.3
Total	**41.9**	**29.6**	**37.7**	**26.9**

* Full time equivalent

The librarian has been classified as support staff rather than Academic. One employee received remuneration and taxable benefits between £60,000 and £70,000 (2021: 1). The calculation includes salary and estimates for death in service benefit and housing benefit where accommodation is provided rent free.

The College's Key Management Personnel are deemed to be those members of staff who are on the Senior Leadership Team. During the year these were: Andy Dipper (Principal and CEO), VJ Samkutty, Richard Evans, Mark Galpin, Steve Tompkins, Rowena Biddlecombe (resigned Aug 2022) Andrew Walker (Appointed Aug 2022). Aggregate employee-benefits of key management personnel for the year were £269,836 (2021: £260,195). The figures include salary, pension contributions, employer's national insurance, estimates for death in service benefit and housing benefit where applicable.

Office for Students staff disclosures
There were no members of staff with a full time equivalent basic salary over £100,000 per annum.

Andy Dipper, Principal and CEO, received the following remuneration:

	2022	2021
	£	£
Basic salary before salary sacrifice	48,899	47,940
Employer pension contribution	8,802	7,830
Salary sacrifice arrangements - pension contributions	(4,890)	(3,995)
Non-taxable benefits - provision of accommodation	16,524	16,200
Total package	**69,335**	**67,975**

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

9 STAFF COSTS (Continued)

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

i. The head of the provider's basic salary is 2.2 times the median pay of staff (2021: 1.7), where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its staff.

ii. The head of the provider's total remuneration is 2.9 times the median total remuneration of staff (2021: 2.2), where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration by the provider of its staff.

10 EMOLUMENTS OF BOARD MEMBERS

No remuneration was paid to any board members in respect of such office. No trustees were reimbursed expenses during the year (2021: £nil). The value of expenses waived was not material.

11 INTANGIBLE FIXED ASSETS (GROUP AND COMPANY)

	Website £
Cost	
At 1st September 2021	13,740
Additions	-
At 31st August 2022	13,740
Depreciation	
At 1st September 2021	13,740
Charge for the year	-
At 31st August 2022	13,740
Net book value	
At 31st August 2021	-
At 31st August 2022	-

12 TANGIBLE FIXED ASSETS (GROUP)

	Freehold Properties	Furniture Fittings & Equipment	Heavy Plant	Motor Vehicles	Total
	£	£	£	£	£
Cost					
At 1st September 2021	1,751,695	854,707	235,681	11,521	2,853,604
Additions	-	57,449	-	-	57,449
Disposals	-	(1,247)	-	-	(1,247)
At 31st August 2022	1,751,695	910,909	235,681	11,521	2,909,806
Depreciation					
At 1st September 2021	936,195	619,195	70,704	11,521	1,637,615
Charge for the year	28,598	59,785	23,568	-	111,951
Eliminated on disposals	-	(970)	-	-	(970)
At 31st August 2022	964,793	678,010	94,272	11,521	1,748,596
Net book value					
At 31st August 2021	815,500	235,512	164,977	-	1,215,989
At 31st August 2022	786,902	232,899	141,409	-	1,161,210

TANGIBLE FIXED ASSETS (COMPANY)

	Freehold Properties	Furniture Fittings & Equipment	Heavy Plant	Motor Vehicles	Total
	£	£	£	£	£
Cost					
At 1st September 2021	1,751,695	826,331	235,681	11,521	2,825,228
Additions	-	57,449	-	-	57,449
Disposals	-	(1,247)	-	-	(1,247)
At 31st August 2022	1,751,695	882,533	235,681	11,521	2,881,430
Depreciation					
At 1st September 2021	936,195	590,819	70,704	11,521	1,609,239
Charge for the year	28,598	59,785	23,568	-	111,951
Eliminated on disposals	-	(970)	-	-	(970)
At 31st August 2022	964,793	649,634	94,272	11,521	1,720,220
Net book value					
At 31st August 2021	815,500	235,512	164,977	-	1,215,989
At 31st August 2022	786,902	232,899	141,409	-	1,161,210

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

13 FIXED ASSET INVESTMENTS (GROUP AND COMPANY)

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Listed investments	137,283	141,258	137,283	141,258
Investment in Trading Subsidiary	-	-	100	100
Total	**137,283**	**141,258**	**137,383**	**141,358**

	2022	2021
Endowment Funds	£	£
Listed UK investments		
Market value at 1st September	141,258	111,976
Additions	5,000	-
Net unrealised gain/(loss) on investment assets	(8,975)	29,282
Market value at 31st August	137,283	141,258
Historic cost as at 31st August	109,468	104,468

At 31st August 2022, all of the charity's listed investments were held in M&G Unit Trusts - Charifund.

Shares in subsidiary company - General Funds
The company's investment in its subsidiary is made up as follows:

	Investment at cost
	£
At 1st September 2021 and 31st August 2022	100

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

At 31st August 2022, All Nations Christian College Limited held more than 10% of the allotted share capital of the following company:

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

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

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

Trading Company summary profit and loss account	2022	2021
	£	£
Turnover	137,418	59,064
Cost of sales and administration expenses	(75,026)	(40,727)
Depreciation	-	-
Profit	62,392	18,337
Amount gift aided to parent company	(62,392)	(18,337)
Net profit	-	-

The assets and liabilities of the subsidiary were:	2022	2021
	£	£
Current assets	120,341	40,770
Creditors: Amounts falling due within one year	(120,241)	(40,670)
Total Net assets	100	100
Aggregate share capital and reserves	100	100

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

14 PREPAYMENTS AND OTHER DEBTORS

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Other debtors	136,383	75,477	86,275	50,856
Prepayments & Accrued income	663,731	642,495	663,731	642,495
Total	**800,114**	**717,972**	**750,006**	**693,351**

Included within Prepayments & Accrued income is £555,000 being the estimated value of the legacy from the estate of Rick Allen which is expected in 2023 when estate affairs have been finalised.

15 CREDITORS: Amounts falling due within one year

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Creditors	81,500	75,518	64,414	75,513
Accruals & deferred income	67,013	79,056	65,813	73,593
Total	**148,513**	**154,574**	**130,227**	**149,106**

16 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group	Fixed assets	Investments	Net current Assets	Total at 31st August 2022
	£	£	£	£
Endowment funds	-	137,283	-	137,283
Restricted funds	-	-	163,805	163,805
Unrestricted funds				
General fund	1,161,210	-	951,361	2,112,571
Seed Funding	-	-	18,125	18,125
Strategic Fund	-	-	394,570	394,570
Total	**1,161,210**	**137,283**	**1,527,861**	**2,826,354**

PRIOR YEAR

Group	Fixed assets	Investments	Net current Assets	Total at 31st August 2021
	£	£	£	£
Endowment funds	-	141,258	-	141,258
Restricted funds	-	-	120,801	120,801
Unrestricted funds				
General fund	1,215,989	-	921,505	2,137,494
Seed Funding	-	-	18,125	18,125
Strategic Fund	-	-	394,570	394,570
Total	**1,215,989**	**141,258**	**1,455,001**	**2,812,248**

Company	Fixed assets	Investments	Net current Assets	Total at 31st August 2022
	£	£	£	£
Endowment funds	-	137,283	-	137,283
Restricted funds	-	-	163,805	163,805
Unrestricted funds				
General fund	1,161,210	100	951,261	2,112,571
Seed Funding	-	-	18,125	18,125
Strategic Fund	-	-	394,570	394,570
Total	**1,161,210**	**137,383**	**1,527,761**	**2,826,354**

PRIOR YEAR

Company	Fixed assets	Investments	Net current Assets	Total at 31st August 2021
	£	£	£	£
Endowment funds	-	141,258	-	141,258
Restricted funds	-	-	120,801	120,801
Unrestricted funds				
General fund	1,215,989	100	921,405	2,137,494
Seed Funding	-	-	18,125	18,125
Strategic Fund	-	-	394,570	394,570
Total	**1,215,989**	**141,358**	**1,454,901**	**2,812,248**

17 ENDOWMENT FUNDS

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

18 RESTRICTED FUNDS (Group and Company)

	Balance 1st September 2021	Movement		Balance 31st August 2022
		Income	Expenditure & transfers out	
	£	£	£	£
Bursary fund	55,402	105,570	(53,788)	107,184
Accommodation Fund	100	-	-	100
Online Fund	11,258	12,679	(7,288)	16,649
New dev. fund – Zoom rooms	17,973	5,000	(12,322)	10,651
New dev. fund – Maple Hall	9,420	60	(1,470)	8,010
En Route-on-the-Move Fund	10,943	23,195	(14,048)	20,090
Library fund	4,518	-	(3,397)	1,121
ICT fund	11,187	-	(11,187)	-
Learning Services Fund	-	625	(625)	-
Total restricted funds	**120,801**	**147,129**	**(104,125)**	**163,805**

Prior Year (Group and Company)	Balance 1st September 2020	Movement		Balance 31st August 2021
		Income	Expenditure & transfers out	
	£	£	£	£
Bursary fund	57,335	43,401	(45,334)	55,402
Accommodation Fund	100	-	-	100
Online Fund	7,968	6,321	(3,031)	11,258
New dev. fund – Zoom rooms	27,834	-	(9,861)	17,973
New dev. fund – Maple Hall	34,529	310	(25,419)	9,420
En Route-on-the-Move Fund	13,770	308	(3,135)	10,943
Library fund	5,122	-	(604)	4,518
ICT fund	-	91,100	(79,913)	11,187
Learning Services Fund	-	148	(148)	-
Total restricted funds	**146,658**	**141,588**	**(167,445)**	**120,801**

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

The Accommodation Fund relates to donations specifically given to increase provision of student accommodation. During 2020 the main donor agreed, in light of the pandemic, to allow the donation to be de-restricted and used as general funds.

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

The Zoom Rooms project equips every classroom and lecturer with what is needed to deliver all learning by zoom with excellence. Some assets for this project were capitalised, at which point transfers of £11,409 (2021: £6,618) were made to the General Fund in accordance with paragraph 2.12 of SORP 2019.

18 RESTRICTED FUNDS (Continued)

The Maple Hall project is the refurbishment of the dining hall. Some assets for this project were capitalised, at which point transfers of £20,372 in 2021 were made to the General Fund.

The En Route on the Move Fund relates to taking the training from our En Route courses to chosen locations globally and working with local partners to deliver it.

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

The ICT Fund contains donations from the Tech 21 appeal which relates to general Information and Communications Technology costs. Some assets for this project were capitalised, at which point transfers of £12,699 in 2021 were made to the General Fund.

The Learning Services Fund was set up to help with Learning Services costs.

19 DESIGNATED FUNDS

(Group and Company)	Balance 1st September 2021	Movement Income & transfers in	Movement Expenditure & transfers out	Balance 31st August 2022
	£	£	£	£
Seed Funding	18,125	-	-	18,125
Strategic Fund	394,570	-	-	394,570
Total designated funds	**412,695**	-	-	**412,695**

Prior Year (Group and Company)	Balance 1st September 2020	Movement Income & transfers in	Movement Expenditure & transfers out	Balance 31st August 2021
	£	£	£	£
Seed Fund	18,125	-	-	18,125
Strategic Fund	394,570	-	-	394,570
Total designated funds	**412,695**	-	-	**412,695**

The Seed Fund is made up of a donation received in 2016/17 which management have designated to be invested in strategic College activities rather than to go into general operating income. Expenditure is planned for this in 2022/23.

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

20 OPERATING LEASES
(Group and Company)

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

	2022 £	2021 £
Within one year	742	2,112
Between two and five years	-	742

During the year, the lease payments amounted to £2,101 (2021: £3,031).

21 CONSTITUTION OF THE COMPANY AND STATUS

The company is limited by guarantee, and each member of the Board of Management is under covenant to contribute a sum not exceeding one pound sterling in certain circumstances as set out in clause 10 of the Articles of Association. The number of members is 12 (2021: 10).

22 RELATED PARTIES

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

Members of the close family of the key management personnel received remuneration of £35,761 (2021: £34,265) and employer's pension contributions of £2,029 (2021: £2,517).

Total aggregated donations from related parties during the year amounted to: £11,680 (2021: £9,162).

During the year rental payments of £6,361 (2021: £285) were paid to a trustee under a tenancy agreement for the use of their property.

Redcliffe College has 9 trustees, 4 of whom are Board members of All Nations and 1 of which is Key Management Personnel of All Nations. All Nations therefore has significant influence over Redcliffe College. During the year, All Nations had the following transactions with Redcliffe College:

	2022	2021
Bursary Fund Donation	£32,748	Nil
Other Donations	£11,455	Nil
Costs re-charged to Redcliffe	£45,756	£53,963
Balance due to All Nations at the year-end	£46,722	£53,963
Donations received – Transfer of net assets	Nil	£60,316

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

ALL NATIONS CHRISTIAN COLLEGE LIMITED

England & Wales - Charity number 311028

Accounts

allnations
training for mission

Year ended 2021

REPORT AND FINANCIAL STATEMENTS



Company Number 990054 Charity Number 311028

allnations
training for mission

ALL NATIONS CHRISTIAN COLLEGE LIMITED
(BY GUARANTEE)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31ST AUGUST 2021

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ALL NATIONS CHRISTIAN COLLEGE LIMITED
(BY GUARANTEE)

CHAIRMAN'S STATEMENT

Thank you so much for taking the time to read our annual report. A stretching year has passed, and we can point to God's provision and sustenance. Students and staff have shown immense resilience with Covid-19 restrictions, emerging with formational community and superb academic results. The pandemic period has also seen many global trends gathering pace, accelerating out of necessity as models and methods were forced to evolve during lockdowns and in the face of radical uncertainty.

At All Nations Christian College, we maintained our focus on enabling students from across the world to access high quality and trusted intercultural Bible and mission training. The move to Flexible and Distributed Learning was completed, with our partners in the Open University enabling us to finalise the move of the full undergraduate learning programme to this hybrid and adaptable format in an unusually short time. All our accredited courses are now able to be taken in-person, online or both – a testament to the perseverance and energy of our amazing faculty.

This is further evidenced by the superb external examiner reports in 20-21, summarised further in the operations report on pages 11 and 12 below. In particular, it is worth highlighting the recognition of the quality of student output, which itself shows the care and commitment of our teaching staff.

"I continue to be impressed with the quality of the work from the students at ANCC, even more so during a time of global pandemic where their marks were very impressive. They are well motivated and focused, and engage in some very creative and imaginative theological dialogue on a global scale."
External examiner 20-21

But it would not be right to only pick out the faculty. All Nations is what it is because of the whole team, and our thanks as a Board of Trustees go to all of them. With additional Covid-19 testing, uncertainty in schedules and caring for students on-campus and around the world, they have all gone above and beyond.



Head Heart Hands

A lot of news reports we've seen over the last two years have featured the phrase "in spite of". In spite of Brexit... in spite of Covid-19... in spite of the weather. All Nations' story in the last year seems to have followed a similar pattern: in spite of all these things, student numbers were up year-on-year, our partnership with other institutes bore further fruit, and many wonderful donors partnered with us to see God's people equipped.

But we recognise that even if we hadn't seen increase, we would still be able to say, "in spite of this or that, God is good. All the time." We remain dependent on Him, encouraged by His provision, and prayerful in seeking the next step to take.

One of those steps that we took this year was a long-heralded coming together with Redcliffe College. We have worked carefully and closely with our friends on the Redcliffe Board and staff team, and saw a successful joining of the teams and courses. Redcliffe continues to finalise the current students' course ("Teach Out") and will then amalgamate in full.

In the meantime, we are enthused about the new Redcliffe Centre for Research and Consultancy at All Nations, led by Tim Davy. We believe we have a lot to offer the wider mission and church world, and our ability to serve others through excellent insight and academic rigour brings great opportunity.

ALL NATIONS CHRISTIAN COLLEGE LIMITED
(BY GUARANTEE)

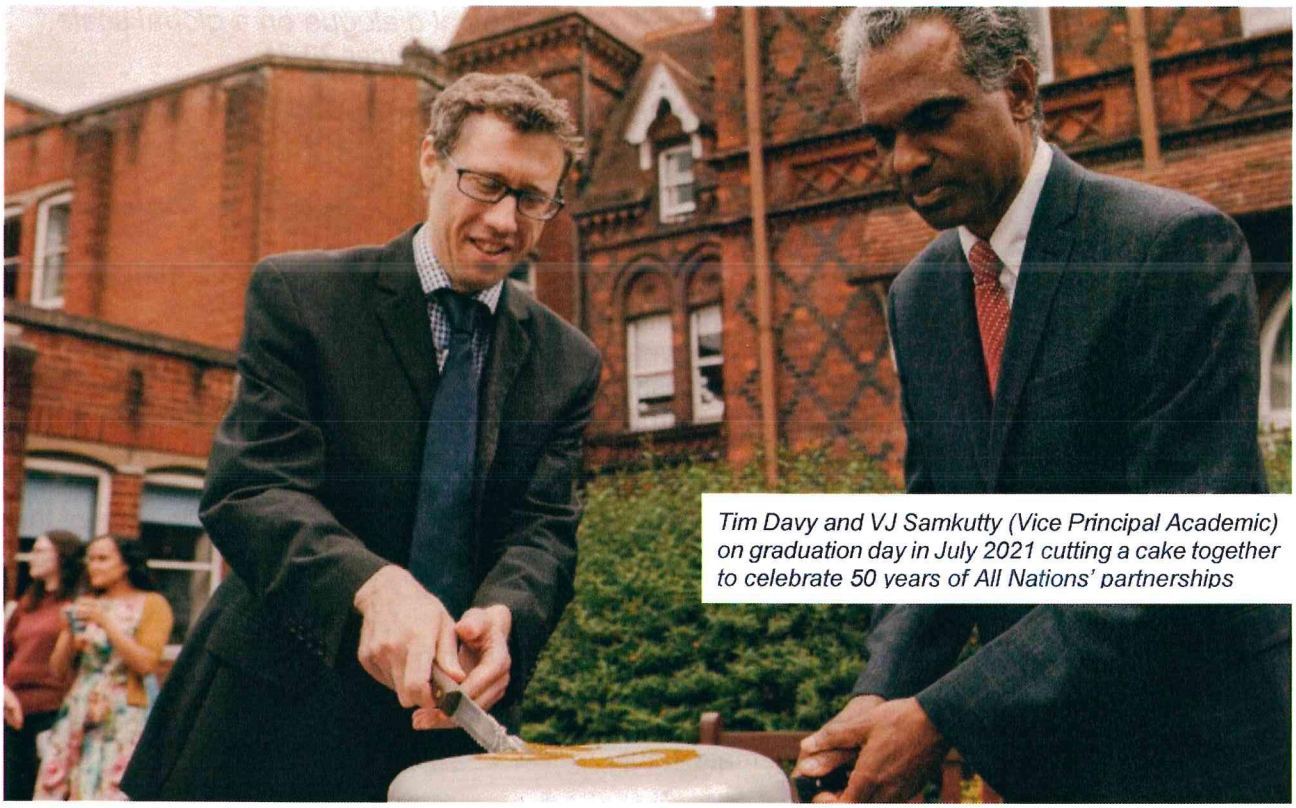
CHAIRMAN'S STATEMENT

One of the biggest benefits of joining together is the rich and extensive community of alumni that the two colleges boast. As we develop our alumni services, aiming for lifelong learning through Communities of Practice and engaged conversation, we look forward to learning and growing together.

We're particularly excited to listen to the community as we seek to sharpen our distinctives, aiming to be intercultural in identity, voice and the services we deliver. As a Board and senior leadership, we believe that we stand on an amazing legacy and equally must strive to do more, serving the church and representing God's Kingdom of all nations.

As we look forwards, we do so with excitement over the opportunities. We are blessed with an increasing cohort of students and partnerships with institutions across the globe, and we continue to pray it would be stewarded well. To God be the glory!

Ben Stanley
Chairman, Board of Trustees



Tim Davy and VJ Samkutty (Vice Principal Academic) on graduation day in July 2021 cutting a cake together to celebrate 50 years of All Nations' partnerships

ALL NATIONS CHRISTIAN COLLEGE LIMITED
(BY GUARANTEE)

REPORT OF THE BOARD OF MANAGEMENT

The Board Members have pleasure in presenting their report and the financial statements of the charity for the year ended 31st August 2021, which covers the activities of All Nations Christian College Limited and those of its wholly owned subsidiary, All Nations Trading Limited.

Reference and administrative information

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

Board Members

The following members served during the year:

Mrs A F Gibson	Appointed 6th July 2021
Ms A E Grieve*	Treasurer
Mrs A E Guinness**	Vice-Chair
Mr B K Stanley*	Chairman from 14th October 2020
Dr C R V Ewell	Appointed 23rd February 2021
Mrs C Sanderson**	
Mr D John**	
Dr H C Kwiyani	Resigned 6th July 2021
Mr J D Thornton	Chairman up to 14th October 2020
Mr N Patterson*	
Mr P James	

(* = Member of Finance Committee)
(** = Member of Governance Committee)

Professional advisors

Auditors	
Jacob Cavenagh & Skeet	5 Robin Hood Lane, Sutton, Surrey SM1 2SW
Bankers	
Barclays Bank plc	Lea Valley Group, 78 Turners Hill, Cheshunt, Herts EN8 9BW
CAF Bank Plc	25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4JQ
Solicitors	
Anthony Collins	134 Edmund Street, Birmingham B3 2ES
Pensions advisor	
Succession Group Limited	Drake Buildings, 15 Davy Road, Plymouth Science Park, Derriford, Plymouth, PL6 8BY

Registered Office
Address: Easneye, Ware, Hertfordshire, SG12 8LX
E-mail: fd@allnations.ac.uk
Web site: www.allnations.ac.uk
Telephone: 01920 443500

Objectives and activities

Our purpose and values

The purpose of the College is to train and equip men and women for effective participation in God's mission in His multi-cultural world.

The values of the College:

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

Public Benefit

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

Activities

In order to achieve the public benefit requirement, the principal activity of the College during the year continued to be that of providing hybrid courses (residential and online) in biblical, missiological and related subjects. The College also acts as a conference venue for other organisations providing missionary training which is in line with our objectives.

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

All Nations is committed to integral mission and offers a 'Head, Heart and Hands' approach, providing intellectual, spiritual and practical training:

Intellectual training: Theological studies are an important part of training. They help students have a clear understanding of the Gospel they seek to spread, and the God they seek to glorify. The Bible, as the word of God, is the basis for this study. Students are taught that spreading the Gospel of Jesus Christ should always be done sensitively and be non-coercive.

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

Ministry placement: Practical training is an integral part of study at All Nations. Students are all involved in some aspect of practical ministry and there are many and varied opportunities to use their hands to put into practice the theory in their heads and cultivate the passion in their hearts. Some are working in local churches, preaching, leading worship, helping with youth and children's work.

Others engage in outreach ministries such as London City Mission, Media Ministry, Creation Care Advocacy and Drama. Students are supervised by someone more knowledgeable and skilled than they are who can really help them develop their skills and confirm their calling. Ministry Placements (and Ministry Internships) are intentionally designed to help students towards employment at the end of their time at All Nations.

Ministry Placements & Internships have of course been affected by Covid-19. Students either completed their placements online (for example a church placement) or transferred to another suitable placement. Two students did some online training in order to be part of a local Churches Together team involved in listening to people who are suffering from the effects of Covid-19 and referring them to the appropriate channels for further help and advice. This has led to involvement with various projects involving Hoddesdon Churches Together and also in activities such as Street Pastors and youth work in Hertford, again with local churches. This involves both outreach and helping out within the local community. Despite Covid-19, 14 students completed an internship over the summer and these ranged from places such as Kosovo, Germany and France as well as UK (including at the Keswick Convention)!

Practical Courses: these are designed to upskill our students and prepare them for living and working in places where they may not have support networks or access to services. Some courses moved online this year. In-house courses were run where possible such as: leading worship, digital photography, creative writing and prayer leadership as well as raising support and teaching English. Also a hairdressing course proved extremely popular.

A particular emphasis continues to be encouraging married couples to study together.

Beneficiaries

Students are primary beneficiaries of the College's work. However, the wider public also benefits from the training our students have received. Our students go out all over the world to serve all kinds of people in all kinds of ways. The greatest benefit that arises from the College's work is the salvation of souls. What greater benefit can there be than knowing Jesus, receiving forgiveness of sins and eternal life with the loving, sovereign, triune God? However, our students are also a blessing to people whether they become Christians or not. Christians are called to lead a godly life, serving others and many students get involved in work which provides support to those with physical and economic needs as well as those with spiritual needs.

Many students who studied at All Nations during 2020-21 have moved on to overseas mission situations, and many of our international students have returned to take up strategic roles in Christian ministry in their home countries.

Library

All Nations' library provides a supportive environment for learning and study in which all library users can find high quality information resources and services to facilitate their current or continuing education, their personal and professional development and their role within the Christian community. It continues to maintain its position as one of the most important missiological resource centres in the UK and Western Europe with around 65,000 books, 50,000 indexed journal articles and a sizeable collection of multimedia resources. The library provides digital resources through its Virtual Learning Environment, EBSCO's Religion and Philosophy Collection and has almost 5,000 EBSCO eBooks. All Nations' library is a member of the Association of British Theological and Philosophical

Library (ABTAPL) and the Centre for Inclusion and Collaborative Partnerships (CICP)'s Librarians' Network.

The library has also received over 14,000 books and journals as part of the transfer of assets from Redcliffe College. These books are currently in the process of being added to the library.

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

Achievements and performance

Review of operations for the year

The College continued to run its range of courses during 2020-21, all of which reflect the College's "Head, Heart and Hands" approach. The College's programmes and courses continue to be delivered both on-site at Easneye and online.

The Undergraduate and Post-graduate programmes are validated by the Open University (OU) and the College is registered with the Office for Students. The Post-graduate and the Undergraduate programmes are now delivered in both campus-based and Flexible Distributed Learning (FDL) modes.

Student Experience: all our courses, both on campus and online, have continued to receive very positive student evaluations. The students have expressed a high degree of satisfaction with the scope and breadth of content, the integration of the modules and the variety of teaching and learning styles employed. These are some of the comments from the students:

- I have loved my time at All Nations, it is a special place with great teaching in the classroom and plenty more to learn from the community outside the classroom!
- This place has been absolutely excellent - I have learned what a community for Christ can look like, and really enjoyed my time here. The standard of teaching is consistently high, and engaging. Thank you for everything!
- I have really enjoyed my year at ANCC and have learnt a lot. The teaching standard is very high and there is a good balance between learning practically by being in community, as well as head and heart knowledge. Teachers are also very willing and available for discussion and support and give helpful feedback on assignments.
- The pastoral care team are amazing, and what they have been able to do this year is phenomenal.
- I appreciate how receptive the college is to suggestions and how the voices of students are so welcomed.
- My experience at All Nations so far has had a very significant impact on me in broaden my worldview, my experience, and opening my mind to what opportunities are accessible to me in life and in God's Kingdom. My perspectives and assumptions have been challenged at almost every turn, I've found. Although this has sometimes been a painful excursion for me, it has also been necessary one, and I am ever grateful for bonds that I have been able to form with others as a result of this. So I am thankful to all of the staff and my fellow students for what this has contributed to my life, and I am eagerly looking forward to the next stages in Levels 5 and 6.

Undergraduate FDL Mode: in line with the College's strategic objective to '*increase the availability of our programmes to non-campus based students*', we sought approval from the OU for FDL delivery of level 6 of the BA programme in addition to its campus-based (residential) mode. The OU approved the proposal and the FDL level 6 started from September 2020. In the year 2020-21, approval for level 4 and 5 FDL was sought from the OU and now all levels in the Undergraduate Programme are run on campus and FDL mode.

On The Move: The College's programmes and courses continue to be delivered both at our UK campus and online. The short course, En Route, is also being delivered in Romanian from Bucharest, Romania, and from the Democratic Republic of Congo (DRC), in Kinshasa. Express courses have also been run in the Netherlands (via Zoom), in Nepal from the cities of Kathmandu (both in person and via Zoom), Pokhara and Nepalgunj; and in Tanzania and Uganda (via Zoom). During the global Coronavirus restrictions, bespoke short courses have also been developed in Spanish for groups in Chile and Costa Rica. Looking forwards, Express and En Route will be run for the first time in Guatemala, during 2022 and 2023 respectively, and on board the OM Logos Hope ship from January 2022. Courses are also being planned for Congo-Brazzaville, Eastern DRC and Angola.

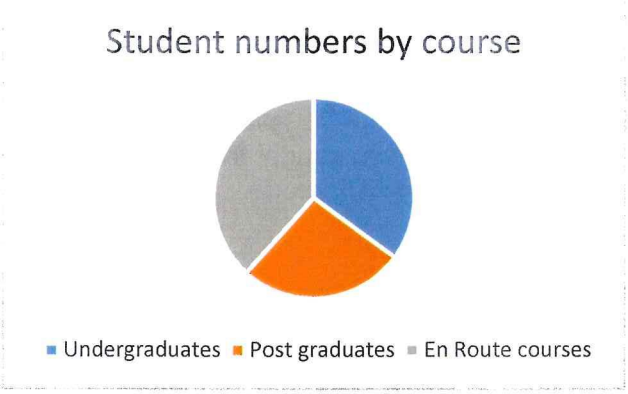


Express Mobile Kampala, Uganda 22-27 February 2021

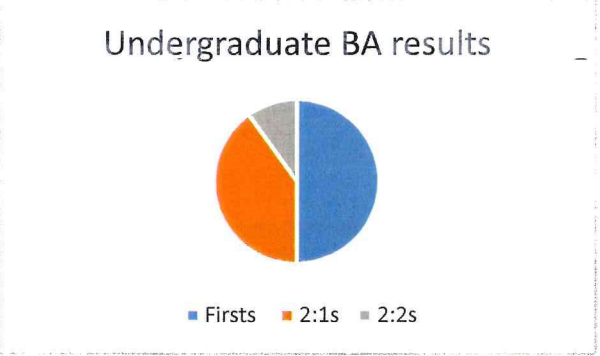
All of our courses, both on campus, "on the move" and online, have continued to receive very positive student evaluations. The students have expressed a high degree of satisfaction with the scope and breadth of content, the variety of tutors, the integration of the modules and the variety of teaching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

Student numbers: The College continued to attract students of a high calibre from around 32 countries with 59 full time and 7 part-time BA, MA and module students. In addition, there were 42 online post-graduate students and 68 students who took one of the En Route courses.

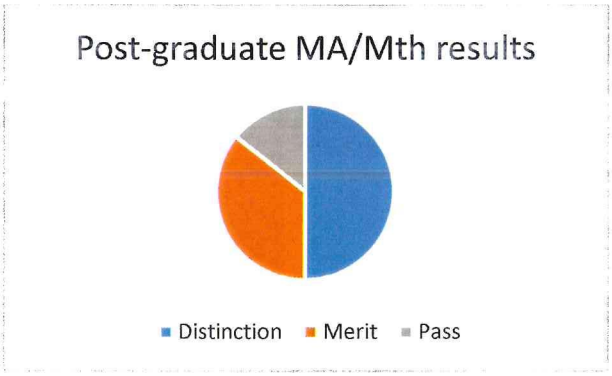
Around 130 people completed a short course and over 140 people received training through the On the Move courses so that **over 450 people received All Nations training in 2020-21**.



Academic achievement: All those working for the Open University validated BA were successful, and out of a graduating class of 10, 5 students gained Firsts (50%), 4 gained 2:1s (40%) and 1 gained a 2:2 (10%). In addition, 3 students exited with a Certificate and 4 with a Diploma.



In addition, students were recommended for: 2 PG Certs, 1 PG Dip (with distinction) and there were 14 MA/MTh awards including 7 distinctions, 5 merits and 2 Passes.



Effect of Covid-19: due to the pandemic, changes had to be made to teaching and learning in the 2020-21 academic year. The College put in place measures to offer all programmes in a blended mode. Similar to the previous year, consultation was undertaken with the student body, tutors and support staff. The external examiners were informed of the changes in teaching and assessments. Students were given extended deadlines to complete their work. The College had allocated extra staff to support the Librarian in providing scanned copies of requested material. Students had the option to defer their studies if they choose to do so in the light of the above changes to the programme, although none did.

The 'No Detriment' policy which was in place for 2019-20 academic year was not applied to the programmes for the year 2020-21 as per the guideline of the OU. In the year 2019-20, the policy was used in arriving at the calculation of final grades for those students whose period of study included the pandemic period (21st March 2020 to the end of this academic year July 2020). Both undergraduate and postgraduate students benefited from this policy in the last academic year.

However, for the calculation of awards for the year 2020-21, modules taken during the pandemic period of 2019-20 were given consideration as per the No Detriment policy.

***External Examiners**:* the external examiners on the BA and MA programmes have consistently commended the standard and quality of the curriculum, teaching, learning and assessments. The following are comments from the external examiners' report on the **BA programme** of 2020-21:

"I could barely see any evidence that there had been a pandemic, which is testimony to the support and teaching provided by ANCC staff."

"The students at ANCC continue to perform very well. Overall, cohort marks are high, reflecting student ability, and some papers are truly outstanding."

"The curriculum has a broad range of optional modules and students are faced with a difficult choice between some excellent modules."

"I continue to be impressed with the quality of the work from the students at ANCC, even more so during a time of global pandemic where their marks were very impressive. They are well motivated and focused, and engage in some very creative and imaginative theological dialogue on a global scale. The staff are professional, supportive and passionate about teaching"

"Marking is of a very high standard"

"All Nation's continued commitment to the arts, especially throughout the ongoing pandemic, is commendable. While the pandemic has inevitably had some impact, staff have done their utmost to deliver the arts modules to a high standard and to provide ongoing opportunities for students. The Carols at Easneye, pre-recorded and streamed online, is an excellent example of the efforts of staff and students to adapt and thrive in challenging circumstances."

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

"The quality of work was excellent overall, with some outstanding work of publishable quality in a couple of the modules"

"The quality is generally of a high standard and this is reflected in a high proportion of merits and distinctions "

"Students read well in Western theology and engage very well with theology from other contexts with strong representation of Asian theology in the assignments I reviewed"

"The students have learned well, and the improvement in the quality of work from the earlier formative work to the later summative assignments is testimony to the teaching of the college. Their understanding of theology is excellent overall, and students continue to demonstrate an ability to make links between theology and their missional contexts."

"The typical student demonstrates very high levels of analytical ability and competence in applying theoretical models in their analyses/evaluations."

"The high grades fairly awarded evidence the high quality of the teaching. Students demonstrate very high levels of engagement with and commitment to the issues they address. Students appear to be very well supported to pursue their own interests within the frameworks of more broadly constructed modules"

Partnerships: Discussions are ongoing with a number of organisations at differing levels to see how ANCC can develop partnerships to train more men and women for mission more effectively – particularly in light of visa and cost issues that restrict access to residential courses at the Easneye campus. This has also involved the translation of course materials into various languages including Romanian, Chinese, Spanish and Arabic.



National Missions Commission of Nepal October 2021

All of the courses described above in the "On The Move" section are delivered together with local partners. Fundraising to support these initiatives is ongoing. To date £26,200 has been raised over the past three years.

Our partners include Chinese Overseas Christian Mission (COCM); the Baptist Institute of Theology in Bucharest (ITBB); Antioch School of Missions (Egypt); Audacious Faith Ministries International (DRC); 2nd Baptist Church of Iquique, Chile; the National Missions Commission of Nepal, and Operation Mobilisation Ships International. In the Netherlands, the Express-NL course is being developed together with local ANCC alumni.

Inter-cultural Coaching: Through a partnership with Schuppener Global Transitions, based in Germany, the College has collaborated to deliver the first round of an Inter-Cultural Coach course from November 2020 to July 2021 for 9 participants. This course received extremely encouraging feedback from the participants.

Prayer for the Nations: The College has continued to deliver the popular Prayer for the Nations courses twice-a-year. Under the leadership of YWAM missionary, Lynn Yee, this ministry has now expanded to include monthly Zoom prayer meetings entitled "Prayer Ignite" and personal "Emmaus" retreat courses on-site at Easneye.

EnVision: The Envision course, designed to introduce local churches to the opportunities of cross-cultural ministry and the possibilities of developing multi-cultural churches has continued to be used by churches and Christian groups around the world. A Zoom version was also developed during the pandemic when face-to-face group meetings became problematic.

Other income streams: Conference & guest income was again impacted negatively by Covid-19 and its continuing restrictions. However, we remain blessed by the fellowship we have with Friends International and Operation World who rent office space on site.

Donors & fundraising: once again the Lord has done more than we asked or imagined, with higher than ever levels of donations. We are overwhelmingly encouraged by the support and testimony of our supporters who often give so sacrificially. Thank you! We could not operate without your support.

During the year, the College launched a **Tech 21** appeal for significant investment in our ICT services and infrastructure and we are delighted to report that we reached our target of £91k. Most of that was spent during the year with a small amount carrying over to 2021-22. We are also continuing to spend the monies raised from the Maple Hall appeal and the Zoom Rooms appeal from 2019-20.

All Nations is compliant with recognised standards of fundraising, including the standards published in November 2016 to ensure both the protection of vulnerable individuals and to avoid intrusive or persistent approaches. The College fully supports such requirements. The College's fundraising practices are ethical and in accordance with Biblical principles and the College does not participate in street fundraising. In 2020-21 the College's Head of Communications/Head of Engagement received no complaints about the College's fundraising practice. The College did not use a professional fundraiser this year.

***Staff Development*:** The College has maintained its commitment to staff development with a percentage of tuition fee income being allocated for this purpose. However, with the pressures of Covid-19 during the year, much of the budget was not spent. During the appraisal process in 2021, staff were encouraged to consider what development they could undertake for the year 2021-22.

Volunteers: The College has a wide range of differing kinds of volunteers, some of whom live on site, who provide an invaluable contribution to the running of the College. The Trustees wish to acknowledge and thank all those who make a significant contribution to the services of the College by giving up their time. We are extremely grateful for their hard work and dedication.

Plans for the future

Our heritage from the 19th and 20th Centuries includes social reformers, world changers and colleges coming together to serve God's missional purposes through the Church into the whole world. Today the whole world feels much closer and the Church with diaspora enhancing indigenous communities is naturally all around us. Across the continents of Africa, Asia and Latin America the Church is raising up significant mission workers, however training and equipping is being sought. Our role in the mid-21st Century is to serve alongside the global Church, catalysing innovation, sharing expertise, encouraging lifelong learning and building Biblical contextual confidence everywhere. As the world emerges from the Pandemic, flexible access, welcoming spaces for learning and reflection and effective learning environments are in demand. We will build from our past, warmly welcome all and offer a supportive and resourced environment to work, learn and live.

Our 2022-2025 Strategic Objectives are:

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

Building on significant investment and training development we will offer multi-lingual, multi-location and flexible access to the suite of courses available. Working with College alumni from both Redcliffe and All Nations, our emphasis on life-long learning will further increase Communities of Practice, consultancy support & partnerships with global missional organisations.

Provision of excellent Undergraduate and Postgraduate Higher Education will be centred at our Easneye site just outside London, United Kingdom. Both programmes will be further enhanced and revalidated with the Open University during 2022 and 2023.

Staff care and well-being are of vital importance, and as the bedrock of all we do we will honour and support each member of staff. We will grow the engagement reach of the College through UK and global church networks, hosting conferences and events, virtually and in-person. We will continue to welcome hundreds of visitors to enjoy the hospitality and respect of our international community.

Principal risks facing the College

The Trustees have identified three principal risks facing the College:

1. The recruitment of sufficient students to make the operation of the College viable in the longer term.
2. The recruitment of sufficient experienced staff and volunteers to fill current vacant positions.
3. The effect of Brexit on new visa regulations means that EU families are no longer able to come to College for undergraduate courses. In addition, families coming for shorter courses have no access to schooling for their children. There are also financial barriers, but the main risk is in terms of the ability of the College to provide a truly inter-cultural living experience which is at the heart of the College's mission.

The risks posed by these factors are significantly mitigated by:

- Continued prayer and a dependence on God in all that All Nations does.
- The recent approval of all levels of the undergraduate programme for delivery by FDL which means that EU students can now study remotely for both the undergraduate programme and the post-graduate programme.
- Recruitment of a new engagement team who will increase the profile of the College, recruit new students, and increase generated income.
- A recruitment drive to fill the vacant posts.
- The development of training offering to include courses in other languages, continued professional development and consultancy and research services.
- The development of a new three-year strategy with monitoring of KPIs.

The Board remains confident of the College's position and leadership, and is positive in investing for the future growth of the College to meet the needs of the global church.

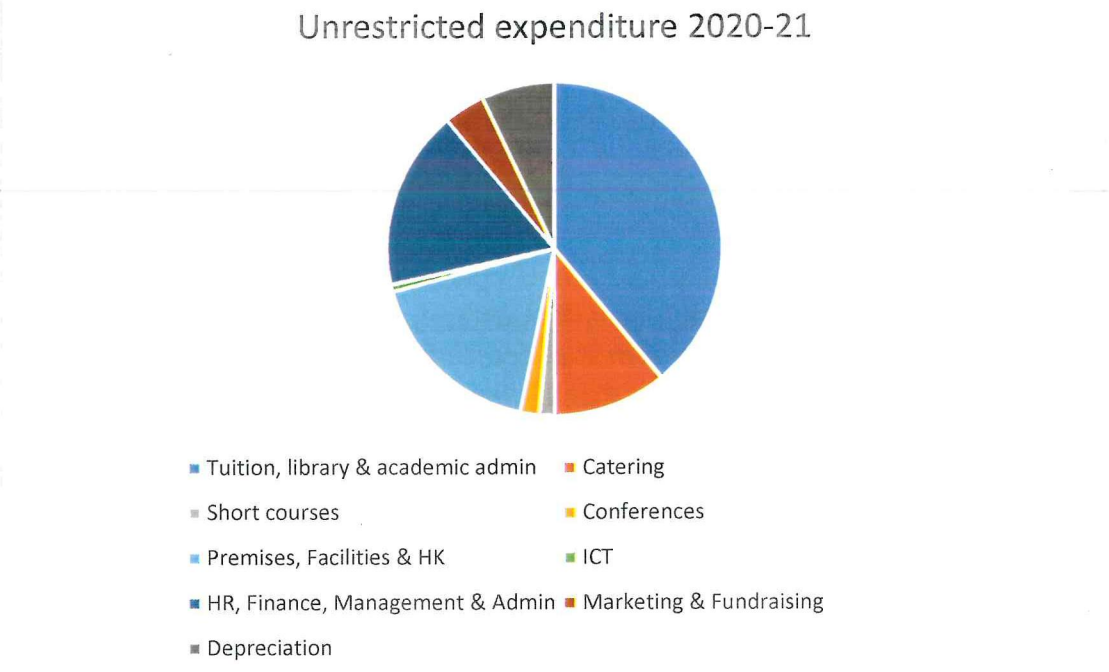
Financial review

The results for the year ended 31st August 2021 are set out in the Statement of Financial Activities. These show that a surplus of £617,747 (2020: £118,821) arose in the year.

Unrestricted fund balances carried forward at the year-end were £2,550,189 (2020: £1,935,867). Restricted funds carried forward at the year-end were £120,801 (2020: £146,658). Endowment funds carried forward at the year-end were £141,258 (2020: £111,976).

These pie charts show the make-up of unrestricted income and expenditure for the year.





The level of donations received this year has been unprecedented, even exceeding the generous giving of the prior year. Without such generous giving, the results for the year would not have showed a surplus. Restricted giving, which is not reflected in the pie charts above, was also encouraging, in particular the appeal we had for ICT which generated £91k of income. Most ICT costs were charged to this restricted fund which is why ICT unrestricted expenditure is so low.

In January 2022, as we were finalising these accounts and report, we received notification of the expected receipt of a very generous legacy from the estate of a much loved brother-in-Christ and former student Rick Allen. Rick died in 2021 whilst attempting a new route to the summit of K2 and is greatly missed by the College community. Rick left the College a property which has been included in these accounts at a value of £525k. We give thanks to God for the life of our brother who has left the College a lasting legacy in more ways than one.

Investment policy

Under the Articles of Association, the charity has the power to make any investments which the Board sees fit. The Board has considered the most appropriate policy for holding the endowment fund, balancing ethical, social and environmental considerations with the need for both income and capital growth and has found that the M&G Charifund, designed specifically for the charity sector, meets these requirements. For the year ended 31st August 2021, capital growth recovered from the drop in the previous year and income performance was as expected.

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

Grant making & the effect of fee charging on students

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

- The bursary fund: in 2020-21 we awarded £45,334 (2019-20: £57,143) in bursaries. £7,763 of these were for the year 2020-21 and £37,571 for 2021-22, to students who would otherwise be unable to afford to come to College. Visa restrictions on overseas students mean that it is increasingly difficult to get full bursary students to be able to come to College because of the fact they also have to have a certain amount of money in their bank account for "living expenses".
- Our accreditation with the Open University and registration with the Office for Students means that students from the UK applying for a first degree or a post-graduate degree should be eligible for a student loan. This means that people from the UK with no financial means of their own are not prevented from coming to All Nations as a result of the level of fees.

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

Reserves policy

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

The free reserves at 31 August 2021 amounted to £921,505 (2020: £601,604). The increase from prior year is due to the accrued legacy income. In addition the College has designated funds totalling £412,695 (2020: £412,695) at 31st August 2021. These funds are made up of: Seed Funding totalling £18,125 (2020: £18,125), and a Strategic Fund totalling £394,570 (2020: £394,570). The designated reserves would also be available as free reserves in the event of a winding up. In addition the College has restricted funds of £120,801 (2020: £146,658) and funds totalling £1,357,247 (2020: £1,033,544) which can only be realised by the disposal of fixed assets and endowments. The total funds held at 31st August 2021 amounted to £2,812,248 (2020: £2,194,501). Details of the funds are shown in notes 16 to 19 of the financial statements.

Structure

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

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

Statement of Corporate Governance, management and internal controls (for 2020-21 and up to the date of signing)

Trustee Board

The Trustee Board holds responsibility for the governance of All Nations as a charity, including all matters relating to financial standing, risk management and legal obligations. Board members are the members and directors of the company and are appointed either at the AGM or by the Board.

The Articles of Association provide for a minimum of four Board members and a maximum of fifteen. Board members may serve for a maximum of two consecutive terms of five years and there are currently ten members on the Board.

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

The Board usually meets at least three times a year, although due to the ongoing global Covid-19 pandemic and the merger discussions with Redcliffe College, the Board met more regularly during the past year. One such meeting was designated as a strategy away day and was facilitated by an external consultant. The Board has established two sub-committees, for Finance and Resources and for Governance respectively. Both are advisory to the Board, as is a separate Academic Board which has the responsibility for the oversight and development of the curriculum of all the training programmes. Other sub-committees may be formed as and when required. A student representative sits in on Board meetings to enable the students to have a voice at Board level as well as for transparency.

During the year the Governance Committee reviewed all of the key policies for the College, although the Board bears the responsibility for their implementation and compliance. The committee also oversaw the appointment of two new members of the Board, who came across from the Redcliffe College trustee board. Their experience in higher education and staff wellbeing in particular has strengthened the breadth of experience on the Board. The Governance Committee concluded a review of the Charity Governance Code and made various recommendations to the Board for improvement and implementation.

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

Principal and Chief Executive Officer

The Principal and CEO, Mr Andy Dipper, is appointed by and responsible to the Board for managing the day to day operations of the charity, and for reporting to the Board on progress in achieving the strategic objectives set by the Board. To facilitate effective operations, the Principal and CEO has delegated authority, within the terms of delegation approved by the Board, for operational matters including finance, facilities, training and communications. His appraisal takes place annually, carried out by the Chairman of the Board and one other Board member.

Key Management Personnel Remuneration

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

The trustees review staff salaries annually and take note of the CPI, cost of living and the financial situation of the College. There is no automatic entitlement to an annual salary increase. The Board wishes to ensure that its pay levels are appropriate both to the experience and responsibilities carried

by staff members and to the sector in which we operate. To this end, benchmark exercises are carried out from time to time.

Board members' responsibilities

The Board Members (who are also directors of All Nations Christian College for the purposes of company law) are responsible for preparing the Board Members' Report (incorporating the directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: *The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)* and the requirements of the Office for Students.
Company law requires that the Board Members must not approve the financial statements for each financial year unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the charitable group for that period.

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

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

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

The Board Members have taken reasonable steps to:

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

In so far as the Board Members are aware:

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

REPORT OF THE BOARD OF MANAGEMENT

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

Internal Controls

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

Each year as part of their work, the external auditors assess the effectiveness of basic controls and report their findings to the Board. For the year 2020-21, their "*overall assessment was that the controls provide a system with low risk.*" All walkthrough tests they performed showed controls were found to be operating as expected and effectively.

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

Risk management

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

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

Auditors

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

On behalf of the Board



Benjamin Stanley
Chairman
Date: 23rd February 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ALL NATIONS CHRISTIAN COLLEGE LIMITED

Opinion

We have audited the financial statements of All Nations Christian College Limited (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 August 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated and parent charity Balance Sheets, the Consolidated Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the charitable company's affairs as at 31 August 2021 and the group's incoming resources and application of resources, including the group income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Office for Students.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charity's ability to continue as a going concern for a period of at least 12 months from when the group financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report, other than the group financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the group financial statements does not cover the other information contained within the annual report and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the group financial statements are prepared is consistent with the group financial statements; and

- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

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

In our opinion, in all material aspects:

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

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the group and parent charity and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included with the trustees' report.

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

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

Responsibilities of directors
As explained more fully in the directors' responsibilities statement set out on page 19, the trustees' (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the group financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the group financial statements, the directors are responsible for assessing the group and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

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

Auditor's responsibilities for the audit of the financial statements (continued)
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity, we identified that the principal risks of non-compliance with laws and regulations related to employment and financial reporting legislation and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011. We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team.

We determined that the principal risks were related to management bias in accounting estimates, presentation of separately disclosed items, incorrect claiming of government assistance (furlough income) and management override of controls.

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

There are inherent limitations in the audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: http://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

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

5 Robin Hood Lane
Sutton
Surrey
SM1 2SW

Dated: 28 February 2022

ALL NATIONS CHRISTIAN COLLEGE LIMITED
(BY GUARANTEE)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(including Income and Expenditure Account)
FOR THE YEAR ENDED 31ST AUGUST 2021

	Note	Unrestricted Funds 2021	Unrestricted Funds 2020	Restricted Funds 2021	Restricted Funds 2020	Endowment Funds 2021	Endowment Funds 2020	Total Funds 2021	Total Funds 2020
		£	£	£	£	£	£	£	£
Income and endowments from:									
Donations and Legacies									
Donations		293,442	139,548	135,435	169,510	-	-	428,877	309,058
Legacies		541,229	332,423	-	-	-	-	541,229	332,423
Other trading activities									
Subsidiary company income		51,394	40,929	-	-	-	-	51,394	40,929
Investments	2	(250)	3,057	6,153	7,284	-	-	5,903	10,341
Charitable activities	3	1,198,585	913,820	-	-	-	-	1,198,585	913,820
Other income – furlough income	3	9,888	10,302	-	-	-	-	9,888	10,302
Total income and endowments		***2,094,288***	***1,440,079***	***141,588***	***176,794***	***-***	***-***	***2,235,876***	***1,616,873***
Expenditure on:									
Raising funds									
Fundraising & Marketing costs	4	63,128	61,441	2,952	-	-	-	66,080	61,441
Subsidiary company costs		26,574	21,474	-	-	-	-	26,574	21,474
Charitable activities	5,6	1,429,953	1,301,836	124,804	86,537	-	-	1,554,757	1,388,373
Total expenditure		***1,519,655***	***1,384,751***	***127,756***	***86,537***	***-***	***-***	***1,647,411***	***1,471,288***
Net unrealised gain/(loss) on investments	13	-	-	-	-	29,282	(26,764)	29,282	(26,764)
Net income/(expenditure)	8	**574,633**	**55,328**	**13,832**	**90,257**	**29,282**	**(26,764)**	**617,747**	**118,821**
Transfers between funds		39,689	42,702	(39,689)	(42,702)	-	-	-	-
Net movement in funds		**614,322**	**98,030**	***(25,857)***	***47,555***	**29,282**	**(26,764)**	**617,747**	**118,821**
Reconciliation of Funds									
Accumulated funds brought forward		1,935,867	1,837,837	146,658	99,103	111,976	138,740	2,194,501	2,075,680
Accumulated funds carried forward		2,550,189	1,935,867	120,801	146,658	141,258	111,976	2,812,248	2,194,501

The income is wholly derived from continuing activities. The group result for Companies Act purposes is net income for the year of £588,465 (2020: net income of £145,585). The Company's net income for the year was £617,747 (2020: net income of £118,821).

ALL NATIONS CHRISTIAN COLLEGE LIMITED
(BY GUARANTEE)

BALANCE SHEETS AS AT 31ST AUGUST 2021

	Note	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Fixed assets					
Intangible assets	11	-	-	-	-
Tangible assets	12	1,215,989	921,568	1,215,989	921,568
Investments	13	141,258	111,976	141,358	112,076
Total fixed assets		1,357,247	1,033,544	1,357,347	1,033,644
Current assets					
Stocks		5,553	8,312	5,553	8,312
Students' fees receivable		33,586	37,922	33,586	37,922
Prepayments and other debtors	14	717,972	435,822	693,351	429,053
Amount due from subsidiary		-	-	35,202	20,723
Cash and cash equivalents		950,494	870,294	934,345	845,348
Total current assets		1,707,605	1,352,350	1,702,037	1,341,358
Liabilities					
Creditors: Amounts falling due within one year:					
Loans		2,200	2,200	2,200	2,200
Sundry creditors and accruals	15	154,574	131,967	149,106	126,946
Fees received in advance		95,830	57,226	95,830	51,355
Total current liabilities		252,604	191,393	247,136	180,501
Net current assets		1,455,001	1,160,957	1,454,901	1,160,857
Net assets	16	2,812,248	2,194,501	2,812,248	2,194,501
Capital Funds					
Endowment (including revaluation reserve of £36,790, 2020: £7,508)	13, 17	141,258	111,976	141,258	111,976
Income Funds					
Unrestricted					
General		2,137,494	1,523,172	2,137,494	1,523,172
Designated	19	412,695	412,695	412,695	412,695
Total Unrestricted		2,550,189	1,935,867	2,550,189	1,935,867
Restricted	18	120,801	146,658	120,801	146,658
Total Funds		2,812,248	2,194,501	2,812,248	2,194,501

The accounts were approved by the Board on
23rd February 2022 and signed on their behalf by:





Benjamin Stanley
Chairman
Company Number: 990054

Andy Dipper
Principal and CEO

ALL NATIONS CHRISTIAN COLLEGE LIMITED
(BY GUARANTEE)

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31ST AUGUST 2021

	Note	2021 £	2020 £
Cash flows from operating activities:			
Net (expenditure)/income as per SOFA		617,747	118,821
Adjustments for:			
Depreciation		107,190	105,936
Loss/(surplus) on sale of property, plant & equipment		-	(815)
(Gain)/loss on investments		(29,282)	26,764
Investment income	2	(5,903)	(10,341)
(Increase)/decrease in trade and other receivables		(627,814)	(159,375)
Decrease/(increase) in inventories		2,759	2,415
Increase/(decrease) in trade and other payables		61,211	(72,669)
Cash generated from operations		125,908	10,736
Net cash flows from operating activities		125,908	10,736
Cash flows from investing activities:			
Purchase of property, plant and equipment	12	(51,611)	(31,879)
(Purchase)/disposal of investments		-	-
Proceeds of disposal of fixed assets		-	1,081
Interest received	2	5,903	10,341
Net cash flows from investing activities		(45,708)	(20,457)
Net increase/(decrease) in cash & cash equivalents:		**80,200**	**(9,721)**
Cash in hand and at bank at start of year		870,294	880,015
Cash in hand and at bank at end of year		**950,494**	**870,294**

Net Debt Reconciliation

	At 1st September 2020 £	Cash flows £	At 31st August 2021 £
Cash and cash equivalents	870,294	80,200	950,494
Interest free loans from supporters	(2,200)	-	(2,200)
Total	**868,094**	**80,200**	**948,294**

1 ACCOUNTING POLICIES

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

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

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

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

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

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

1 ACCOUNTING POLICIES (continued)

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

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

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

Freehold buildings	–	50 years
Solar panels (part of buildings)	–	25 years
Furniture, fittings & equipment	–	3-33 years
Heavy plant	–	10 years
Motor Vehicles	–	3 years

The College's intangible asset is the website. Amortisation is calculated on a straight line basis over 3 years.

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

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

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

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

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

1 ACCOUNTING POLICIES (continued)

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

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

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

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

Pension scheme arrangements
Pension costs are accounted for as the contributions are made.

Employee benefits
The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

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

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

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

2 INVESTMENT INCOME

	Unrestricted Funds	Restricted funds	Total 2021	Total 2020
	£	£	£	£
Bank interest receivable	(250)	6,153	5,903	10,341

3	INCOME FROM CHARITABLE ACTIVITES & OTHER INCOME	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
	Student fee income taught awards	540,403	-	540,403	456,880
	Course fee income non-credit bearing courses	212,020	-	212,020	133,618
	Subcontracted in course fees	43,963	-	43,963	-
	Student accommodation & meals	191,218	-	191,218	191,945
	Sundry income	38,187	-	38,187	14,877
	Furlough income	9,888	-	9,888	10,302
	Rental income	125,488	-	125,488	96,664
	Partnerships & Consultancy	22,908		22,908	-
	Conference income	24,398	-	24,398	19,836
	Total	**1,208,473**	**-**	**1,208,473**	**924,122**

The College did not receive any grant income from the Office for Students or other bodies except for £9,888 (2020: £10,302) received from the government under the job retention scheme.

4	FUNDRAISING AND MARKETING	Unrestricted Funds £	Restricted funds £	Total 2021 £	Total 2020 £
	Salary costs	45,155	-	45,155	29,286
	Advertising	2,341	-	2,341	1,648
	Promotional activity & Publications	11,079	-	11,079	16,287
	Appeals	395	-	395	8,428
	Database & Website costs	4,158	2,952	7,110	5,792
	Total	**63,128**	**2,952**	**66,080**	**61,441**

5	EXPENDITURE ON CHARITABLE ACTIVITES	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
	Tuition	467,889	6,918	474,807	352,627
	Catering	165,764	-	165,764	157,358
	Academic Administration	148,710	-	148,710	141,012
	Bursary grants	-	45,334	45,334	57,143
	Conferences	9,684	-	9,684	21,264
	Student Benevolent Fund grants	-	-	-	258
	Support costs (notes 6 and 7)	637,906	72,552	710,458	658,711
	Total	**1,429,953**	**124,804**	**1,554,757**	**1,388,373**

6 BREAKDOWN OF COSTS OF CHARITABLE ACTIVITY

Support costs have been allocated as follows:

	Activities undertaken directly £	Grant funding activities £	Support costs £	Total 2021 £	Total 2020 £
Student costs	789,281	-	697,552	1,486,833	1,300,821
Bursaries granted	-	45,334	-	45,334	57,143
Conferences	9,684	-	12,906	22,590	30,409
Total	**798,965**	**45,334**	**710,458**	**1,554,757**	**1,388,373**

7 SUPPORT COST BREAKDOWN BY ACTIVITY

Total 2021	Fundraising & Marketing	Student costs	Conferences	Basis of Allocation
	£	£	£	
Premises	-	188,097	4,557	Time/Usage/Area
Housekeeping	-	40,370	-	Time/Usage
Finance	-	74,150	1,968	Time
IT	2,952	65,220	1,680	Usage
Facilities	-	41,677	1,069	Time
HR	-	11,713	-	Usage
Management	2,841	52,041	-	Time
Administration	-	107,075	952	Usage
Depreciation & amortisation	-	104,511	2,680	Usage
Governance	-	12,698	-	Time/Usage
Total	**5,793**	**697,552**	**12,906**	

PRIOR YEAR FIGURES

Total 2020	Fundraising & Marketing	Student costs	Conferences	Basis of Allocation
	£	£	£	
Premises	-	158,858	3,710	Time/Usage/Area
Housekeeping	-	43,514	-	Time/Usage
Finance	-	62,316	1,658	Time
IT	-	46,896	-	Usage
Facilities	-	35,551	911	Time
HR	-	23,355	-	Usage
Management	2,833	53,158	-	Time
Administration	-	109,161	1,004	Usage
Depreciation & amortisation	-	104,074	1,862	Usage
Governance	-	12,683	-	Time/Usage
Total	**2,833**	**649,566**	**9,145**	

8 NET INCOME FOR THE YEAR

	2021	2020
	£	£
This is stated after charging:		
Auditors' remuneration – audit	7,500	7,410
other services	234	234
Operating lease charges - photocopiers	3,031	3,524
Depreciation of tangible fixed assets	107,190	105,936

9 STAFF COSTS

	2021	2020
	£	£
Wages and salaries	778,709	707,951
Social security costs	58,936	42,698
Pension costs	59,670	53,694
Total	**897,315**	**804,343**

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

	2021		2020	
Average number of staff	**Number**	**FTE***	**Number**	**FTE***
Principal and CEO	1	1	1	1
Academic	19.8	13.6	16.2	11.7
Support	16.9	12.3	18.1	12.5
Total	**37.7**	**26.9**	**35.3**	**25.2**

* Full time equivalent

The librarian has been classified as support staff rather than Academic. One employee received remuneration and taxable benefits between £60,000 and £70,000 (2020: 1). The calculation includes salary and estimates for death in service benefit and housing benefit where accommodation is provided rent free.

The College's Key Management Personnel are deemed to be those members of staff who are on the Senior Leadership Team. During the year these were: Andy Dipper (Principal and CEO), VJ Samkutty, Richard Evans, Mark Galpin, Steve Tompkins and Rowena Biddlecombe. Aggregate employee-benefits of key management personnel for the year were £260,195 (2020: £248,238). The figures include salary, pension contributions, employer's national insurance, estimates for death in service benefit and housing benefit where applicable.

Office for Students staff disclosures
There were no members of staff with a full time equivalent basic salary over £100,000 per annum.

Andy Dipper, Principal and CEO, received the following remuneration:

	2021	2020
	£	£
Basic salary before salary sacrifice	47,940	47,940
Employer pension contribution	7,830	6,232
Salary sacrifice arrangements - pension contributions	(3,995)	(2,397)
Non-taxable benefits - provision of accommodation	16,200	16,200
Total package	**67,975**	**67,975**

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

9 STAFF COSTS (Continued)

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

i. The head of the provider's basic salary is 1.7 times the median pay of staff (2020: 2.2), where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its staff.

ii. The head of the provider's total remuneration is 2.2 times the median total remuneration of staff (2020: 2.9), where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration by the provider of its staff.

10 EMOLUMENTS OF BOARD MEMBERS

No remuneration was paid to any board members in respect of such office. No trustees were reimbursed expenses during the year (2020: £626 to one trustee). The value of expenses waived was not material.

11 INTANGIBLE FIXED ASSETS (GROUP AND COMPANY)

	Website £
Cost	
At 1st September 2020	13,740
Additions	-
At 31st August 2021	13,740
Depreciation	
At 1st September 2020	13,740
Charge for the year	-
At 31st August 2021	13,740
Net book value	
At 31st August 2020	-
At 31st August 2021	-

12 TANGIBLE FIXED ASSETS (GROUP)

	Freehold Properties	Furniture Fittings & Equipment	Heavy Plant	Motor Vehicles	Total
	£	£	£	£	£
Cost					
At 1st September 2020	1,401,695	831,399	235,681	11,521	2,480,296
Additions	350,000	51,611	-	-	401,611
Disposals	-	(28,303)	-	-	(28,303)
At 31st August 2021	1,751,695	854,707	235,681	11,521	2,853,604
Depreciation					
At 1st September 2020	907,597	592,474	47,136	11,521	1,558,728
Charge for the year	28,598	55,024	23,568	-	107,190
Eliminated on disposals	-	(28,303)	-	-	(28,303)
At 31st August 2021	936,195	619,195	70,704	11,521	1,637,615
Net book value					
At 31st August 2020	494,098	238,925	188,545	-	921,568
At 31st August 2021	815,500	235,512	164,977	-	1,215,989

TANGIBLE FIXED ASSETS (COMPANY)

	Freehold Properties	Furniture Fittings & Equipment	Heavy Plant	Motor Vehicles	Total
	£	£	£	£	£
Cost					
At 1st September 2020	1,401,695	803,023	235,681	11,521	2,451,920
Additions	350,000	51,611	-	-	401,611
Disposals	-	(28,303)	-	-	(28,303)
At 31st August 2021	1,751,695	826,331	235,681	11,521	2,825,228
Depreciation					
At 1st September 2020	907,597	564,098	47,136	11,521	1,530,352
Charge for the year	28,598	55,024	23,568	-	107,190
Eliminated on disposals	-	(28,303)	-	-	(28,303)
At 31st August 2021	936,195	590,819	70,704	11,521	1,609,239
Net book value					
At 31st August 2020	494,098	238,925	188,545	-	921,568
At 31st August 2021	815,500	235,512	164,977	-	1,215,989

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

13 FIXED ASSET INVESTMENTS (GROUP AND COMPANY)

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Listed investments	141,258	111,976	141,258	111,976
Investment in Trading Subsidiary	-	-	100	100
Total	**141,258**	**111,976**	**141,358**	**112,076**

	2021	2020
Endowment Funds	£	£
Listed UK investments		
Market value at 1st September	111,976	138,740
Additions	-	-
Net unrealised gain/(loss) on investment assets	29,282	(26,764)
Market value at 31st August	141,258	111,976
Historic cost as at 31st August	104,468	104,468

At 31st August 2021, all of the charity's listed investments were held in M&G Unit Trusts - Charifund.

Shares in subsidiary company - General Funds
The company's investment in its subsidiary is made up as follows:

	Investment at cost
	£
At 1st September 2020 and 31st August 2021	100

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

At 31st August 2021, All Nations Christian College Limited held more than 10% of the allotted share capital of the following company:

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

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

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

Trading Company summary profit and loss account	2021	2020
	£	£
Turnover	59,064	48,432
Cost of sales and administration expenses	(40,727)	(41,064)
Depreciation	-	-
Profit	18,337	7,368
Amount gift aided to parent company	(18,337)	(7,368)
Net profit	-	-

The assets and liabilities of the subsidiary were:	2021	2020
	£	£
Current assets	40,770	31,715
Creditors: Amounts falling due within one year	(40,670)	(31,615)
Total Net assets	100	100
Aggregate share capital and reserves	100	100

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

14 PREPAYMENTS AND OTHER DEBTORS

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Other debtors	75,477	26,187	50,856	19,418
Prepayments & Accrued income	642,495	409,635	642,495	409,635
Total	**717,972**	**435,822**	**693,351**	**429,053**

Included within Prepayments & Accrued income is £525,000 being the estimated value of the legacy from the estate of Rick Allen which is expected in 2022 when estate affairs have been finalised.

15 CREDITORS: Amounts falling due within one year

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Creditors	75,518	46,984	75,513	46,979
Accruals & deferred income	79,056	84,983	73,593	79,967
Total	**154,574**	**131,967**	**149,106**	**126,946**

16 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group	Fixed assets	Investments	Net current Assets	Total at 31st August 2021
	£	£	£	£
Endowment funds	-	141,258	-	141,258
Restricted funds	-	-	120,801	120,801
Unrestricted funds				
General fund	1,215,989	-	921,505	2,137,494
Seed Funding	-	-	18,125	18,125
Strategic Fund	-	-	394,570	394,570
Total	**1,215,989**	**141,258**	**1,455,001**	**2,812,248**

PRIOR YEAR

Group	Fixed assets	Investments	Net current Assets	Total at 31st August 2020
	£	£	£	£
Endowment funds	-	111,976	-	111,976
Restricted funds	-	-	146,658	146,658
Unrestricted funds				
General fund	921,568	-	601,604	1,523,172
Seed Funding	-	-	18,125	18,125
Strategic Fund	-	-	394,570	394,570
Total	**921,568**	**111,976**	**1,160,957**	**2,194,501**

Company	Fixed assets	Investments	Net current Assets	Total at 31st August 2021
	£	£	£	£
Endowment funds	-	141,258	-	141,258
Restricted funds	-	-	120,801	120,801
Unrestricted funds				
General fund	1,215,989	100	921,405	2,137,494
Seed Funding	-	-	18,125	18,125
Strategic Fund	-	-	394,570	394,570
Total	**1,215,989**	**141,358**	**1,454,901**	**2,812,248**

PRIOR YEAR

Company	Fixed assets	Investments	Net current Assets	Total at 31st August 2020
	£	£	£	£
Endowment funds	-	111,976	-	111,976
Restricted funds	-	-	146,658	146,658
Unrestricted funds				
General fund	921,568	100	601,504	1,523,172
Seed Funding	-	-	18,125	18,125
Strategic Fund	-	-	394,570	394,570
Total	**921,568**	**112,076**	**1,160,857**	**2,194,501**

17 ENDOWMENT FUNDS

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

18 RESTRICTED FUNDS

(Group and Company)	Balance 1st September 2020	Movement Income	Movement Expenditure & transfers out	Balance 31st August 2021
	£	£	£	£
Bursary fund	57,335	43,401	(45,334)	55,402
Accommodation Fund	100	-	-	100
Online Fund	7,968	6,321	(3,031)	11,258
New dev. fund – Zoom rooms	27,834	-	(9,861)	17,973
New dev. fund – Maple Hall	34,529	310	(25,419)	9,420
En Route-on-the-Move Fund	13,770	308	(3,135)	10,943
Library fund	5,122	-	(604)	4,518
ICT fund	-	91,100	(79,913)	11,187
Learning Services Fund	-	148	(148)	-
Total restricted funds	**146,658**	**141,588**	**(167,445)**	**120,801**

Prior Year (Group and Company)	Balance 1st September 2019	Movement Income	Movement Expenditure & transfers out	Balance 31st August 2020
	£	£	£	£
Bursary fund	57,899	53,567	(54,131)	57,335
Accommodation Fund	30,100	-	(30,000)	100
Online Fund	1,244	6,724	-	7,968
New dev. fund – Zoom rooms	-	42,450	(14,616)	27,834
New dev. fund – Maple Hall	-	54,374	(19,845)	34,529
En Route-on-the-Move Fund	9,603	13,429	(9,262)	13,770
Student Benevolent Fund	257	-	(257)	-
Library fund	-	6,000	(878)	5,122
Learning Services Fund	-	250	(250)	-
Total restricted funds	**99,103**	**176,794**	**(129,239)**	**146,658**

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

The Accommodation Fund relates to donations specifically given to increase provision of student accommodation. During 2020 the main donor agreed, in light of the pandemic, to allow the donation to be de-restricted and used as general funds.

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

The Zoom Rooms project equips every classroom and lecturer with what is needed to deliver all learning by zoom with excellence. Some assets for this project were capitalised, at which point transfers of £6,618 (2020: £7,032) were made to the General Fund in accordance with paragraph 2.12 of SORP 2015.

18 RESTRICTED FUNDS (Continued)

The Maple Hall project is the refurbishment of the dining hall. Some assets for this project were capitalised, at which point transfers of £20,372 (2020: £5,670) were made to the General Fund in accordance with paragraph 2.12 of SORP 2015.

The En Route on the Move Fund relates to taking the training from our En Route courses to chosen locations globally and working with local partners to deliver it.

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

The ICT Fund contains donations from the Tech 21 appeal which relates to general Information and Communications Technology costs. Some assets for this project were capitalised, at which point transfers of £12,699 (2020: nil) were made to the General Fund in accordance with paragraph 2.12 of SORP 2015.

The Learning Services Fund was set up to help with Learning Services costs.

19 DESIGNATED FUNDS

(Group and Company)	Balance 1st September 2020	Movement Income & transfers in	Movement Expenditure & transfers out	Balance 31st August 2021
	£	£	£	£
Seed Funding	18,125	-	-	18,125
Strategic Fund	394,570	-	-	394,570
Total designated funds	**412,695**	-	-	**412,695**

Prior Year (Group and Company)	Balance 1st September 2019	Movement Income & transfers in	Movement Expenditure & transfers out	Balance 31st August 2020
	£	£	£	£
Seed Fund	28,839	-	(10,714)	18,125
Strategic Fund	574,570	-	(180,000)	394,570
Total designated funds	**603,409**	-	**(190,714)**	**412,695**

The Seed Fund is made up of a donation received in 2016/17 which management have designated to be invested in strategic College activities rather than to go into general operating income. Expenditure is planned for this in 2021/22.

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

20 OPERATING LEASES
(Group and Company)

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

	2021 £	2020 £
Within one year	2,112	2,867
Between two and five years	742	2,854

During the year, the lease payments amounted to £3,031.

21 CONSTITUTION OF THE COMPANY AND STATUS

The company is limited by guarantee, and each member of the Board of Management is under covenant to contribute a sum not exceeding one pound sterling in certain circumstances as set out in clause 10 of the Articles of Association. The number of members is 10 (2020: 9).

22 RELATED PARTIES

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

Members of the close family of the key management personnel received remuneration of £34,265 (2020: £23,422) and employer's pension contributions of £2,517 (2020: £1,792).

Total aggregated donations from related parties during the year amounted to: £9,162 (2020: £45,002).

During the year rental payments of £285 were paid to a trustee under a tenancy agreement for the use of their property.

As allowed by statutory powers, one trustee, Harvey Kwiyani, received remuneration during the year for Visiting Lecturer services to the College of £87.50 (2020: £Nil). The amount paid was the equivalent to what any other visiting lecturer is paid.

Redcliffe College has 9 trustees, 4 of whom are Board members of All Nations and 1 of which is Key Management Personnel of All Nations. All Nations therefore has significant influence over Redcliffe College. During the year, All Nations had the following transactions with Redcliffe College:

Donated assets received from Redcliffe	£60,316
Costs re-charged to Redcliffe	£53,963
Balance due to All Nations at the year end	£53,963

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

ALL NATIONS CHRISTIAN COLLEGE LIMITED

England & Wales - Charity number 311028

Accounts



ALL NATIONS CHRISTIAN COLLEGE LIMITED
(BY GUARANTEE)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31ST AUGUST 2020

Company Number: 990054
Charity Number: 311028

ALL NATIONS CHRISTIAN COLLEGE LIMITED
(BY GUARANTEE)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31ST AUGUST 2020

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ALL NATIONS CHRISTIAN COLLEGE LIMITED

CHAIRMAN'S STATEMENT

We are delighted to present the All Nations Christian College annual report, showing how God has been faithful and gracious in helping us to deliver against our strategy and put in place some significant building blocks for the future.

Our focus remains on providing excellent accessible cross-cultural Bible and mission training across undergraduate, postgraduate and Continuing Professional Development (CPD) programmes. Our name expresses our conviction – we want to represent all nations, enabling those who study with us to go from anywhere to everywhere as confident, intercultural graduates. We also commit to being distinctively Christ-centred in what we do.

The impact of this is transformational. Our alumni are equipped to be disciples who make disciples inter-culturally. We aim for them to be trained, confident, and resilient – drawing together the head, heart and hands in developing intellectual, spiritual and practical impact – and ensuring they leave us with an understanding of integral mission which witnesses to Christ in word and deed.

"an understanding of integral mission which witnesses to Christ in word and deed"



We have a focus on prayer, for example through the 'School of Prayer for the Nations' initiative and the regular rhythms of prayer at all levels of the college, and in this remain dependent on God for all we have and do.

The academic year 2019-20 is a difficult period to report on, falling into distinct seasons of pre-pandemic and during lockdown. As with many institutions, the ANCC community worked very hard to provide its services and keep everyone safe. Secure campus bubbles and intensive on-campus testing have helped, and credit must go to all those involved.

Five years ago, we started on a path towards Flexible and Distributed Learning (FDL), with a conviction that to serve the church well, we had to increase the accessibility of our content and expertise. This was reinforced by a three-year strategy (Oct 2019-2022) of increased innovation and entrepreneurship in the provision of cross-cultural mission training globally.

Evidently, we had no idea that the pandemic would hit. But because of the work already underway, we have been able to be agile, keeping our core purpose and accelerating our move to FDL. Our students and staff have shown great resilience and flexibility as we have transitioned through various stages of lockdown and hybrid forms of learning. This is perhaps summed up by the remarks of one of the external examiners of our BA programme:

"Students are well prepared to interpret scripture well, to engage theologically and apply it to a missional context…. the impressive response of the staff to the COVID situation was also demonstrated in the excellent way the students continued to produce quality work during the latter part of the academic year."

ALL NATIONS CHRISTIAN COLLEGE LIMITED

CHAIRMAN'S STATEMENT

In spite of the travel restrictions and heightened concern during the pandemic, we are delighted to report that FTE student numbers look set to increase slightly for the year 2020-21. The need and desire for strong Bible-centred Christ-focused training remains, and the improvements in accessibility and new partnerships with overseas institutions and churches have enabled many more to benefit from our services. We will continue this in the years ahead with training available in multiple languages, increased modular training made available, and new CPD routes for lifelong learning. Our bursary scheme continues to expand, making our excellent courses available to as wide a group as possible.

The year 2019-20 saw some significant work on the college infrastructure embarking on the refurbishment of Maple Hall and the equipping of teaching rooms for video-conferencing technology. We remain committed to the wise upkeep of the Easneye site, recognising the value of physical community in the intercultural learning experience and the potential to provide hospitality and conferencing, emphasising the importance of a fit-for-purpose site.



Finally, the period saw significant conversations between ANCC and Redcliffe College in Gloucester, aiming to combine the strengths of the institutions and our communities. We are particularly excited to see how we can serve and listen to the large alumni body of the two colleges, representing almost every continent and country worldwide. We will also be encouraged to offer our combined expertise to the global church through new services such as research and consultancy.

I stepped into the role of Chairman in October 2020, and wish to thank the outgoing Chairman, Jim Thornton, for his hard work and insights over these last two demanding years. He has been immensely generous with his time in the service of the college. I must also commend the wonderful, committed staff team, led by Andy Dipper with enthusiasm, energy and a desire to serve Christ's church worldwide.

We have seen some stretching times, with Covid-19 and Brexit adding risk. But we have also seen God's grace and great encouragements through those we serve. To Him be the glory.

Benjamin Stanley
Chairman

ALL NATIONS CHRISTIAN COLLEGE LIMITED
(BY GUARANTEE)

REPORT OF THE BOARD OF MANAGEMENT

The Board Members have pleasure in presenting their report and the financial statements of the charity for the year ended 31st August 2020, which covers the activities of All Nations Christian College Limited and those of its wholly owned subsidiary, All Nations Trading Limited.

Reference and administrative information

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

Board Members

The following members served during the year:

Ms A E Grieve*	Treasurer
Mrs A E Guinness	Appointed 29th October 2019
Mr B K Stanley*	Chairman from 14th October 2020
Mrs C Sanderson**	
Mr D John**	
Dr H C Kwiyani	
Mr J D Thornton	Chairman up to 14th October 2020
Mrs M Fitton*	Resigned 29th October 2019
Mr N Patterson*	Appointed 29th October 2019
Mr P James*	Appointed 29th October 2019
Mr P M Oyugi	Resigned 25th February 2020

(* = Member of Finance Committee)
(** = Member of Governance Committee)

Professional advisors

Auditors	
Jacob Cavenagh & Skeet	5 Robin Hood Lane, Sutton, Surrey SM1 2SW
Bankers	
Barclays Bank plc	Lea Valley Group, 78 Turners Hill, Cheshunt, Herts EN8 9BW
CAF Bank Plc	25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4JQ
Solicitors	
Anthony Collins	134 Edmund Street, Birmingham B3 2ES
Pensions advisor	
Succession Group Limited	Drake Buildings, 15 Davy Road, Plymouth Science Park, Derriford, Plymouth, PL6 8BY

Registered Office

Address: Easneye, Ware, Hertfordshire, SG12 8LX
E-mail: fd@allnations.ac.uk Telephone number: 01920 443500
Web site: www.allnations.ac.uk Fax number: 01920 462997

Objectives and activities

Our purpose and values

The purpose of the College is to train and equip men and women for effective participation in God's mission in His multi-cultural world.

The values of the College:

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

Public Benefit

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

Activities

In order to achieve the public benefit requirement, the principal activity of the College during the year continued to be that of providing residential courses in biblical, missiological and related subjects. In addition to our residential courses, we also have a range of online courses which can be completed anywhere in the world, subject to internet access. The College also acts as a conference venue for other organisations providing missionary training which is in line with our objectives.

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

All Nations is committed to integral mission and offers a 'Head, Heart and Hands' approach, providing intellectual, spiritual and practical training:

Intellectual training: Theological studies are an important part of training. They help students have a clear understanding of the Gospel they seek to spread, and the God they seek to glorify. The Bible, as the word of God, is the basis for this study. Students are taught that spreading the Gospel of Jesus Christ should always be done sensitively and be non-coercive.

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

Ministry placement: Practical training is an integral part of study at All Nations. Students are all involved in some aspect of practical ministry and there are many and varied opportunities to use their hands to put into practice the theory in their heads and cultivate the passion in their hearts. Some are working in local churches, preaching, leading worship, helping with youth and children's work.

Others engage in outreach ministries such as London City Mission, Media Ministry, Creation Care Advocacy, Primary School Teaching and Drama. Students are supervised by someone more knowledgeable and skilled than they are who can really help them develop their skills and confirm their calling. Ministry Placements (and Ministry Internships) are intentionally designed to help students towards employment at the end of their time at All Nations.

Ministry Placements & Internships have of course been affected by Covid-19. Students either completed their placements online (for example a church placement) or transferred to another suitable placement. Two students did some online training in order to be part of a local Churches Together team involved in listening to people who are suffering from the effects of Covid-19 and referring them to the appropriate channels for further help and advice. This involved both outreach and helping out within the local community.

Practical Courses: these are designed to upskill our students and prepare them for living and working in places where they may not have support networks or access to services. Some courses moved online this year. In-house courses were run where possible such as: leading worship, digital photography, creative writing and prayer leadership.

A particular emphasis continues to be given to encouraging married couples to study together.

Beneficiaries

Students are primary beneficiaries of the College's work. However, the wider public also benefits from the training our students have received. Our students go out all over the world to serve all kinds of people in all kinds of ways. The greatest benefit that arises from the College's work is the salvation of souls. What greater benefit can there be than knowing Jesus, receiving forgiveness of sins and eternal life with the loving, sovereign, triune God? However, our students are also a blessing to people whether they become Christians or not. Christians are called to lead a godly life, serving others and many students get involved in work which provides support to those with physical and economic needs as well as those with spiritual needs.

Many students who studied at All Nations during 2019-20 have moved on to overseas mission situations, and many of our international students have returned to take up strategic roles in Christian ministry in their home countries.

Library

All Nations' library provides a supportive environment for learning and study in which all library users can find high quality information resources and services to facilitate their current or continuing education, their personal and professional development and their role within the Christian community. It continues to maintain its position as one of the most important missiological resource centres in the UK and Western Europe with around 61,000 books, 49,553 indexed journal articles and a sizeable collection of multimedia resources.

The library provides digital resources through its Virtual Learning Environment, EBSCO's Religion and Philosophy Collection and access to Perlego's e-book collection. All Nations' library is a member of the Association of British Theological and Philosophical Library (ABTAPL) and the Centre for Inclusion and Collaborative Partnerships (CICP)'s Librarians' Network.

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

Achievements and performance

Review of operations for the year

The College continued to run its range of courses during 2019-20, all of which reflect the College's "Head, Heart and Hands" approach. The College's programmes and courses continue to be delivered both on-site at Easneye and online.

The Undergraduate and Post-graduate programmes are validated by the Open University (OU) and the College is registered with the Office for Students. The Post-graduate programme is delivered in Flexible Distributed Learning (FDL) mode.

Student Experience: all our courses, both on campus and online, have continued to receive very positive student evaluations. The students have expressed a high degree of satisfaction with the scope and breadth of content, the integration of the modules and the variety of teaching and learning styles employed. These are some of the comments from the students:

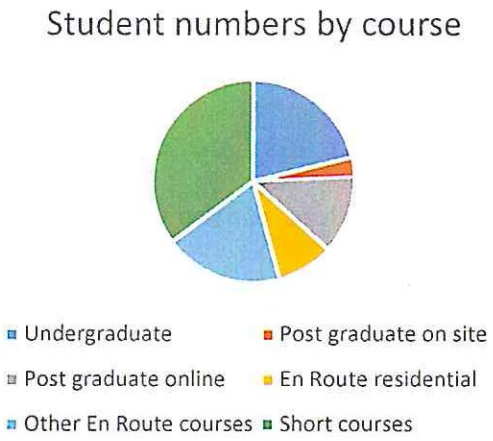
- Thank you for an enriched learning experience at All Nations. I liked the fact that I came in straight at Level 5 and 6 and dived straight into the academic modules. I loved the learning, the sharing, discussions and interactions we had, not just in class, but also in community living.
- Every teacher made an effort to support each individual student. The personal development over the three-year course is outstanding!
- Thank you for a wonderful 3 years. I am a changed person from being in this place.
- My time in All Nations was one of the best in my life. I learned a lot how to work as a missionary. I got a new understanding of the bible and learned more to read and think critically.
- That's what I appreciate about the modules and types of essay questions, the bridge to application in life and mission. Not just head but heart and hand equipping.
- The joy of studying with a global cohort cannot be underestimated. The introduction to global voices and writings in the chosen field has deepened my appreciation of and thirst to live out God's mission in wider settings.
- I deeply enjoyed the high academic standards set and maintained by ANCC plus the theological and missiological balance. All the modules were of highest standards possible yet they also maintained incredible balance in navigating the diverse theological and missiological contours.

Undergraduate FDL Mode: in line with the College's strategic objective to '*increase the availability of our programmes to non-campus based students*', we sought approval from the OU for FDL delivery of level 6 of the BA programme in addition to its campus-based (residential) mode. The OU approved the proposal and the FDL level 6 started from September 2020. In the year 2020-21, approval for level 4 and 5 FDL will be sought from the OU.

Short courses: the short courses that comprise the En Route programme are also being delivered both residential and online in various languages and locations around the world. Currently, there are courses being run annually in Bucharest, Romania (in Romanian); Kathmandu, Nepal and Kinshasa in the Democratic Republic of Congo (in Lingala/French).

Student numbers: The College continued to attract students of a high calibre from around 26 countries with 52 full time and 10 part-time BA, MA and module students. In addition, there were 32 MA online students, 23 En Route (including 7 online), 29 Explore (all online), 12 Express (including 3 online) and 8 Express (all online) students.

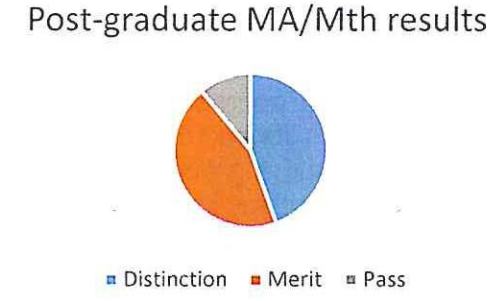
In addition, around 90 people completed a short course so that **over 250 people received All Nations training in 2019-20**.



Academic achievement: During 2019-20, a total of 82 students successfully completed the various En Route courses. All those working for the Open University validated BA were successful, and out of a graduating class of 16, 5 students gained Firsts (31%), 10 gained 2:1s (63%) and 1 gained a 2:2 (6%). 4 students received the Cert in Higher Education and 1 the Diploma in Higher Education in Biblical and Intercultural Studies.



In addition, students were recommended for: 2 PG Certs, 1 PG Dip and there were 9 MA/MTh awards including 4 distinctions, 4 merits and 1 Pass.



Effect of Covid-19: due to the pandemic, changes had to be made to teaching and learning in term 3 of 2019-20 academic year. The College put in place measures to offer the undergraduate programmes in an FDL mode with the approval of the OU. Consultation was undertaken with the student body, tutors and support staff. The external examiners were informed of the changes in teaching and assessments. Students were given extended deadlines to complete their work. All undergraduate modules were taught via zoom to allow maximum flexibility of access. The College had allocated extra staff to support the Librarian in providing scanned copies of requested material. Students had the option to defer their studies if they choose to do so in the light of the above changes to the programme, although none did.

The College sought approval from the OU for a 'No Detriment' policy to be applied across all validated programmes due to the negative effect of the pandemic on students' learning. The policy was used in arriving at the calculation of final grades for those students whose period of study included the pandemic period (21st March 2020 to the end of this academic year 2019-20). Both undergraduate and postgraduate students benefited from this policy.

External Examiners: the external examiners on the BA and MA programmes have consistently commended the standard and quality of the curriculum, teaching, learning and assessments. The following are comments from the external examiners' report on the BA programme of 2019-20:

'I continue to be very impressed with the quality of the students' work… with a satisfyingly high number of first-class marks, and this compares very favourably with other colleges in the sector; students also show an ability to perform well in a variety of different assignments. In particular, I noted that the students performed very well despite the limitations imposed through COVID, and essays written in this time continued to have full bibliographies which is a testimony to the support the staff at ANCC have provided'

'Student performance is excellent, with consistently high marks. This attests to a very high standard of teaching and learning.'

'The curriculum contains a broad range of options with an excellent range of core modules. Students are well prepared to interpret scripture well, to engage theologically and apply it to a missional context…. the impressive response of the staff to the COVID situation was also demonstrated in the excellent way the students continued to produce quality work during the latter part of the academic year. The learning resources are excellent judging by the length of bibliographies the students use'

'The design and structure of assessments is excellent, supporting the integration of creative/practical work and theological/academic reflection. There is a good level of choice within assessments, allowing students to pursue topics of particular interest to them and to work with their preferred media and mode of presentation'

'Marking processes are robust and fair, with significant time and care invested by markers. I was particularly impressed with the extensive and helpful comments provided to students, including feedforward.'

'This has been a hard year for administering paper-based assessment. The college is to be commended for its success in managing the transition to a more virtual medium for assessment'

External Examiner comments from the Postgraduate programme were similarly positive:

'Student work is of a high quality and is comparable with their peers on MA programmes elsewhere. Students at All Nations bring a mature approach to their work and demonstrate an ability to apply themselves well at a professional level'

'There were a good range of marks, and at the higher end the students continue to produce excellent work. There is an excellent degree of robust discussion between moderator and first marker, and a clear justification given for and final agreement in mark between them.'

'There is strong evidence of a strongly supportive environment.'

Partnerships: Through the En Route On the Move programme we have entered into a number of partnerships with mission/theological organisations in order to deliver En Route training to people in

areas of the world with challenges in terms of accessibility and affordability. This initiative has enabled both residential and online mission training courses to be delivered in various languages and locations around the world including:

- Chinese Overseas Christian Mission (COCM) – Courses delivered online/residentially in Chinese/English
- Baptist Institute of Theology in Bucharest (ITBB) – Courses delivered online/residentially in Romanian/English
- Audacious Faith Ministries International – Course delivered residentially in the Democratic Republic of Congo in French/Lingala
- National Missions Commission of Nepal – Courses delivered online/residentially in Nepali/English
- 2nd Baptist Church, Iquique, Chile – Course delivered online in Spanish from June to December 2020



Express course with Audacious Faith Ministries

We have received funding from a number of Trust Fund organisations to enable this work to move forward.

Discussions are ongoing with organisations in Guatemala, Argentina, Mongolia, Brazil and Burundi; and pilot training courses are due to be delivered in Tanzania and Uganda in February/March 2021.

***Inter-cultural Coach Course*:** Through a partnership with *Schuppener Global Transitions*, the College is currently delivering an Inter-Cultural Coach course. This 6-module course will be delivered annually via online/residential intensives between November and July. The inaugural English course commenced in November 2020.

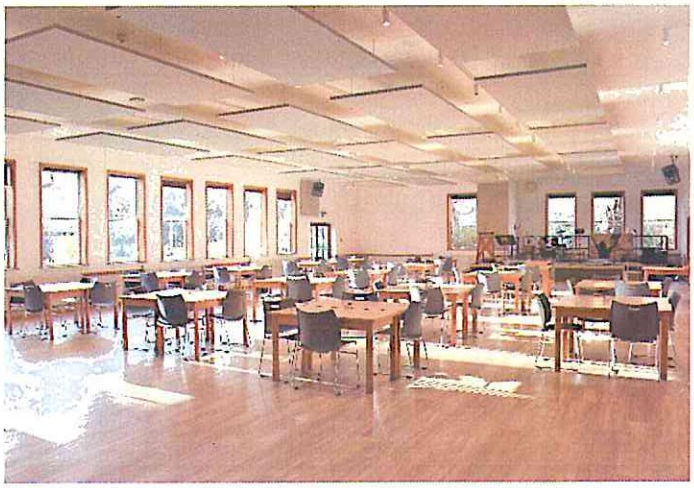
***School of Prayer for the Nations*:** In March 2019 the College successfully piloted a new course *School of Prayer* training course with Operation World (a ministry of WEC International) focused on helping Christians from around the world to pray for the nations. This included the integration of mission, prayer, research, and a multicultural learning community. Further School of Prayer and Community of Prayer courses were delivered in July 2019 and June 2020.

Other income streams: other generated income from activities sources such as conferencing was significantly impacted by Covid-19. The College lost an estimated £100k from the restrictions which prevented these activities from taking place. However, the unprecedented responses to our fundraising appeals helped to mitigate the shortfalls in these areas. We are pleased to continue to enjoy fellowship with mission-focussed organisations such as Friends International and Operation World who rent office space on site.

Donors & fundraising: we have been so blessed by the sacrificial giving of individuals and trusts during this time of worldwide crisis. Every year we rely on the generosity of donors to fill the gap between what we charge students and what it costs to provide such high quality training. This year the challenge has been greater than ever with the restrictions on other ways of raising generated income, so we praise the Lord for his increased provision through donations.

Our pandemic appeal raised £62k which both supported the College and supported students who needed to stay at College in the out of term periods whilst we were under lockdown. We were also blessed by a significant legacy from a supporter who tragically lost his life to Covid-19 in April 2020. His legacy will have a lasting impact on the College and its mission.

The College launched the **Maple Hall** appeal to renovate the College's central communal space and dining room. The target for this appeal was £60k and the amount raised by year end was £54k with donations still being received after year end. This fantastic response from many individual supporters meant that we were able to carry out the majority of the work before the students arrived for their studies in September 2020. This picture shows the new Maple Hall close to completion.





Another appeal we launched was for ***Zoom Rooms***. Although the College was already delivering the Masters course in Flexible Distributed Learning (FDL) mode, in a very short space of term all our courses suddenly had to be delivered in this way. We were able to set up tutors with basic equipment on a temporary basis during the lockdown but the College acknowledged the need for all teaching rooms to be properly equipped and launched this appeal. At year end we had received a significant sum of £42k towards these costs.

In addition to the pandemic & Maple Hall appeals mentioned above, the College continued to use a professional fundraiser to help with applications to trusts for varying appeals such as: En Route on the Move and the Library. All Nations is compliant with recognised standards of fundraising, including the new standards published in November 2016 to ensure both the protection of vulnerable individuals and to avoid intrusive or persistent approaches. The College fully supports such requirements. The College's fundraising practices are ethical and in accordance with Biblical principles and the College does not participate in street fundraising. The work of the fundraiser was overseen by the Principal and CEO. In 2019-20 the College's Head of Communications received no complaints about the College's fundraising practice.

Staff Development: The College has maintained its commitment to staff development with a percentage of tuition fee income being allocated for this purpose. This is used to fund further academic training and vocational training for both academic and support staff. We congratulate Jill Ford who has just finished her studies with the Robert Webber Institute of Worship Studies in Jacksonville, Florida, and is now Dr Ford.

Volunteers: The College has a wide range of differing kinds of volunteers, some of whom live on site, who provide an invaluable contribution to the running of the College. The Trustees wish to acknowledge and thank all those who make a significant contribution to the services of the College by giving up their time. We are extremely grateful for their hard work and dedication.

Plans for the future

After extensive consultation, a new three-year strategy was approved in October 2019. The College's Strategic Goal is for All Nations to become a leading provider of cross-cultural mission training globally, with a reputation for innovation and entrepreneurship for the sake of God's Kingdom.

Our Strategic Objectives are:

1. To enhance the accessibility and quality of our cross-cultural mission training through innovation and the adoption of cutting edge approaches.

2. To pro-actively partner with Global South churches, training institutions and mission agencies to provide suitably contextualised cross-cultural mission training.

3. To demonstrate an entrepreneurial spirit, deploying our existing resources strategically and being innovative in mobilising additional resources.

Rapid change in 2020 has enabled the College to accelerate and deepen the global community of All Nations. Teaching and learning has been successful across all courses, which will enable most future training to be delivered in person and online. This Flexible Distributed Learning approach will enable all undergraduate and postgraduate awards to be accessible globally. We will seek to enhance our bursary scheme to enable those with less material means to study with us and thus benefit their communities and those they serve.

The transformational impact of equipping confident intercultural graduates will further enhance the diverse and inclusive alumni. More training will be available in multiple languages, as professional development for lifelong learners and in modular formats to encourage effect discipleship which impacts the world positively.

After a year of rapid change, innovation and successful graduations, All Nations is delighted to be expanding our service delivery further with the additional expertise and capacity of Redcliffe College. This brings opportunities in professional development training, research & consultancy services as well as a new MA in Member Care and Staff Well-being. Collaborations, enhancing global missional thinking and rejuvenating our World Christian heart are significant dimensions of our emerging strategic focus.

Further development of research & consultancy services, coupled with an emphasis on growing as a Centre for World Christianity, will form the basis for our future strategy.

Principal risks facing the College

The Trustees have identified three principal risks facing the College:

1. The recruitment of sufficient students to make the operation of the College viable.
2. The effect of the pandemic on the operations of the College and its ability to meet generated income targets, specifically the wider use of the Easneye site for residential conferences.
3. The effect of Brexit on new visa regulations means that EU families are no longer able to come to College for undergraduate courses. This is because students are not allowed to bring dependents with them, either non-studying spouses or children. The financial constraints on students are also high. The effect of this is not simply financial, significant though that is, but also in terms of the ability of the College to provide a truly inter-cultural living experience which is at the heart of the College's mission.

The risks posed by these factors are significantly mitigated by:

- Continued prayer and a dependence on God in all that All Nations does.
- the approval of Level 6 via FDL which means that EU students can now study remotely for the final year of the undergraduate programme as well as for the post-graduate programme. Plans are underway to obtain approval for Level 5 to be studied via FDL with effect from September 2021.
- Recruiting a new engagement team who will increase the profile of the College, recruit new students, and increase generated income.
- The development of training offering to include courses in other languages, continued professional development and consultancy and research services.
- The careful monitoring of progress against the three-year strategy.

The Board remains confident of the college's position and leadership, and is positive in investing for the future growth of the college to meet the needs of the global church.

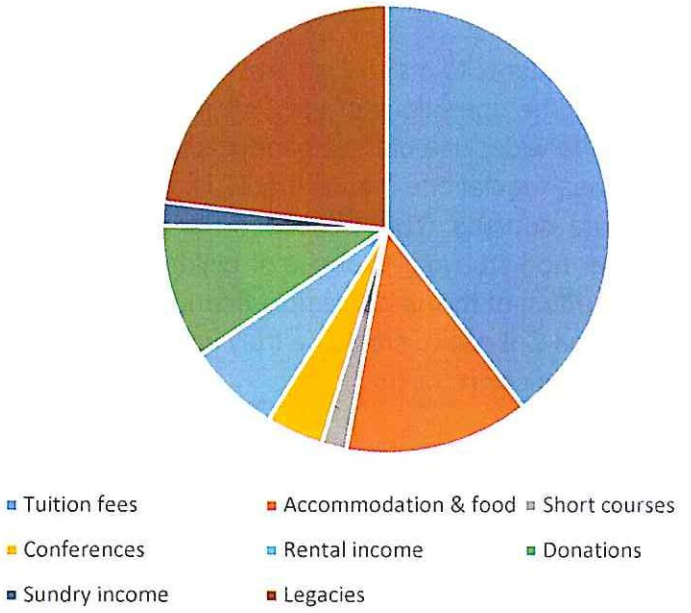
Financial review

The results for the year ended 31st August 2020 are set out in the Statement of Financial Activities. These show that a surplus of £118,821 (2019: deficit of £221,741) arose in the year.

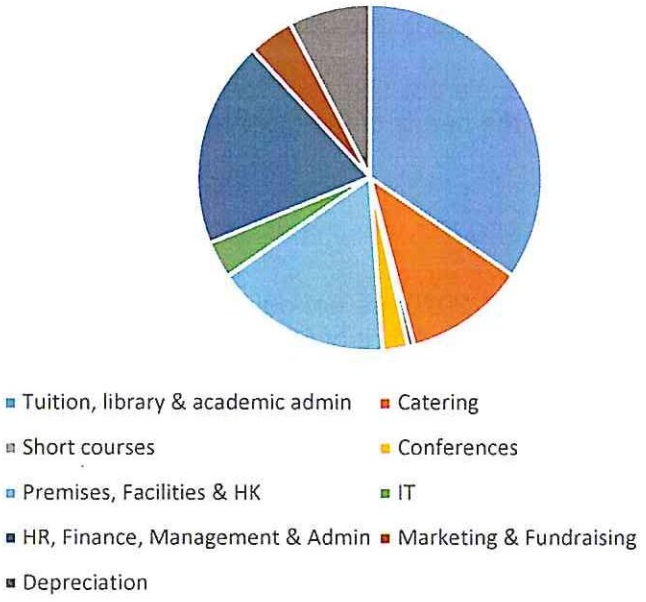
Unrestricted fund balances carried forward at the year-end were £1,935,867 (2019: £1,837,837). Restricted funds carried forward at the year-end were £146,658 (2019: £99,103). Endowment funds carried forward at the year-end were £111,976 (2019: £138,740).

These pie charts show the make-up of unrestricted income and expenditure for the year.

Unrestricted Income 2019-20



Unrestricted expenditure 2019-20



Given the challenges of the year and particularly the period from March to August during lockdown and operational restrictions, this is a wonderful outcome and bears tribute both to the generosity of the Lord with the gift of a generous legacy and the rigour of cost controls by the staff team.

Investment policy

Under the Articles of Association, the charity has the power to make any investments which the Board sees fit. The Board has considered the most appropriate policy for holding the endowment fund, balancing ethical, social and environmental considerations with the need for both income and capital growth and has found that the M&G Charifund, designed specifically for the charity sector, meets these requirements. For the year ended 31st August 2020, the income performance was as expected but capital growth did not occur due to the turbulent events of 2020. However, the loss reflected in the accounts is unrealised and the trustees are confident that the funds will recover in time.

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

Grant making & the effect of fee charging on students

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

- The bursary fund: in 2019-20 we awarded £54,131 (2018-19: £45,432) in bursaries. £11,419 of these were for the year 2019-20 and £42,712 for 2020-21, to students who would otherwise be unable to afford to come to College. Visa restrictions on overseas students mean that it is increasingly difficult to get full bursary students to be able to come to College because of the fact they also have to have a certain amount of money in their bank account for "living expenses".
- £3,012 was granted to students from general funds for those who needed accommodation during the pandemic but had insufficient funds to pay for it.
- £732 was granted for Engage:Asia students from the En Route on the Move Fund.
- Our accreditation with the Open University and registration with the Office for Students means that students from the UK applying for a first degree or a masters degree should be eligible for a student loan. This means that people from the UK with no financial means of their own are not prevented from coming to All Nations as a result of the level of fees.

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

Reserves policy

The Board is required to have a reserves policy and it is reviewed annually. The Board has decided that an appropriate minimum level of free reserves at this time is £240,000. This sum is considered to be sufficient for an orderly closure of the College's activities if this should be necessary. It includes £30,000 for a Student Protection Fund in order to satisfy the requirements of the Office for Students.

It would provide compensation to students who may not be able to complete their studies with the College, if the College were to close or their course was to be discontinued. Free reserves in excess of this amount may, at the discretion of the Board, be built up and used in furthering the College's

activities. The Board reviews the reserves held on an annual basis. The free reserves at 31 August 2020 amounted to £601,604 (2019: £238,537). The increase from prior year is due to accrued legacy income, the gift of a house, which was not received until after year end. In addition the College has designated funds totalling £412,695 (2019: £603,409) at 31st August 2020. These funds are made up of: Seed Funding totalling £18,125 (2019: £28,839), and a Strategic Fund totalling £394,570 (2019: £574,570). The designated reserves would also be available as free reserves in the event of a winding up. The total reserves not invested in fixed assets or endowments at 31st August 2020 amounted to £1,014,299 (2019: £841,946). In addition the College has restricted funds of £146,658 (2019: £99,103) and funds totalling £1,033,544 (2019: £1,134,631) which can only be realised by the disposal of fixed assets and endowments. The total funds held at 31st August 2020 amounted to £2,194,501 (2019: £2,075,680). Details of the funds are shown in notes 16 to 19 of the financial statements.

Structure

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

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

Statement of Corporate Governance, management and internal controls (for 2019-20 and up to the date of signing)

Trustee Board

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

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

REPORT OF THE BOARD OF MANAGEMENT

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

During the year the Governance Committee reviewed all of the key policies for the College, although the Board bears the responsibility for their implementation and compliance. The committee also oversaw the appointment of three new members of the Board, who bring different skills and experience to the Board, as identified by the Board Effectiveness Review carried out in the previous year. In particular, we have strengthened our experience on the Board in relation to safeguarding. The committee commenced a review of the Charity Governance Code and made various recommendations to the Board for improvement and implementation.

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

Principal and Chief Executive Officer

The Principal and CEO, Mr Andy Dipper, is appointed by and responsible to the Board for managing the day to day operations of the charity, and for reporting to the Board on progress in achieving the strategic objectives set by the Board. To facilitate effective operations, the Principal and CEO has delegated authority, within the terms of delegation approved by the Board, for operational matters including finance, facilities, training and communications. His appraisal takes place annually, carried out by the Chairman of the Board and one other Board member.

Key Management Personnel Remuneration

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

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

Board members' responsibilities

The Board Members (who are also directors of All Nations Christian College for the purposes of company law) are responsible for preparing the Board Members' Report (incorporating the directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: *The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)* and the requirements of the Office for Students.

REPORT OF THE BOARD OF MANAGEMENT

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

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

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

The Board Members have taken reasonable steps to:

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

In so far as the Board Members are aware:

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

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

Internal Controls

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

REPORT OF THE BOARD OF MANAGEMENT

Each year as part of their work, the external auditors assess the effectiveness of basic controls and report their findings to the Board. For the year 2019-20, the auditors had no recommendations for improvements that were need to the College's internal controls. Their "*overall assessment was that the controls provide a system with low risk.*" All walkthrough tests they performed showed controls were found to be operating as expected and effectively.
There were no significant internal control weaknesses or failures that arose during the financial year or after the year end but before these financial statements were signed.

Risk management

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

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

Auditors

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

On behalf of the Board



Benjamin Stanley
Chairman
Date: 23rd February 2021

Opinion

We have audited the financial statements of All Nations Christian College Limited (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 August 2020 which comprise the Consolidated Statement of Financial Activities, the Consolidated and parent charity Balance Sheets, the Consolidated Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the charitable company's affairs as at 31 August 2020 and the group's incoming resources and application of resources, including the group income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Office for Students.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the group financial statements is not appropriate; or
- the directors have not disclosed in the group financial statements any identified material uncertainties that may cast significant doubt about the group and parent charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the group financial statements are authorised for issue.

Other information

The other information comprises the information included in the annual report, other than the group financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the group financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the group financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the group financial statements or a material misstatement of the other information.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the group financial statements are prepared is consistent with the group financial statements; and

- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

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

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

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the group and parent charity and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included with the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept by the parent charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of directors
As explained more fully in the directors' responsibilities statement set out on pages 15 and 16, the trustees' (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the group financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the group financial statements, the directors are responsible for assessing the group and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: http://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

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

5 Robin Hood Lane
Sutton
Surrey
SM1 2SW

Dated: 1 March 2021

ALL NATIONS CHRISTIAN COLLEGE LIMITED
(BY GUARANTEE)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(including Income and Expenditure Account)
FOR THE YEAR ENDED 31ST AUGUST 2020

	Note	Unrestricted Funds 2020	Unrestricted Funds 2019	Restricted Funds 2020	Restricted Funds 2019	Endowment Funds 2020	Endowment Funds 2019	Total Funds 2020	Total Funds 2019
		£	£	£	£	£	£	£	£
Income and endowments from:									
Donations and Legacies									
Donations		139,548	77,138	169,510	105,306	-	3,000	309,058	185,444
Legacies		332,423	16,094	-	-	-	-	332,423	16,094
Other trading activities									
Subsidiary company income		40,929	122,542	-	-	-	-	40,929	122,542
Investments	2	3,057	4,129	7,284	7,252	-	-	10,341	11,381
Charitable activities	3	913,820	997,191	-	-	-	-	913,820	997,191
Other income – furlough income	3	10,302	-	-	-	-	-	10,302	-
Total income and endowments		***1,440,079***	***1,217,094***	***176,794***	***112,558***	***-***	***3,000***	***1,616,873***	***1,332,652***
Expenditure on:									
Raising funds									
Fundraising & Marketing costs	4	61,441	57,418	-	-	-	-	61,441	57,418
Subsidiary company costs		21,474	63,624	-	-	-	-	21,474	63,624
Charitable activities	5,6	1,301,836	1,357,261	86,537	71,088	-	-	1,388,373	1,428,349
Total expenditure		***1,384,751***	***1,478,303***	***86,537***	***71,088***	***-***	***-***	***1,471,288***	***1,549,391***
Net unrealised (loss) on investments	13	-	-	-	-	(26,764)	(5,002)	(26,764)	(5,002)
Net (expenditure)/income	8	**55,328**	**(261,209)**	**90,257**	**41,470**	**(26,764)**	**(2,002)**	**118,821**	**(221,741)**
Transfers between funds		42,702	59,357	(42,702)	(59,357)	-	-	-	-
Net movement in funds		**98,030**	**(201,852)**	***47,555***	***(17,887)***	**(26,764)**	**(2,002)**	**118,821**	**(221,741)**
Reconciliation of Funds									
Accumulated funds brought forward		1,837,837	2,039,689	99,103	116,990	138,740	140,742	2,075,680	2,297,421
Accumulated funds carried forward		1,935,867	1,837,837	146,658	99,103	111,976	138,740	2,194,501	2,075,680

The income is wholly derived from continuing activities. The result for Companies Act purposes is net income for the year of £145,585 (2019: net expenditure of £216,739).

ALL NATIONS CHRISTIAN COLLEGE LIMITED
(BY GUARANTEE)

BALANCE SHEETS AS AT 31ST AUGUST 2020

	Note	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Fixed assets					
Intangible assets	**11**	-	-	-	-
Tangible assets	**12**	921,568	995,891	921,568	995,891
Investments	**13**	111,976	138,740	112,076	138,840
Total fixed assets		1,033,544	1,134,631	1,033,644	1,134,731
Current assets					
Stocks		8,312	10,727	8,312	10,727
Students' fees receivable		37,922	29,532	37,922	29,532
Prepayments and other debtors	**14**	435,822	284,837	429,053	253,229
Amount due from subsidiary		-	-	20,723	37,173
Cash and cash equivalents		870,294	880,015	845,348	869,981
Total current assets		1,352,350	1,205,111	1,341,358	1,200,642
Liabilities					
Creditors: Amounts falling due within one year:					
Loans		2,200	16,200	2,200	16,200
Sundry creditors and accruals	**15**	131,967	183,671	126,946	179,302
Fees received in advance		57,226	64,191	51,355	64,191
Total current liabilities		191,393	264,062	180,501	259,693
Net current assets		1,160,957	941,049	1,160,857	940,949
Net assets	**16**	2,194,501	2,075,680	2,194,501	2,075,680
Capital Funds					
Endowment (including revaluation reserve of £7,508, 2019: £34,272)	**13, 17**	111,976	138,740	111,976	138,740
Income Funds					
Unrestricted					
General		1,523,172	1,234,428	1,523,172	1,234,428
Designated	**19**	412,695	603,409	412,695	603,409
Total Unrestricted		1,935,867	1,837,837	1,935,867	1,837,837
Restricted	**18**	146,658	99,103	146,658	99,103
Total Funds		2,194,501	2,075,680	2,194,501	2,075,680

The accounts were approved by the Board on
23rd February 2021 and signed on their behalf by:

Benjamin Stanley
Chairman
Company Number: 990054

Andy Dipper
Principal and CEO

ALL NATIONS CHRISTIAN COLLEGE LIMITED
(BY GUARANTEE)

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31ST AUGUST 2020

	Note	2020	2019
		£	£
Cash flows from operating activities:			
Net (expenditure)/income as per SOFA		118,821	(221,741)
Adjustments for:			
Depreciation		105,936	109,709
Loss/(surplus) on sale of property, plant & equipment		(815)	147
Loss/(gain) on investments		26,764	5,002
Investment income	2	(10,341)	(11,381)
Decrease/(increase) in trade and other receivables		(159,375)	80,271
Decrease/(increase) in inventories		2,415	4,840
Increase/(decrease) in trade and other payables		(72,669)	57,587
Cash generated from operations		10,736	24,434
Net cash flows from operating activities		10,736	24,434
Cash flows from investing activities:			
Purchase of property, plant and equipment	12	(31,879)	(253,308)
(Purchase)/disposal of investments		-	(3,000)
Proceeds of disposal of fixed assets		1,081	-
Interest received	2	10,341	11,381
Net cash flows from investing activities		(20,457)	(244,927)
Net (decrease)/increase in cash & cash equivalents:		**(9,721)**	**(220,493)**
Cash in hand and at bank at start of year		880,015	1,100,508
Cash in hand and at bank at end of year		**870,294**	**880,015**

Net Debt Reconciliation

	At 1st September 2019	Cash flows	At 31st August 2020
	£	£	£
Cash and cash equivalents	880,015	(9,721)	870,294
Interest free loans from supporters	(16,200)	14,000	(2,200)
Total	**863,815**	**(4,279)**	**868,094**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST AUGUST 2020

1 ACCOUNTING POLICIES

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

Accounting Convention
The financial statements have been prepared under the Companies Act 2006 and in accordance with the Charities Statement of Recommended Practice (Charities SORP (FRS 102)), Financial Reporting Standard 102 (FRS 102) and the Charities Act 2011, and the requirements of the Office for Students. The Financial Statements are drawn up on the historical cost basis of accounting, as modified by the revaluation of investments. The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound. The accounts have been prepared on the going concern basis. There are no material uncertainties about the College's ability to continue. All Nations Christian College Limited meets the definition of a public benefit entity under FRS102.

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

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

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

Job Retention Scheme government grant income
This is recognised in the period to which the underlying furloughed staff costs relate.

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

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

1 ACCOUNTING POLICIES (continued)

(i) Raising funds: This includes the costs of the trading subsidiary and fundraising costs. Fundraising costs include direct costs such as advertising and a proportion of related support costs.

(ii) Charitable activities: All direct expenditure in respect of the provision of tuition, accommodation of students and facilities, and including costs in support of this such as admissions, human resources, management and finance costs. Also includes costs relating to conferences held which are in line with the charity's objectives.

Depreciation & amortisation

The College carries out an annual review to consider the useful life and estimated residual value of the properties and consider any impairments that are necessary. Any impairment is recognised in the year in which it occurs.

Depreciation is calculated on a straight line basis at rates considered appropriate to write off the cost of these assets over their estimated useful lives as follows:

Freehold buildings	–	50 years
Solar panels (part of buildings)	–	25 years
Furniture, fittings & equipment	–	3-33 years
Heavy plant	–	10 years
Motor Vehicles	–	3 years

The College's intangible asset is the website. Amortisation is calculated on a straight line basis over 3 years.

Foreign currency

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

Library

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

Fixed assets

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

Investments

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

Financial instruments

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

Stocks

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

1 ACCOUNTING POLICIES (continued)

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

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

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

Pension scheme arrangements
Pension costs are accounted for as the contributions are made.

Employee benefits
The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

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

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

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

2 INVESTMENT INCOME

	Unrestricted Funds	Restricted funds	Total 2020	Total 2019
	£	£	£	£
Bank interest receivable	3,057	7,284	10,341	11,381

3 INCOME FROM CHARITABLE ACTIVITES & OTHER INCOME	Unrestricted Funds £	Restricted Funds £	Total 2020 £	Total 2019 £
Student fee income taught awards	456,880	-	463,515	423,519
Course fee income non-credit bearing courses	133,618	-	126,983	170,488
Student accommodation & meals	191,945	-	191,945	238,385
Sundry income	14,877	-	14,877	14,024
Furlough income	10,302	-	10,302	-
Rental income	96,664	-	96,664	108,846
Conference income	19,836	-	19,836	41,929
Total	**924,122**	**-**	**924,122**	**997,191**

The College did not receive any grant income from the Office for Students or other bodies except for £10,302 received from the government under the job retention scheme.

4 FUNDRAISING AND MARKETING	Unrestricted Funds £	Restricted funds £	Total 2020 £	Total 2019 £
Salary costs	29,286	-	29,286	26,272
Advertising	1,648	-	1,648	448
Promotional activity & Publications	16,287	-	16,287	24,341
Appeals	8,428	-	8,428	2,372
Database & Website costs	5,792	-	5,792	3,985
Total	**61,441**	**-**	**61,441**	**57,418**

5 EXPENDITURE ON CHARITABLE ACTIVITES	Unrestricted Funds £	Restricted Funds £	Total 2020 £	Total 2019 £
Tuition	342,237	10,390	352,627	381,201
Catering	157,358	-	157,358	170,013
Academic Administration	141,012	-	141,012	126,817
Bursary grants	3,012	54,131	57,143	54,732
Conferences	21,264	-	21,264	39,265
Student Benevolent Fund grants	-	258	258	-
Support costs (notes 6 and 7)	636,953	21,758	658,711	656,321
Total	**1,301,836**	**86,537**	**1,388,373**	**1,428,349**

6 BREAKDOWN OF COSTS OF CHARITABLE ACTIVITY

Support costs have been allocated as follows:

	Activities undertaken directly £	Grant funding activities £	Support costs £	Total 2020 £	Total 2019 £
Student costs	651,255	-	649,566	1,300,821	1,297,227
Bursaries granted	-	57,143	-	57,143	54,732
Conferences	21,264	-	9,145	30,409	76,390
Total	672,519	57,143	658,711	1,388,373	1,428,349

7 SUPPORT COST BREAKDOWN BY ACTIVITY

Total 2020	Fundraising & Marketing	Student costs	Conferences	Basis of Allocation
	£	£	£	
Premises	-	158,858	3,710	Time/Usage/Area
Housekeeping	-	43,514	-	Time/Usage
Finance	-	62,316	1,658	Time
IT	-	46,896	-	Usage
Facilities	-	35,551	911	Time
HR	-	23,355	-	Usage
Management	2,833	53,158	-	Time
Administration	-	109,161	1,004	Usage
Depreciation & amortisation	-	104,074	1,862	Usage
Governance	-	12,683	-	Time/Usage
Total	**2,833**	**649,566**	**9,145**	

PRIOR YEAR FIGURES

Total 2019	Fundraising & Marketing	Student costs	Conferences	Basis of Allocation
	£	£	£	
Premises	-	152,761	16,974	Time/Usage/Area
Housekeeping	-	51,116	1,253	Time/Usage
Finance	-	55,499	2,744	Time
IT	-	33,669	751	Usage
Facilities	-	28,389	579	Time
HR	-	20,798	195	Usage
Management	2,820	56,008	-	Time
Administration	-	112,219	4,243	Usage
Depreciation & amortisation	-	96,977	10,386	Usage
Governance	-	11,760	-	Time/Usage
Total	**2,820**	**619,196**	**37,125**	

8 NET EXPENDITURE/INCOME FOR THE YEAR

	2020	2019
	£	£
This is stated after charging:		
Auditors' remuneration – audit	7,410	7,050
other services	234	226
Operating lease charges - photocopiers	3,524	3,721
Depreciation of tangible fixed assets	105,936	109,709

9 STAFF COSTS

	2020	2019
	£	£
Wages and salaries	707,951	743,467
Social security costs	42,698	54,967
Pension costs	53,694	51,687
	804,343	850,121

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

	2020		2019	
Average number of staff	**Number**	**FTE***	**Number**	**FTE***
Principal and CEO	1	1	1	1
Academic	16.2	11.7	16.1	11.5
Support	18.1	12.5	18.7	13.7
Total staff	35.3	25.2	35.8	26.2

* Full time equivalent

The librarian has been classified as support staff rather than Academic. One employee received remuneration and taxable benefits between £60,000 and £70,000 (2019: 1). The calculation includes salary and estimates for death in service benefit and housing benefit where accommodation is provided rent free.

The College's Key Management Personnel are deemed to be those members of staff who are on the Senior Leadership Team. During the year these were: Andy Dipper (Principal and CEO), VJ Samkutty, Richard Evans, Mark Galpin, Steve Tompkins and Rowena Biddlecombe. Aggregate employee-benefits of key management personnel for the year were £248,238 (2019: £235,297). The figures include salary, pension contributions, employer's national insurance, estimates for death in service benefit and housing benefit where applicable.

Office for Students staff disclosures
There were no members of staff with a full time equivalent basic salary over £100,000 per annum.

Andy Dipper, Principal and CEO, received the following remuneration:

	2020	2019
	£	£
Basic salary before salary sacrifice	47,940	47,627
Employer pension contribution	6,232	6,053
Salary sacrifice arrangements - pension contributions	(2,397)	(2,381)
Non-taxable benefits - provision of accommodation	16,200	16,200
Total package	67,975	67,499

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

9 STAFF COSTS (Continued)

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

i. The head of the provider's basic salary is 2.2 times the median pay of staff (2019: 2.2), where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its staff.

ii. The head of the provider's total remuneration is 2.9 times the median total remuneration of staff (2019: 3.0), where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration by the provider of its staff.

10 EMOLUMENTS OF BOARD MEMBERS

No remuneration was paid to any board members in respect of such office. One trustee was reimbursed expenses totalling £626 for networking expenses (2019: £385 to three trustees for travel expenses). The value of expenses waived was not material.

11 INTANGIBLE FIXED ASSETS (GROUP AND COMPANY)

	Website £
Cost	
At 1st September 2019	13,740
Additions	-
At 31st August 2020	13,740
Depreciation	
At 1st September 2019	13,740
Charge for the year	-
At 31st August 2020	13,740
Net book value	
At 31st August 2019	-
At 31st August 2020	-

12 TANGIBLE FIXED ASSETS (GROUP)

	Freehold Properties	Furniture Fittings & Equipment	Heavy Plant	Motor Vehicles	Total
	£	£	£	£	£
Cost					
At 1st September 2019	1,401,695	800,318	235,681	12,521	2,450,215
Additions	-	31,879	-	-	31,879
Disposals	-	(798)	-	(1,000)	(1,798)
At 31st August 2020	1,401,695	831,399	235,681	11,521	2,480,296
Depreciation					
At 1st September 2019	878,999	541,136	23,568	10,621	1,454,324
Charge for the year	28,598	51,870	23,568	1,900	105,936
Eliminated on disposals	-	(532)	-	(1,000)	(1,532)
At 31st August 2020	907,597	592,474	47,136	11,521	1,558,728
Net book value					
At 31st August 2019	522,696	259,182	212,113	1,900	995,891
At 31st August 2020	494,098	238,925	188,545	-	921,568

TANGIBLE FIXED ASSETS (COMPANY)

	Freehold Properties	Furniture Fittings & Equipment	Heavy Plant	Motor Vehicles	Total
	£	£	£	£	£
Cost					
At 1st September 2019	1,401,695	771,942	235,681	12,521	2,421,839
Additions	-	31,879	-	-	31,879
Disposals	-	(798)	-	(1,000)	(1,798)
At 31st August 2020	1,401,695	803,023	235,681	11,521	2,451,920
Depreciation					
At 1st September 2019	878,999	512,760	23,568	10,621	1,425,948
Charge for the year	28,598	51,870	23,568	1,900	105,936
Eliminated on disposals	-	(532)	-	(1,000)	(1,532)
At 31st August 2020	907,597	564,098	47,136	11,521	1,530,352
Net book value					
At 31st August 2019	522,696	259,182	212,113	1,900	995,891
At 31st August 2020	494,098	238,925	188,545	-	921,568

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

13 FIXED ASSET INVESTMENTS (GROUP AND COMPANY)

	Group		Company	
	2020	2019	2020	2019
	£	£	£	£
Listed investments	111,976	138,740	111,976	138,740
Investment in Trading Subsidiary	-	-	100	100
Total	111,976	138,740	112,076	138,840

Endowment Funds	2020 £	2019 £
Listed UK investments		
Market value at 1st September	138,740	140,742
Additions	-	3,000
Net unrealised gain/(loss) on investment assets	(26,764)	(5,002)
Market value at 31st August	111,976	138,740
Historic cost as at 31st August	104,468	104,468

At 31st August 2020, all of the charity's listed investments were held in M&G Unit Trusts - Charifund.

Shares in subsidiary company - General Funds
The company's investment in its subsidiary is made up as follows:

	Investment at cost £
At 1st September 2019 and 31st August 2020	100

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

At 31st August 2020, All Nations Christian College Limited held more than 10% of the allotted share capital of the following company:

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

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

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

Trading Company summary profit and loss account	2020	2019
	£	£
Turnover	48,432	129,804
Cost of sales and administration expenses	(41,064)	(96,486)
Depreciation	-	(2,346)
Profit	7,368	30,972
Amount gift aided to parent company	(7,368)	(30,972)
Net profit	-	-

The assets and liabilities of the subsidiary were:	2020	2019
	£	£
Current assets	31,715	41,643
Creditors: Amounts falling due within one year	(31,615)	(41,543)
Total Net assets	100	100
Aggregate share capital and reserves	100	100

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

14 PREPAYMENTS AND OTHER DEBTORS

	Group		Company	
	2020	2019	2020	2019
	£	£	£	£
Other debtors	26,187	56,459	19,418	37,538
Prepayments & Accrued income	409,635	228,378	409,635	215,691
	435,822	284,837	429,053	253,229

15 CREDITORS: Amounts falling due within one year

	Group		Company	
	2020	2019	2020	2019
	£	£	£	£
Creditors	46,984	108,966	46,979	108,910
Accruals & deferred income	84,983	74,705	79,967	70,392
Totals	131,967	183,671	126,946	179,302

16 ANALYSIS OF NET ASSETS BETWEEN FUNDS

(Group)	Fixed assets	Investments	Net current Assets	Total At 31st August 2020	Total At 31st August 2019
	£	£	£	£	£
Endowment funds					
Goldsmith Bursary fund	-	111,976	-	111,976	138,740
Restricted funds					
Bursary fund	-	-	57,335	57,335	57,899
Accommodation Fund	-	-	100	100	30,100
Online Fund	-	-	7,968	7,968	1,244
New developments fund – Zoom rooms	-	-	27,834	27,834	-
New developments fund – Maple Hall	-	-	34,529	34,529	-
En Route-on-the-Move Fund	-	-	13,770	13,770	9,603
Student Benevolent Fund	-	-	-	-	257
Library fund	-	-	5,122	5,122	-
Unrestricted funds					
General fund	921,568	-	601,604	1,523,172	1,234,428
Seed Funding	-	-	18,125	18,125	28,839
Strategic Fund	-	-	394,570	394,570	574,570
Totals	**921,568**	**111,976**	**1,160,957**	**2,194,501**	**2,075,680**

(Company)	Fixed assets	Investments	Net current Assets	Total At 31st August 2020	Total At 31st August 2019
	£	£	£	£	£
Endowment funds					
Goldsmith Bursary fund	-	111,976	-	111,976	138,740
Restricted funds					
Bursary fund	-	-	57,335	57,335	57,899
Accommodation Fund	-	-	100	100	30,100
Online Fund	-	-	7,968	7,968	1,244
New developments fund – Zoom rooms	-	-	27,834	27,834	-
New developments fund – Maple Hall	-	-	34,529	34,529	-
En Route-on-the-Move Fund	-	-	13,770	13,770	9,603
Student Benevolent Fund	-	-	-	-	257
Library fund	-	-	5,122	5,122	-
Unrestricted funds					
General fund	921,568	100	601,504	1,523,172	1,234,428
Seed Funding	-	-	18,125	18,125	28,839
Strategic Fund	-	-	394,570	394,570	574,570
Totals	**921,568**	**112,076**	**1,160,857**	**2,194,501**	**2,075,680**

17 ENDOWMENT FUNDS

The Goldsmith Bursary Fund was established in 1998 to fund a bursary to a student or students attending the College. The income received from the capital is credited to the bursary fund for the payment of bursaries to students (note 2).

18 RESTRICTED FUNDS

(Group and Company)	Balance 1st September 2019	Movement		Balance 31st August 2020
		Income	Expenditure & transfers out	
	£	£	£	£
Bursary fund	57,899	53,567	(54,131)	57,335
Accommodation Fund	30,100	-	(30,000)	100
Online Fund	1,244	6,724	-	7,968
New dev. fund – Zoom rooms	-	42,450	(14,616)	27,834
New dev. fund – Maple Hall	-	54,374	(19,845)	34,529
En Route-on-the-Move Fund	9,603	13,429	(9,262)	13,770
Student Benevolent Fund	257	-	(257)	-
Library fund	-	6,000	(878)	5,122
Learning Services Fund	-	250	(250)	-
Total restricted funds	**99,103**	**176,794**	**(129,239)**	**146,658**

Prior Year (Group and Company)	Balance 1st September 2018	Movement		Balance 31st August 2019
		Income	Expenditure	
	£	£	£	£
Bursary Fund	70,940	32,391	(45,432)	57,899
Accommodation Fund	30,100	-	-	30,100
Online Fund	2,183	5,475	(6,414)	1,244
Majority World Partn. Fund	5,100	4,200	(9,300)	-
En Route on the Move Fund	-	15,045	(5,442)	9,603
Student Benevolent Fund	257	-	-	257
Library Fund	-	4,500	(4,500)	-
New Developments Fund	8,410	50,947	(59,357)	-
Total restricted funds	**116,990**	**112,558**	**(130,445)**	**99,103**

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

The Accommodation Fund relates to donations specifically given to increase provision of student accommodation. During the year the main donor agreed, in light of the pandemic, to allow the donation to be de-restricted and used as general funds.

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

The New Developments Fund was split during 2019/20 into two separate projects: Zoom Rooms and Maple Hall. The Zoom Rooms project equips every classroom and lecturer with what is needed to deliver all learning by zoom. The Maple Hall project is the refurbishment of the dining hall. Some assets for these projects were capitalised, at which point transfers were made to the General Fund in accordance with paragraph 2.12 of SORP 2015. In 2018/19 expenditure in the New Developments fund related wholly to the new heating system.

18 RESTRICTED FUNDS (Continued)

The En Route on the Move Fund relates to taking the training from our En Route courses to chosen locations globally and working with local partners to deliver it.

The Student Benevolent Fund helps students in need with incidental expenses. Funds were granted in 2019/20 towards student's additional accommodation costs during lockdown.

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

The Learning Services Fund was set up to help with Learning Services costs.

The Majority World Partnerships Fund was set up specifically to help students coming to study from our partnership organisations in the majority world. In 2018/19 the monies were granted as bursaries for the 2019/20 academic year.

19 DESIGNATED FUNDS

(Group and Company)	Balance 1st September 2019 £	Movement Income & transfers in £	Movement Expenditure & transfers out £	Balance 31st August 2020 £
Seed Funding	28,839	-	(10,714)	18,125
Strategic Fund	574,570	-	(180,000)	394,570
Total designated funds	**603,409**	-	**(190,714)**	**412,695**

Prior Year (Group and Company)	Balance 1st September 2018 £	Movement Income & transfers in £	Movement Expenditure & transfers out £	Balance 31st August 2019 £
Seed Fund	30,681	-	(1,842)	28,839
Strategic Fund	899,570	-	(325,000)	574,570
Total designated funds	**930,251**	-	**(326,842)**	**603,409**

The Seed Fund is made up of a donation received in 2016/17 which management have designated to be invested in strategic College activities rather than to go into general operating income. The expenditure in 2019/20 relates to Trust fundraising (£7,758) and ICT expenditure (£2,956).

The Strategic Fund was set up with the intention of putting legacies received where the benefactor has not placed any restriction on the College as to its use and which are not budgeted for, into this fund. The intention is to spend fund monies on strategic projects, rather than operational expenditure. In 2019/20 £180k was transferred to the General Fund in order to maintain the minimum level of free reserves.

20 OPERATING LEASES
(Group and Company)

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

	2020	2019
	£	£
Within one year	2,867	3,207
Between two and five years	2,854	5,721

During the year, the lease payments amounted to £3,524.

21 CONSTITUTION OF THE COMPANY AND STATUS

The company is limited by guarantee, and each member of the Board of Management is under covenant to contribute a sum not exceeding one pound sterling in certain circumstances as set out in clause 10 of the Articles of Association. The number of members is 9 (2019: 10).

22 RELATED PARTIES

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

Members of the close family of the key management personnel received salary of £22,406 (2019: £24,762) and employer's pension contributions of £1,792 (2019: £1,765).

Total aggregated donations from related parties during the year amounted to: £45,002 (2019: £2,440).

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