

NAZARENE THEOLOGICAL COLLEGE

**Financial Statements and Governors' Report
for the year ended 30th June 2023**

Nazarene Theological College
Report of the Board of Governors
For the year ended 30th June 2023

The Board of Governors presents its report and audited financial statements from 1st July 2022 to 30th June 2023.

Reference and Administrative Details

Names of the charity trustees who manage the charity and were in place in 2022-2023.

Name	Position on Governors	Voting member y/n	Term	Body of Appointment
Mr. Ian Burleigh	Chair Member at large	Yes	Jan 26 th 2019-Jan 2022 Jan 22-Mar 2025	National Board Appointee: section 3
Mr. Philip Howard	Vice Chair Member at large	Yes	Nov 21-Nov 2024	National Board Appointee: Section 3
Mr Steven Leach	Secretary Member at large	Yes	Jan 26 th 2019- Jan 2022 Jan 22-Mar 2025	National Board Appointee: Section 3
Rev. Carl McCann	Executive member Ex officio	Yes	April 17 th 2021 4 year term	British Isles South District
Rev. Ruth Turner	Executive member Ex officio	Yes	May 15 th 2021 2 year term	British Isles North District
Mr. Finlay MacKinnon	District lay representative	Yes	Mar 14 th 2022- Mar 2025	British Isles North District
Mr. Iain McGookin	District lay representative	Yes	April 17 th 2021-Mar 2024	British Isles North District
Rev. Lorraine Bell	District elder representative	Yes	April 17 th 2021-Mar 2024	British Isles North District
Rev. Osahon Jeremie Ogbeiwi	District elder representative	Yes	April 17 th 2021-2024	British Isles South District
Mrs Katy Dawson	District lay representative	Yes	Appointed October 4 th 2021-Mar 2023	British Isles South District
Mrs Helen Roberts	District lay representative	Yes	Appointed 10 March 2023 – March 2027	British Isles South District
Rev. Arthur Snijders	Member at large	Yes	Appointed Jan 21-Jan 24	National Board Appointee: Section 3

Yellow ex Officio
Peach British Isles South District
Mauve British Isles North District
Co-opted National Board Appointee: Section 3
Co-opted Member at Large: Section 5

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Names of the Board of Governors co-opted as advisors for expertise, representation and the development of the Charity who were in place in 2022-2023. All non-voting participants in meetings of the Board.

Mr. Gareth Lawson	Board co-option	No	April 17th 2021-Nov 2024	Board of Governors Section 5
Mrs. Rosemary Arnold Knights	Board co-option	No	Nov 28th 2020-May 2023 Second term May 2023-Nov 2026	Board of Governors Section 5
Mrs. Shirley Berry	Board co-option	No	Jan 2023-Jan 2026	Board of Governors Section 5
Rev. Stéphane Tibi	Regional Education Coordinator	No Resigned 2023	Ex officio	Eurasia Region
Rev. Dr. Klaus Arnold	Commissioner International Board of Education	No	2020-	General Church
Rev. Jim Ritchie	Eurasia Regional Director	No	2020-	Eurasia Region
Rev. Dr. Deirdre Brower Latz	Principal	No	2012-	Board of Governors
Ms Esther Newton	Student Body President	No	May 22	Student Body: Section 4

Names of the charity trustees who completed their term of office in 2022-2023.

Mr. Joel Banks served until May 1st 2023.
Mr Stéphane Tibi served until November 30th 2022.
Mrs. Laura Nike served until August 25th 2022.

Charity name Nazarene Theological College

Charity Registration Number 526675

Principal Office Dene Road
Didsbury
Manchester
M20 2GU

Board of Governors

The Chairman and Vice Chairman are elected by the Governors.

The following trustees are designated to hold title to land and buildings belonging to the charity and are designated to be signatories to mortgages held on behalf of the charity:

Mr. Ian Burleigh (Vice Chair May 2017-2020, Chair 2020-present)
Mr. Steve Leach (Secretary appointed May 2017-present)

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Rev. Ruth Turner (Ex Officio and member of the executive, 2020-present)
Rev. Carl McCann (Ex Officio and member of the executive, 2019-present)

The College does not have any funds held as custodian trustees on behalf of others.

Principal staff

Principal	Revd Dr Deirdre Brower Latz
Vice Principal & Academic Dean	Dr Peter Rae (from July 1 st 2019)
Associate Dean and Research Chair	Rev. Dr. Jacob Lett (from July 2022)
Director of Research	Dr. Geordan Hammond (from July 1 st 2022)
Director of Operations	Ms. Pauline McKendrick (from September 2018)
People Advisor	Mrs Debi Green (from February 2023)
Finance Manager	Mrs. Simona Stanfield
Finance Consultant	Mr. Andrew Hollingworth (August 2021-present)

Registered Office

Nazarene Theological College
Dene Road
Didsbury
Manchester
M20 2GU

Website: www.nazarene.ac.uk

Auditors

Slade & Cooper Ltd (appointed April 2023)
Beehive Mill
Jersey St
Ancoats
Manchester
M4 6JG

Bankers

Barclays Bank PLC
1st Floor
3 Hardman Street
Spinningfield
Manchester
M3 3HF

Reliance Bank Limited
Faith House
23-24 Lovat Lane
London
EC3R 8EB

Solicitors

Anthony Collins Solicitors
134 Edmund St,
Birmingham B3 2ES

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Our Objectives and Activities

Purposes and aims

Our charity's purposes are set out in the objects of the charity which are to foster, promote and maintain theological higher education in harmony with the Manual of the Church of the Nazarene, as interpreted by the General Assembly of the Church of the Nazarene in session from time to time.

The aims of our charity will include, but not be limited to,

- a) Operating as an institution within the Higher Education sector in the United Kingdom but as an integral part of the Church of the Nazarene, the College shall serve the UK and global Nazarene community as well as the wider Christian community.
- b) Providing the church's philosophical and theological framework which at all times is rooted in the biblical and doctrinal commitments to the Wesleyan tradition and accountable to the stated mission of the denomination.
- c) Guiding all those who participate in its life by accepting, nurturing and expressing in service to the church and the world a consistent and coherent Christian understanding of social and individual behaviour.
- d) Providing a curriculum quality of instruction and evidence of scholarly achievement that will prepare graduates at both undergraduate and postgraduate levels to function effectively in the various vocations of Christian discipleship and ministry.

Activities

The Officers of the College work on the annual monitoring and evaluation of the current strategy. Full reports are given to the Governors on the progress being made towards the fulfilment of the agreed vision and direction of the institution.

The activities of the College continued within the vision, strategy and direction reflecting the context of the UK in relation to the on-going societal changes experienced because of Covid, inflation and interest rate changes in the Bank of England. The wider economic context impacts the College in a variety of ways, from student recruitment to managing costs.

In this year:

The Governors of the College consider that the College's aims, objectives and activities as described herein demonstrate proof of public benefit in the advancement of religion and in the advancement of education. Within its core operations the College offers a non-discriminatory policy assuring the mission, vision, values and ethos of the College are upheld. The Governors spent time considering the Vision, Ethos and culture that undergirds all strategy.

In addition, through the work of the ancillary services additional public benefit is served. These include, but are not limited to,

- a) Providing access to the College's library facilities to external memberships
- b) Providing access to the resources and library of *the Manchester Wesley Research Centre* which is housed within the College's facilities
- c) Providing access to the resources and library of the *Manchester Centre for the Study of Christianity and Islam* which is housed within the College's facilities
- d) Providing access to the resources and library of the Manchester based arm of the *Movement for Justice and Reconciliation*.
- e) Providing access to the College's facilities for use by local organisations, other educational bodies, churches, public open days and through participation in local and national community events.

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- f) Assisting students as and when practicable and necessary through a policy of bursaries or hardship grant aid in order to meet their tuition and living costs.

Achievements and performance: The focus of our work

The key areas of focus of the College personnel and Governors continue to include the following, which reflects past, present and future actions:

- a) Agreement and implementation of the Strategic objectives of the College centred upon key areas:
 - Identification of the Foundation on which the College is built
 - Institutional Identity
 - Academic Development that is research led and practice driven
 - Christ-like community formation
- b) Areas of focus were reviewing and enhancing:
 - Partnership and Collaborative Development
 - Administrative Development
 - Finance and Fundraising
 - Faculty Development
 - Publicity and Recruitment
- b) Continuing Course Delivery of our undergraduate programme.
- c) Prepare a plan for hybrid delivery including online markets
- d) On-going registration of the College with the UK Borders Agency as a Tier 4 sponsor for students has been maintained and our sponsorship is carefully monitored. This was reviewed in the year and continued.
- e) A decision to stop participation in the Teaching Excellence Framework for this year. This will be reviewed for 23-24.
- f) The college received an overall satisfaction in the National Student Survey for 2022-23 of 92% (against the sector average of 71%). We are reviewing the responses to those questions we received lower than 100% and are responding to them as we are able. They focus on three areas: mental health support; access to e-materials and digital learning and student expression.
- g) Key personnel appointed in both student support and administrative areas ensure the smooth running of academic administration and high level of professionalism.
- h) Fully transitioned Post-graduate degree support to Dr. Lett
- i) Fully transitioned the Director of Research to Dr. Hammond.
- j) The appointment of Mrs. Kate Bowen-Evans to engage in Research and Development for online learning, development and community.
- k) Access to learning through increased investment in digital learning materials.
- l) Continued investment in onsite campus-based IT in order to ensure our communication and digital services continue to be excellent.
- m) Major investment in servers to support the development of online learning and the ongoing robustness of the systems.
- n) Fundraising programmes to secure funding for the future, including developing Legacy giving, Library support and funds for Campus development continued to be a focus
- o) The launch of 'Friends of NTC' with the Vice-Principal, Dr. Peter Rae and Mr. Steven Clarkson overseeing this area.
- p) We transitioned the Associate Dean to be the Dean of Faculty ensuring a focus on the development of future programmes
- q) We continued to review the policy to permit some flexibility around working practices enabling a unified rhythm of life for the College community.
- r) Accessing Government provision as enabled, particularly focussing on the Access and Participation Plan.

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- s) Promoting the College in all areas and recruiting students at both undergraduate and postgraduate levels.
- t) Offering non-validated online courses in order to serve constituents and develop our profile.
- u) Attract and support students from non-traditional backgrounds focussing on progression.
- v) Invested in research for developing online community in order to ensure we can meet our objectives in this area.
- w) considered development of the programmes in youth and community and reviewed the research commissioned on intergenerational programmes.
- x) Run our first MA in Community Development and Theology.

Academic Achievements and Performance

The College is a partner college of the University of Manchester and its awards, from the Diploma to the PhD, are validated through The University of Manchester. The validation of NTC through the University of Manchester continues as a positive relationship of mutual respect and is valued and nurtured by the College and esteemed highly by its students. The relationship gives strength to the ongoing strategic goal of the College to offer academic excellence across its programmes.

The College's Degree in Youth Work and Community is validated by the National Youth Agency as meeting the Joint Negotiating Committee professional standards for youth workers. Following significant review and approaching the time for revalidation the College agreed to revise the programme significantly and the revised programme (from 2022 September entry) will no longer carry NYA validation, but only University of Manchester validation. The new Undergraduate pathway in Biblical Studies, and a new Postgraduate pathway in Community Development had their first cohort and both were evaluated and demonstrably effective.

The College runs taught academic programmes at both undergraduate and postgraduate levels; it also supervises Research Degree programmes. Courses commence with a flexible one-year certificate course and continue through to the PhD programme. The range of courses now offered is as follows:

Undergraduate

Certificate, Diploma, Bachelor of Arts Degree and Honours Bachelor of Arts Degree in Theology.
Certificate, Diploma, Bachelor of Arts Degree and Honours Bachelor of Arts Degree in Theology, Youth Work and Ministry.
Bachelor of Arts Degree in Theology, Youth Work and Community.
Certificate, Diploma, Bachelor of Arts Degree and Honours Bachelor of Arts Degree in Practical Theology.
Certificate, Diploma, Bachelor of Arts Degree and Honours Bachelor of Arts Degree in Theology (Biblical Studies)

Note: the course specifications for the Certificate, Diploma, Bachelor of Arts Degree and Honours Bachelor of Arts Degree in Theology, Youth Work and Ministry/Theology, Youth Work and Community were rewritten and approved.

Postgraduate

Post Graduate Certificate, Diploma and Master of Arts Degree in Theology:
Post Graduate Certificate, Diploma and Master of Arts degree in Theology with streams in a range of areas all approved by the University.

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Research degrees at both MPhil and the PhD level (including the Practice-based PhD) are individually pursued by students and supervised by the College, the current level of students on research programmes is 37, with several students satisfactorily completing their degrees in the past year.

The College subscribes to the Quality Assurance Agency (QAA), the OfS designated body for quality, to provide assurance that the College is meeting UK expectations for the academic standards of awards offered, and the quality, information and enhancement of learning opportunities provided.

The College has an Access and Participation Plan approved by the Office for Students which is regulated in relation to student admissions, progression and attainment. There are still underlying challenges relating to the deficit background for students from non-traditional backgrounds.

We work within the Home Office Prevent Duty framework to recognise and reduce risks of radicalisation.

International Activity

A number of our faculty continued to be speakers and engaged in professional conferences throughout this year. The cohorts for international students were serviced through online engagement and the development of a pre-degree programme to ensure early support for student success. Partnerships with Asbury Seminary continued and were maintained for engagement in teaching and learning opportunities. The College hosted several key partner groups over the summer of 2022 and in the early summer of 2023.

Non-Academic/Student Support Achievements and Performance

The College offered online Mental Health First Aid courses, and these were very positive. Investment in key bursaries to support developments, hardship and enable students to access learning continued. We have also continued to work towards training and development in antiracist practice.

The roof of the College continued to undergo repair with the completion of this project (weather dependent) in 2023.

The delayed project of the walkway began and was completed in July 2023 enabling one-level access to the Cafe area of the College.

We undertook a disability audit and are working on a strategic plan to continue to develop our accessibility.

The College successfully completed a number of data capture pieces of work, including: Office for Students (OfS), Higher education in Alternative Providers Early Statistic Survey (HEAPES), Destination of Leavers from Higher Education (DLHE), National Student Survey, PREVENT, UK Border agency sponsorship regulation, and the USA Veterans Affairs audit. The College has continued to manage its regulatory framework well.

As a result of the increasing regulation and compliance we established a Compliance committee, and the second year of its operation has been successfully completed. Matters emerging from it are considered by the relevant areas of the College, thus centralising our approach, and ensuring internal audits of our policies, procedures and actions are undertaken in a systematised way. The increasing burden of regulation, changing regulations in a range of bodies, and the cross-over between finance, operations and academic reporting means continued enhancement of our structures and internal accountability.

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The College completed various transitions in the finance office to ensure compliance and efficiency. Simona Stanfield returned from maternity leave in September 2022. Mrs. Dana Gheorghe, continued to work in the finance office and completed several qualifications. Mr. Andrew Hollingworth, is the Finance Controller supporting the development of the finance team.

The Governors reviewed their own practice, including the Board Code of Practice Manual and the Constitution. A solicitor specialising in Charity Governance reviewed the Constitution and suggested some clarifications and changes. The Constitution is in the process of being amended in accordance with its provisions for Amendments. The impact of the review will be to clarify and sharpen some of the language.

The Governors have also worked towards a revised committee structure and further development of the processes will be worked on in 2023-24 ensuring good governance continues to be developed.

The Principal was on sabbatical from mid-March to late May 2023, and in her absence Dr. Peter Rae, Vice Principal, became the accountable officer for the College. All matters of significance were managed, and anything material for risk was communicated with the Board of Governors as appropriate.

Benefits to Society

Our Trustees are aware of the guidance on Public Benefit as described by the Charity Commission and take it into account in operating the Charity. The decisions taken by Trustees further the Charity's benefit to the public.

We benefit wider society by heightening awareness of the role religion can play in advocating for good, bringing peace, reconciling across faith communities, and enabling people from faith backgrounds to develop their own understanding. With students from a range of backgrounds, we ensure also that our students, many employed in the third sector, charities and religious settings will impact wider society by enhanced understanding of the world and the way people think. Character formation, ethical principles, best practice for community development and ways of approaching the world that are respectful and thoughtful are also part of the intended outcomes of our work.

Globally our students take roles in leadership at a number of levels, from institutional leadership to engagement in government. At the grassroots they are people committed to seeing communities and individuals thrive.

Our undergraduate and postgraduate students are drawn from across the UK and beyond and range in age from 18- mid 70s.

The College has significant success in ensuring many underrepresented groups achieve access to education. Year on year we are investing in enhancing and supporting students from low participation areas and communities to thrive.

Our provision is for a wide range of people but is also attracting mature students with a direct interest in developing themselves further as professionals in a range of industries.

We enable:

- access to the grounds by the wider community in keeping with the ethos and values of the College

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- provision of theological education to the wider community via our Manchester Bible School pre-degree programmes
- access of means-tested bursaries and scholarship
- access to listening services
- the provision of subsidised access to our theological library facilities for students, members of the local Christian community
- the use of the grounds as a haven
- access to refreshments to the wider community at 11am daily

Access and Participation (APP)

In accordance with the Higher Education and Research Act 2017 our Governing body is responsible for overseeing NTC's Access and participation plan. This year Governors:

- a) received an update on the plan and its implications for our organisation
- b) received reports from the Academic Dean and Registrar relating to the outcomes of our students
- c) ensured that funds provided by OfS (including APP) and the Department for Education have been applied in accordance with the relevant terms and conditions
- d) ensured that the APP expenditure was in keeping with our commitments to offer direct financial support to current and future students.

NTC identified clear priorities as the focus of our APP plan supporting student access to higher education, and to create an environment where students can flourish and achieve their full potential.

NTC's plan focuses on:

- supporting access to higher education
- ethnic minority student success and progression
- students from low-participation neighbourhoods

Connecting with schools and churches in areas of unique need and low participation is a unique part of NTC. We have continued to emphasise this over the year, specifically engaging with communities who do not tend to join HE. The emphasis has been both on younger people and mature students.

We engage with a range of people who have disabilities and the College has invested in provision for these students. The high level of students with disabilities is viewed as positive by the College, as we fulfil our aim of being an accessible and flexible place of learning. We believe that our approach to excellent support, wrap-around care, and small class sizes mean that the College is a safe place for people with additional needs to find their way to success. Our commitment to widening participation is one of the hallmarks of our educational provision.

Use of volunteers

The College is grateful to and indebted to, those members of our denomination who, in response to the needs identified, are able to offer themselves as volunteers to assist in non-academic areas of the College life. These include maintenance work, housekeeping assistance, general clerical work, cooking, library support and a range of other roles.

During their period of volunteering, all volunteers operate to the guidance of the College's policies and procedures and are covered under the required Health and Safety regulations.

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Grant making policy

The College takes the view that it will do whatever is in its power to assist students, particularly those from the majority world, in meeting the cost of their tuition and living expenses. Accordingly, several scholarships have been established through donations to the College that qualifying students can benefit from. The scholarships are restricted and treated as such in the accounts.

The College gives a range of grant support and scholarships with the clear aim of caring for those who may not access education. This also enables students from non-traditional backgrounds to succeed. We have solicited specific funds for the Global South and for people from black and other ethnic backgrounds to access and develop in education. We see this as a key part of our orientation around caring for those on the margins.

We have agreed our Access and Participation Plan with the Government.

Financial review

The College's tuition fees are reviewed on an annual basis. Our aim in setting fees is always to be commensurate with the sector and achieving a breakeven operating budget.

The College's finances were impacted significantly by Covid-19 and we continue to work through the legacy effect of the pandemic. Salary pay cuts made in 2019-20 were redressed and an uplift for all members of the team was given in the new financial year on the basis of our financial position.

Following careful management, the College's year end results were a surplus of £39,286.

We completed work through the year 2022/23 of the grant 'Science for seminaries.' This included funds towards delivery of courses that demonstrate theology and science as a conversation partner. Our Academic Deans, Dr. Peter Rae and Dr. Jacob Lett are overseeing the final provisions of the grant, with the faculty team supporting the delivery of materials alongside local specialists.

We had received a legacy from Mrs. Eunice Longworth, a long time supporter and friend of the college. Her legacy was gifted for General Scholarship and was an unexpected gift. A further third tranche was given to the MWRC, however the solicitors alerted us to a legal dispute relating to it and asked us to retain the monies. In December 2022 the issue was resolved and the funds were released to the MWRC.

The projections for the coming year, which will end 30th June 2024 have been based on the previous year's income and expenditure (year ended 30th June 2023). We have reviewed these internally using a number of points of triangulation: student trends, data relating to the sector, our own history and engagement in key recruitment settings and so, we anticipate:

- a) an at target student uptake of HE places at the College at Undergraduate level, still below pre-pandemic levels but more robust than 2022-23
- b) a healthy intake at Masters' level matching 2021-22
- c) a stable intake at PhD level
- c) robust rental of the facilities
- d) accommodation at least 90% of capacity
- e) strategic developments and investment in order to move the College forward in funding pathways including ongoing funding commitments from the Church of the Nazarene
- f) a significant increase in fees from the University of Manchester for programmes, pathways and per student
- g) an increase in mortgage repayments due to interest rate rises

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The Trustees and the Senior Leaders of the College have kept the finances under constant and regular review.

The restricted funds held by the College for the purposes of Scholarships and Principal's Project have been drawn upon in accordance with policy and the intended purpose of the donations, and these transactions are reflected in the attached financial statements.

Audit Review

The Audit from the year 2022-23 was reviewed by the Governors and responded to.

Alexander Bursk, appointed in 2015, helped the College to continue to ensure we are robust in our financial management and practices. However, as per the College's policy we sent our audit for tender and have appointed Slade and Cooper as the College's new auditors.

We continue to have an outside observer who has been a professional risk auditor for an international bank. Though serving in a voluntary capacity, he offers the Governors scrutiny of our practice in meetings. This role is ongoing and will support the development of Governors into 2023-24 though this will be the last year of this particular arrangement.

Investment Policy

In compliance with the Charity Commissioners' guidance "Charities and investment matters: a guide for trustees" (CC14 last updated on 1 October 2011) the College Governors have implemented an Investment Policy. The key issues addressed are:

- a) the need for enough resources for the charity to carry out its present and future activities effectively
- b) the level of acceptable risk and how to manage it, and
- c) the charity's stance on ethical investment

This policy is reviewed every two years by the finance sub-committee of Governors, however, any investment decision needing the approval of the finance sub-committee will in turn be referred to the full meeting of Trustees.

Reserves policy

It is the intention of the College Governors to continue a programme of securing a reserve of funds to provide a protection against any temporary downturn in student numbers. The level of reserves to be set aside for this purpose will be in accordance with the Reserves Policy and Governors will determine the amount to be set aside to reach this target on an annual basis where possible.

Amount of reserves held: the unrestricted and restricted funds held in cash at bank and in hand and other assets amount to £3,035,366 of which £2,659,108 were unrestricted and £376,258 were restricted.

The Charity continues to operate as a going concern. The basis of this is student recruitment, the development of additional funding streams for students and the increase in regular donations. Our on-going validation with a world class university also makes us attractive for students and our impressive graduating class in research degree programmes enhances our reputation year on year. Additionally, the property portfolio has a value well in excess of the Balance Sheet valuation and this, should it be required, could be realised to more than cover any unforeseen liabilities. We are actively working towards developing our funds.

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Principal funding sources

The principal source of funding continues to be the income generated through tuition fees for students plus meeting their accommodation needs through Halls of Residence. A further valued source of funding continues to come from both the General Church of the Nazarene through an operations grant and also from churches in the UK who contribute through their annual budgets to the work of the College. Neither of the latter two sources are either restricted or designated funds.

Administrative Review

The addition of the Compliance committee has enabled the operations side of the College to move towards assurances of excellence in practice. Having identified the burden of responsibility on the Director of Operations the College appointed a People Advisor to support the human resource side of administration.

In September 2022 Dr. Sam Rogers became the Communication and Recruitment Director. He reviewed all marketing spending, reconfigured the team, and is working through a revision of the Website. He is taking a data driven approach to the College's recruitment.

We also actively participate in government consultations on changes in the higher education authority to keep abreast of any external risk factors.

Core team members have managed and reported within the agreed terms of the Prevent agenda.

Succession planning for the team has been a significant part of the current year, with transition mapping for changing roles at all levels of the organisation. Key changes are the intention to retire of some members of faculty and we are undertaking a review of roles and responsibilities.

Plans for future periods

The College plans for the current period relate to ongoing management of the previously agreed strategic plan. This covers primary areas identified in the implementation and review of the earlier strategic review. These are identified as a) Academic excellence and research led learning, b) Christ-like community focussed.

Within these areas the college has a clear focus on:

Student Recruitment

- we will widen student recruitment including reaching new markets
- ensure that the education experience of current students remains positive
- offer continued improvements to our courses
- develop pipelines in pre-degree marketing

Programmes of Study

- we will consolidate and review our programmes of study including in the Asian Christian Studies and Community Development areas
- we will seek further approvals for online offerings at MA and BA level moving from synchronous to asynchronous in some areas
- we will evaluate, review and revise our pastoral, social and practical theology subject area
- we will make decisions regarding the development and form of our youth work programme, shifting it towards ministry our programmes following a rolling review
- we will continue to develop short online courses as part of an advertising strategy

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Partnerships

- we will seek partnerships with compatible entities in order to develop our profile and reach
- ensure accessibility to a wide range of partners
- deliver the Science for Seminaries to fulfilment our grant
- we will work with Asbury Seminary, Kia and Newbigin School of Urban Leadership to develop areas of education that serve the wider needs
- we will revive study abroad initiatives

Geographical Reach

- the College will continue to develop our relationships with the Global South for faculty development
- the College will continue to strengthen relationships with partners in North America
- we will continue to recruit from beyond the UK to all levels of programme
- we will serve diaspora communities within the UK

National and International Profile

- we will continue to develop our international and national profile in order to develop a pipeline of students
- we will invest in development of our alumni networks

Finances

- In order to be sustainable we need to have managed growth.
- We continue to review our salary structure.
- We need to review our financial modelling and fundraising/partnerships, including considering the establishment of a US based foundation for fundraising
- We will continue to work towards a healthy financial culture including careful projections and budgeting and development of security for medium and long-term planning
- We note that we have few significant trust donors and we will revisit opportunities in this area
- We have managed the expenditure of our funding from the 'science for seminaries' grant fund, and will spend this in accordance with the requests made
- We will pursue other opportunities in relation to science and theology
- We have monitored the expenditure of our APP funding including careful distribution towards the aims outlined in the plan
- We will actively explore other research grants to support specific aspects of our development plans

Campus

- the primary focus in our campus was the completion of the roof
- focus on developing a campus plan to take us to 2030
- planned maintenance and refurbishment of student accommodation
- continued letting in keeping with our charitable aims as space and restrictions permit
- we have a cap ex plan in place for regular investment to emerge
- the goal of being Carbon Neutral is underway with staged investment in short, medium and long term planning

Governance

- we are in the process of reviewing our Constitution and our Governance practices
- replenishing and recruiting Governors for the coming cycle including a focus on equality and diversity in our recruitment to Governors
- ensure ongoing support for our Governors is offered by the College team

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- undertake induction and training for all Governors, new and returning
- review the strategic direction and reporting mechanisms received by Governors to ensure that they are clear and satisfactory
- implementing a plan for a full-strength board of trustees with a matrix of skills and backgrounds in order to provide effective Governance and leadership

Following a review of our projected finances and in light of areas identified as key for future development (recruitment, online/digital and succession) the Governors agreed that we needed to invest in key areas for development:

Commissioning a new website - this is underway and will be delivered within the 2023-24 academic cycle.

Key personnel for supporting the development and delivery - we are in the process of putting people in place to support roles, engage in promotion of the College and enhance our delivery

Campus spaces for student satisfaction including a range of quiet study spaces as the library shifts towards a more learning commons approach.

The College continued drawing on our Vision Document 2030. It is a comprehensive and forward-thinking document to enable the College to continue to meet its aims and objectives. In response to the current landscape of theological education it is critical that the College develops, enhancing operations in order to grow to enable a sustainable future. The document will be reviewed and developed by a proposed Strategic innovation and change advisory group, who will report to the Board of Governors. We anticipate that in 2023-24 a new five year strategic plan will be developed.

Academically the College is increasing recruitment into Masters level. It is developing its capacity for flexible and effective learning in a variety of on-line and off-site ways. The College is offering opportunities for intercultural study for students from overseas. We continue to ensure we offer excellence and cutting-edge theological thinking. The College is also working to develop and enhance our core faculty team. We are reviewing key appointments in part of careful succession planning working towards a known plan relating to people who have expressed their intentions to change or retire.

We are also investing in student learning support provision and chaplaincy/counselling services.

This includes:

The appointment of additional learning support officers for masters' level support

The on-going designation of time developing study abroad by one of our Academic Office team (2 hours per week)

The College continues to invest in a research and development project to develop a plan for pre-degree-level learning and additional programmes.

The College is developing its physical plant in relation to the academic developments which are our core business

The **Academic Board** continues to explore:

- a) creative and alternative modes of delivery.
- b) partnerships with other Wesleyan institutions of Higher Education.
- c) course development relating to the needs of academic programming, training for ministry and theological benchmarks in the 21st Century.
- d) the implementation of strategic planning across all levels of academic life in the College.

Nazarene Theological College
Report of the Board of Governors
For the year ended 30th June 2023

- e) Active promotion of the College in all areas and the recruitment of students at both undergraduate and postgraduate levels from the UK and globally.
- f) The increased geographical plan of places to be in order to develop our profile
- g) The appointment of specialists in HE from other Universities to the Academic Board to speak into the College's developments

The **Administrative Council** continues to explore:

- a) seamless integration of all administrative functions.
- b) all departments of the College continuing to operate and improve in their efficiency.
- c) streamlining processes and procedures.
- d) financial sustainability.
- e) further development of publicity and recruitment in targeted ways.
- f) compliance with the Prevent Government agenda.
- g) training and enhancement of our staff team
- h) the appointment of external specialists to support the development of our administrative functions

Structure, governance and management

Governing document

The College is governed under a DECLARATION OF TRUST deed dated 25th June 1970 as amended 2nd February 1990 and again on the 1st February 1991 and the CONSTITUTION as approved by two thirds of the members present and voting at both the North and South District Assemblies of the Church of the Nazarene and as amended from time to time in accordance with the Constitution.

Recruitment and appointment of Governors

The Governors of the College are appointed by election at the Annual District Assemblies of the North and the South Districts of the Church of the Nazarene in the UK. A nomination committee currently proposes names of members of the denomination to the delegates to vote upon, there being an equal number of Governors appointed from each District. In addition to those appointed in this way, the two elected District Superintendents are appointed by virtue of their office as ex officio members of the Board of Governors, and, under the Constitution, up to four additional Governors can be appointed from outwith the denomination and four members-at-large are appointed by the British Isles National Board of the Church of the Nazarene.

The appointment and code of operation of members of the Board of Governors is set out in full in the Constitution of the College.

The Governors of the College are elected and appointed as set out in the Constitution. Within this document the voting Governors are referred to as the Trustees and are unambiguously and collectively accountable for the institutional activities and take all final decisions on matters of fundamental concern for the College. In order to ensure limited liability, the College has a practice of ensuring business liability cover is included in our insurance. In the past year, and stretching into 2023-24 we are reviewing our Constitution and, when it has been approved by our Governors, we will send any amendments to the Charity Commission for approval.

The College's approach to governance applies the Public Interest Governance principles of the Office for Students. It also follows the good practice for the Higher Education sector identified in "the Higher Education Code of Governance" produced by the Council of University Chairs.

Nazarene Theological College
Report of the Board of Governors
For the year ended 30th June 2023

Induction and training of trustees

All Governors are made aware of the ethos and mission of the College and participate in regular training programmes to increase their understanding of the role and also the issues affecting the work of the College. Governors are encouraged to access the Charity Commission website on a regular basis to download any and all relevant material and resources that will enhance their ability to fulfil their duties.

There is an Induction programme for newly elected Governors. The College invests in 'Governance' Magazine for all governors and has a Board Code of Practice for all who serve in this capacity. Each Governor has access to a dedicated and password protected Governance Moodle site (virtual learning platform).

Organisational structure

The organisational structure of the College is constantly developing as it seeks to meet and fulfil its stated goals and aspirations. The principal point of governance in all matters continues to be the Board of Governors to which all senior staff report, the Principal, Vice Principal, Dean of Faculty, Director of Operations (including the reports from the People Advisor). The Principal meets regularly with the Financial Controller and the Principal and Director of Operations meet with the Finance Controller to review the monthly management accounts.

The **Core Team** of the College, is the key management group, led by the Principal, for the day-to-day strategic operations of the College. CLT members attend board meetings as support staff during the year for the majority of items discussed as requested by the board. The process to appoint and set pay for CLT members are determined in accordance with the constitution. The Board of Governors have a remuneration committee which reviews pay structures, professional development financing and ensures that the College is considering pay levels as appropriate to the experience, responsibility and market of the sector. There is no automatic entitlement to annual salary increases. The philosophy of the College emphasises paying its least well-paid staff at least the Real Living Wage. The structure is also relatively flat, with the Core Leadership Team paid well, but within keeping with the Higher Education and the church ministerial pay structures they relate to.

The Board of Governors receives and monitors Risk Reports regularly and the Core team manages risk regularly.

In addition to the Core team and its operations, there are two significant Boards through which all policies and proposals must pass in order to be presented to the Board of Governors for the Trustees vote, these are the Administrative Council and the Academic Board. The Academic Board approves all matters of an academic nature including new programmes, and the Administrative Council receives and approves all matters of a financial and administrative nature, in particular the approval of any proposed change to an existing policy or a new policy.

Below these Boards, a range of operational and reporting Boards meet.

A further committee which implements operational decisions and reviews the cash flow and budgets for the College is the Administrative Council.

In addition, as with all such institutions, a range of other committees meet on a regular basis to deal with the day-to-day operations of the College and which make recommendations to or seek approval from the other bodies mentioned above. These committees include, but are not limited to Faculty, Placement, Student Council, and Library, etc.

Nazarene Theological College
Report of the Board of Governors
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In the coming year the College will review its internal structures to ensure collaboration, culture and efficiency are baked into our systems. We will revisit how we create and store documents to ensure they are 'living' and in use.

We are also undertaking a review of pathways of recruitment, communication and their relationship to our admissions processes to ensure that our recruitment conversation rate is high from first encounter to final admission as a student.

Representation at Board meetings:

The Principal, CLT and student representatives are part of Board of Governor meetings, providing necessary perspectives to support the Board to govern effectively. The Principal, who attends meetings *ex officio*, and any additional paid member of the team invited into meetings, have full rights of attendance and participation at meetings, but in line with the College's constitution as a charity, as employees and beneficiaries of the Charity, they do not have voting rights. Student representatives have no less right of participation and are not in any way disadvantaged.

The Governors confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the organisation's aims and purposes.

Risk management

The risk management strategy of the College is reviewed and a risk assessment completed by the Core Leadership Team and reviewed by the Governors annually in their November meetings. There is a continual process of formulation and development in response to the changing circumstances that could impact upon the work of the College and its fulfilment of its ethos and mission.

The Board of Governors, in considering this important task, take direction from the on-going discussions of the College personnel, both internally and through their meetings with external advisers, and seeks to find ways to mitigate the impact of such risks through proactive planning and transferring of identified risks on an on-going basis.

The most serious risks to NTC's existence and development are:

- insufficient student numbers over a sustained period
- changes in Government legislation
- changes in validation arrangements of the policies of our partner organisations
- the denominational affiliation in the light of declining membership and global shifts in emphasis.

In order to ensure these risks do not materialise the College:

- is developing a new five year business plan seeking to diversify our products and services, diversify our income streams to be less reliant on student-based income and manage our expenditure
- is investing in a new digital specialist and reviewing our marketing and admissions structures to ensure our profile is raised
- ensures that we have good compliance with all Government policy, good relationships with the Office for Students and regularly ensuring we are prepared for a revalidation with the University of Manchester
- monitors and reviews the historic affiliation with the wider Nazarene denomination and is looking at ways to reflect the reality of our reach beyond the denomination by reviewing our constitution and affiliations. In this way we can ensure we are consistent in our approach as a Wesleyan-Theological institution set in the UK context.

Nazarene Theological College
Report of the Board of Governors
For the year ended 30th June 2023

Related parties

Any and all related parties are clearly identified in the notes to the Accounts. At each meeting of the Governors there is a conflict of interest form to clearly identify any matters that arise and a register kept.

The elections of trustees from the British Isles South and North District and the *ex officio* appointments of the District Superintendents mean that from time to time there are transactions between those entities and Nazarene Theological College. This is disclosed in note 14

Statement of Board of Governors' responsibilities

The Board of Governors is responsible for preparing the Board of Governors' Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law in England & Wales requires the Board of Governors to prepare Financial Statements for each financial year, which give a true and fair view of the state of affairs of the charity and the income and expenditure of the charity for that period. In preparing the accounts the Board of Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the Financial Statements;
- prepare the Financial Statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Board of Governors is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable it to ensure that the Financial Statements comply with the Charities Act 2011 and the provisions of the Constitution. They are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

Voting Members of the Board of Governors, who are trustees for the purposes of charity law, who served during the year and up to the date of this report are set out on page 1.

Advisors to the Board who served during the year and up to the date of this report are set out on 4.

Auditors

Slade and Cooper were appointed in 2023.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (SORP FRS102) and the *Charities Act 2011*.

The trustees' annual report has been approved by the trustees on 25th November 2023 and signed on their behalf by

Mr. Ian Burleigh

Independent Auditors' Report

Independent Auditor's Report to the Trustees of Nazarene Theological College

Opinion

We have audited the financial statements of Nazarene Theological College (the 'charity') for the year ended 30 June 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. 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).

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

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 30 June 2023, and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other

Independent Auditors' Report (continued)

information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 18, the trustees are responsible for the preparation of financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material

Independent Auditors' Report (continued)

misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- enquiry of management and those charged with governance around actual and potential litigation and claims.
- enquiry of the charity's staff, management and those charged with governance to identify any instances of non-compliance with laws and regulations.
- reviewing minutes of meetings of those charged with governance.
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Slade & Cooper Limited
Statutory Auditors
Beehive
Jersey Street
Manchester
M4 6JG

Date: 29 November 2023

Slade & Cooper Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Nazarene Theological College
Statement of Financial Activities
for the year ended 30 June 2023

	Note	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	3	126,948	238,219	365,167	278,137
Charitable activities:	4	1,138,030	-	1,138,030	1,013,358
Other trading activities	5	213,005	-	213,005	205,527
Investments	6	4,288	1,673	5,961	2,834
Total income		1,482,271	239,892	1,722,163	1,499,856
Expenditure on:					
Raising funds	7	-	-	-	2,686
Charitable activities:	9	1,400,817	282,419	1,683,236	1,441,751
Total expenditure		1,400,817	282,419	1,683,236	1,444,437
Net income/(expenditure) before net gains/(losses) on investments		81,454	(42,527)	38,927	55,419
Realised/unrealised gains/(losses) on investments		359	-	359	49,713
Net income/(expenditure) for the year	11	81,813	(42,527)	39,286	105,132
Transfer between funds		-	-	-	-
Net movement in funds for the year		81,813	(42,527)	39,286	105,132
Reconciliation of funds					
Total funds brought forward		2,577,295	418,785	2,996,080	2,890,948
Total funds carried forward		2,659,108	376,258	3,035,366	2,996,080

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

Nazarene Theological College

Balance Sheet
as at 30 June 2023

	Note	2023	2022
		£	£
Fixed assets			
Tangible assets	17	1,918,333	1,925,806
Investments	18	161,402	161,043
Total fixed assets		2,079,735	2,086,849
Current assets			
Debtors	20	191,459	206,422
Cash at bank and in hand	21	1,130,022	1,144,214
Total current assets		1,321,481	1,350,636
Liabilities			
Creditors: amounts falling due in less than one year	22	(217,868)	(282,500)
Net current assets		1,103,613	1,068,136
Total assets less current liabilities		3,183,348	3,154,985
Creditors: amounts falling due after more than one year	24	(147,982)	(158,905)
Net assets		3,035,366	2,996,080
Funds of the charity:			
Restricted income funds	25	376,258	418,785
Unrestricted income funds	26	2,659,108	2,577,295
Total charity funds		3,035,366	2,996,080

The notes on pages 25 to 46 form part of these accounts.

Approved by the trustees on 25 November 2023 and signed on their behalf by:

.....
Mr. Ian Burleigh (Chair)

Nazarene Theological College
Statement of Cash Flows
for the year ending 30 June 2023

	Note	2023 £	2022 £
Cash provided by/(used in) operating activities	30	18,844	122,362
<i>Cash flows from investing activities:</i>			
Dividends, interest, and rents from investments		5,961	2,834
Purchase of tangible fixed assets		(23,196)	-
Cash provided by/(used in) investing activities		(17,235)	2,834
<i>Cash flows from financing activities:</i>			
Repayment of borrowing		(15,801)	(16,259)
Cash provided by/(used in) financing activities		(15,801)	(16,259)
Increase/(decrease) in cash and cash equivalents in the year		(14,192)	108,937
Cash and cash equivalents at the beginning of the year		1,144,214	1,035,277
Cash and cash equivalents at the end of the year		1,130,022	1,144,214

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023

1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), second edition - October 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The accounts (financial statements) have been prepared to give a 'true and fair view' and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), second edition - October 2019, rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Nazarene Theological College meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

Notes to the accounts for the year ended 30 June 2023 (continued)

c Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

d Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

Notes to the accounts for the year ended 30 June 2023 (continued)

f Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of raising donations and their associated support costs.
- Expenditure on charitable activities includes the costs of activities undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs have been allocated entirely to charitable activities, which reflect the use of resources.

i Bursaries payable

Bursaries payable are recognised in the year when an award has been approved by the trustees through the budget setting process and communicated to the recipient during the year by the finance team. Where such bursaries have not yet been paid at the end of the year, they are included within current liabilities.

j Operating leases

Operating leases are leases in which the title to the assets, and the risks and rewards of ownership, remain with the lessor. Rental charges are charged on a straight line basis over the term of the lease.

Notes to the accounts for the year ended 30 June 2023 (continued)

k Tangible fixed assets

Individual fixed assets costing £2000 or more are capitalised at cost and are depreciated over their estimated useful economic lives as follows:

Land and buildings	- 1% straight line
Fixtures and fittings	- 15% reducing balance
Computer equipment	- 33% reducing balance

l Fixed asset investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The Charity does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

m Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

n Cash at bank and in hand

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

o Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting 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 measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

q Pensions

The charity contributes to defined contribution pension schemes on behalf of its employees. The assets of these schemes are entirely separate to those of the charity. The pension cost shown represents contributions payable by the charity on behalf of the employees and it has no other liabilities to these schemes.

2 Legal status of the charity

The charity is an unincorporated charity, registered as a charity in England & Wales.

3 Income from donations and legacies

Current reporting period	Unrestricted £	Restricted £	Total 2023 £
Donations	126,948	238,219	365,167
Total	126,948	238,219	365,167
Previous reporting period	<i>Unrestricted £</i>	<i>Restricted £</i>	<i>Total 2022 £</i>
<i>Donations</i>	<i>99,911</i>	<i>178,226</i>	<i>278,137</i>
Total	<i>99,911</i>	<i>178,226</i>	<i>278,137</i>

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

4 Income from charitable activities

Current reporting period	Unrestricted £	Restricted £	Total 2023 £
Grant and fee income			
Grant income from OFS	18,388	-	18,388
Fee income from taught awards	507,190	-	507,190
Fee income from research awards	479,550	-	479,550
Fee income from non-qualifying courses	22,595	-	22,595
Bookshop sales	114	-	114
Education services grants (KC)	42,515	-	42,515
District budgets	67,678	-	67,678
	<hr/>	<hr/>	<hr/>
Total	1,138,030	-	1,138,030
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<i>Previous reporting period</i>	<i>Unrestricted £</i>	<i>Restricted £</i>	<i>Total 2022 £</i>
<i>Grant and fee income</i>			
<i>Grant income from OFS</i>	<i>18,216</i>	<i>-</i>	<i>18,216</i>
<i>Fee income from taught awards</i>	<i>456,037</i>	<i>-</i>	<i>456,037</i>
<i>Fee income from research awards</i>	<i>397,392</i>	<i>-</i>	<i>397,392</i>
<i>Fee income from non-qualifying courses</i>	<i>32,956</i>	<i>-</i>	<i>32,956</i>
<i>Bookshop sales</i>	<i>300</i>	<i>-</i>	<i>300</i>
<i>Education services grants (KC)</i>	<i>50,100</i>	<i>-</i>	<i>50,100</i>
<i>District budgets</i>	<i>58,357</i>	<i>-</i>	<i>58,357</i>
	<hr/>	<hr/>	<hr/>
<i>Total</i>	<i>1,013,358</i>	<i>-</i>	<i>1,013,358</i>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

5 Income from other trading activities

	2023 £	2022 £
Lettings and commissions	213,005	185,406
Employer' allowance and JRS income	-	12,692
Sundry income	-	7,429
	<u>213,005</u>	<u>205,527</u>

All income from other trading activities is unrestricted.

6 Investment income Current reporting period

	Unrestricted £	Restricted £	Total 2023 £
Income from bank deposits	1,517	1,673	3,190
Income from investment properties	2,640	-	2,640
Other investment income	131	-	131
	<u>4,288</u>	<u>1,673</u>	<u>5,961</u>

Previous reporting period

	<i>Unrestricted £</i>	<i>Restricted £</i>	<i>Total 2022 £</i>
<i>Income from bank deposits</i>	<i>21</i>	<i>46</i>	<i>67</i>
<i>Income from investment properties</i>	<i>2,640</i>	<i>-</i>	<i>2,640</i>
<i>Other investment income</i>	<i>127</i>	<i>-</i>	<i>127</i>
	<u><i>2,788</i></u>	<u><i>46</i></u>	<u><i>2,834</i></u>

7 Cost of raising funds

	2023 £	2022 £
Cost of raising donations and legacies - Donations	-	2,686
	<u>-</u>	<u>2,686</u>

All expenditure on cost of raising funds is unrestricted.

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

8 Analysis of expenditure on charitable activities by fund type

Current reporting period	Unrestricted funds £	Restricted funds £	Total 2023 £
Facilities	197,195	209,697	406,892
Education	589,123	72,722	661,845
Support costs (see note 9)	614,499	-	614,499
	<hr/>	<hr/>	<hr/>
	1,400,817	282,419	1,683,236
	<hr/>	<hr/>	<hr/>
Previous reporting period	<i>Unrestricted funds £</i>	<i>Restricted funds £</i>	<i>Total 2022 £</i>
<i>Facilities</i>	<i>198,039</i>	<i>50,764</i>	<i>248,803</i>
<i>Education</i>	<i>682,957</i>	<i>72,722</i>	<i>755,679</i>
<i>Support costs (see note 9)</i>	<i>436,472</i>	<i>797</i>	<i>437,269</i>
	<hr/>	<hr/>	<hr/>
	1,317,468	124,283	1,441,751
	<hr/>	<hr/>	<hr/>

In accordance with the Access and Participation Plan, this year the College has spent £18,400 (2022: £18,235) on Access Investment, £5,489 (2022: £2,666) on Financial Support bursaries for students from underrepresented groups, £66,450 (2022: £46,320) on University Fee waivers and £2,265 (2022: £3,375) on hardship funds. In addition, £2,000 (2022: £2,000) has been spent on Research and Evaluation Investment for new courses.

9 Analysis of expenditure on charitable activities by activity type

Current reporting period	Activities undertaken directly £	Support costs £	Total 2023 £
Facilities	406,892	564,491	971,383
Education	661,845	25,954	687,799
Governance costs	-	24,054	24,054
	<hr/>	<hr/>	<hr/>
	1,068,737	614,499	1,683,236
	<hr/>	<hr/>	<hr/>

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

<i>Previous reporting period</i>	<i>Activities undertaken directly £</i>	<i>Support costs £</i>	<i>Total 2022 £</i>
<i>Facilities</i>	<i>248,803</i>	<i>380,508</i>	<i>629,311</i>
<i>Education</i>	<i>755,679</i>	<i>39,179</i>	<i>794,858</i>
<i>Governance cost</i>	<i>-</i>	<i>17,582</i>	<i>39,179</i>
	<hr/>	<hr/>	<hr/>
	<i>1,004,482</i>	<i>437,269</i>	<i>1,463,348</i>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

10 Analysis of support costs

<i>Current reporting period</i>	<i>Basis of apportionment</i>	<i>Facilities £</i>	<i>Education £</i>	<i>Total 2023 £</i>
Staff costs		366,465	-	366,465
General office		75,716	-	75,716
Finance costs		15,814	-	15,814
Governance costs		24,054	-	24,054
Travel and accommodation		18,659	-	18,659
Publicity		36,652	-	36,652
Events		14,083	-	14,083
Depreciation		30,669	-	30,669
Professional costs and sundries		6,433	25,954	32,387
		<hr/>	<hr/>	<hr/>
		588,545	25,954	614,499
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<i>Previous reporting period</i>	<i>Basis of apportionment</i>	<i>Facilities £</i>	<i>Education £</i>	<i>Total 2022 £</i>
<i>Staff costs</i>		<i>189,216</i>	<i>-</i>	<i>189,216</i>
<i>General office</i>		<i>68,409</i>	<i>-</i>	<i>68,409</i>
<i>Finance costs</i>		<i>11,385</i>	<i>-</i>	<i>11,385</i>
<i>Governance costs</i>		<i>17,582</i>	<i>-</i>	<i>17,582</i>
<i>Travel and accommodation</i>		<i>15,708</i>	<i>-</i>	<i>15,708</i>
<i>Publicity</i>		<i>15,306</i>	<i>-</i>	<i>15,306</i>
<i>Events</i>		<i>1,725</i>	<i>-</i>	<i>1,725</i>
<i>Depreciation</i>		<i>27,475</i>	<i>-</i>	<i>27,475</i>
<i>Professional costs and sundries</i>		<i>51,284</i>	<i>39,179</i>	<i>90,463</i>
		<hr/>	<hr/>	<hr/>
		398,090	39,179	437,269
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

11 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2023	2022
	£	£
Depreciation	30,669	27,475
Operating lease rentals:		
Equipment	4,645	4,834
Auditor's remuneration - audit fees	6,360	6,960
Auditor's remuneration - accountancy fees	2,160	2,040
	<u> </u>	<u> </u>

Also included within expenditure are bursaries and scholarships of £104,782 (2022: £84,578) of which £76,140 (2022: £72,722) was paid from restricted funds.

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

12 Staff costs

Staff costs during the year were as follows:

	2023 £	2022 £
Wages and salaries	722,555	634,958
Social security costs	53,286	44,828
Pension costs	19,027	17,577
	<hr/>	<hr/>
	794,868	697,363
	<hr/>	<hr/>

No employee has employee benefits in excess of £60,000 (2022: Nil).

The average number of staff employed during the period was 49.59 (2022: 49).

The average full time equivalent number of staff employed during the period was 26 (2022: 24.9) and is analysed as follows:

	2023 No.	2022 No.
Academic	9.2	9.6
Student support	4.3	2.7
Administration	6.6	6.3
Chaplaincy	0.8	0.6
Housekeeping	1.0	0.9
Library	0.8	0.8
Manchester Wesley Research Centre	1.2	1.3
Maintenance	1.3	1.5
Publicity and recruitment	0.7	1.0
Archivist	0.2	0.2
	<hr/>	<hr/>
	26	24.9
	<hr/>	<hr/>

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

Key management Personnel

	2023 £	2022 £
Salary	42,434	40,445
Pensions	1,273	1,243
Other taxable benefits	-	1,000
	<hr/>	<hr/>
	43,707	42,688
	<hr/>	<hr/>

This remuneration package is in line with others in the School of Theology sector and is in line with value and performance delivered. The performance is reviewed annually by the Board of Governors and the Remuneration is set by the Board of Governors, having due consideration to performance and sector wide factors.

i) The head of the providers' basic salary is 1.3 (2022: 1.8) times the median pay of staff, 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 providers' total remuneration is 1.2 (2022: 1.3) times the median total remuneration of staff, where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration by the provider of its staff.

13 Pensions and other post retirement benefits

The amount recognised in expenditure as an expense in relation to defined contribution plans was £15,822 (2022: £17,577)

Pension costs are attributed to the activities in which those employees for whom they relate are engaged.

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

14 Trustee remuneration and expenses, and related party transactions

Neither the management committee nor any persons connected with them received any remuneration or during the year (2022: £10,462).

Two members of the management committee received travel and subsistence expenses during the year of £380 (2022: £388).

Unrestricted donations of £2,080 (2022: £1,510) were received from trustees during the year.

Income of £21,000 (2022: £31,400) was received from the Church of the Nazarene British Isles Southern District, of which Reverend C McCann is also a trustee.

Income of £46,678 (2022: £26,957) was received from the Church of the Nazarene British Isles Northern District, of which Revd R Turner is also a trustee.

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2022: £nil).

15 Government grants

The government grants recognised in the accounts were as follows:

	2023 £	2022 £
OFS	18,388	18,216
	<hr/>	<hr/>
	18,388	18,216
	<hr/> <hr/>	<hr/> <hr/>

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

16 Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

17 Fixed assets: tangible assets

	Land and buildings £	Fixtures and fittings £	Equipment £	Total £
Cost				
At 1 July 2022	2,294,885	192,701	28,827	2,516,413
Additions	-	21,050	2,146	23,196
Disposals	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
At 30 June 2023	2,294,885	213,751	30,973	2,539,609
	<hr/>	<hr/>	<hr/>	<hr/>
Depreciation				
At 1 July 2022	394,727	167,053	28,827	590,607
Charge for the year	22,949	7,005	715	30,669
Disposals	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
At 30 June 2023	417,676	174,058	29,542	621,276
	<hr/>	<hr/>	<hr/>	<hr/>
Net book value				
At 30 June 2023	1,877,209	39,693	1,431	1,918,333
	<hr/>	<hr/>	<hr/>	<hr/>
<i>At 30 June 2022</i>	<i>1,900,158</i>	<i>25,648</i>	<i>-</i>	<i>1,925,806</i>
	<hr/>	<hr/>	<hr/>	<hr/>

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

18 Investments

	2023 £	2022 £
Market value at the start of the year	161,043	111,330
Add: additions to investments at cost	-	-
Disposals at carrying value	-	-
Add net gain/(loss) on revaluation	359	49,713
	<hr/>	<hr/>
	161,402	161,043
Cash held by investment broker pending reinvestment	-	-
	<hr/>	<hr/>
Market value at the end of the year	161,402	161,043
	<hr/> <hr/>	<hr/> <hr/>
Investments at fair value comprised:		
Listed investments	3,069	2,710
Investment properties	158,333	158,333
	<hr/>	<hr/>
	161,402	161,043
	<hr/> <hr/>	<hr/> <hr/>

Investments are all held at valuation.

Investment properties

The investment property was revalued on 24 June 2022 by Richard N D Smth BSc (Hons), MRICS on behalf of Fifield Glyn Chartered Surveyors.

Financial assets held at fair value

Investments in listed shares are stated at their market value at the balance sheet date.

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

19 Net gains on investments

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted funds £	Total Funds 2022 £
Gains/(losses) on investment property	-	-	50,333	50,333
Gains/(losses) on listed investments	359	359	(620)	(620)
Gains/(losses) on other investment assets				
	<u>359</u>	<u>359</u>	<u>49,713</u>	<u>49,713</u>

20 Debtors

	2023 £	2022 £
Trade debtors	156,138	161,102
Prepayments and accrued income	35,321	45,320
	<u>191,459</u>	<u>206,422</u>

21 Cash at bank and in hand

	2023 £	2022 £
Cash at bank and on hand	1,130,022	1,144,214
	<u>1,130,022</u>	<u>1,144,214</u>

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

22 Creditors: amounts falling due within one year

	2023 £	2022 £
Bank loans and overdraft	14,431	19,309
Loan	-	100,000
Trade creditors	110,753	56,493
Other creditors and accruals	65,874	45,879
Deferred income	23,097	51,199
Taxation and social security costs	3,713	9,620
	<hr/>	<hr/>
	217,868	282,500
	<hr/>	<hr/>

23 Deferred income

	2023 £	2022 £
Will beneficiary	-	28,399
Projects	15,707	22,800
Accommodation income	7,390	-
	<hr/>	<hr/>
Deferred grant carried forward	23,097	51,199
	<hr/>	<hr/>

£23,097 (2022: £22,800) relates to income from a two year funding of two projects where the obligations for the second year warrant deferment until the obligations are fulfilled by the college.

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

24 Creditors: amounts falling after more than one year

	2023 £	2022 £
Bank loans and overdrafts	147,982	158,905
	<u>147,982</u>	<u>158,905</u>

The Bank loans of £162,413 (2022: £178,214) are secured by a first legal charge over the charity's property at Dene House, Didsbury, which is included in the accounts at net book value of £1,918,334.

Included within creditors: amounts falling due after more than one year is an amount of £74,587 (2022: £81,671) in respect of liabilities payable or repayable by instalments which fall due for payment after more than five years from the reporting date.

Mortgage payments falling due after more than five years are due to be paid in instalments. The loans are repaid on variable interest basis, and as such instalments will vary from current rate of £2,106 per month, including interest at the rate applicable at the time.

25 Analysis of movements in restricted funds

Current reporting period	Balance at 1 July 2022 £	Income £	Expenditure £	Transfers £	Balance at 30 June 2023 £
Student Scholarship Development Fund	223,679	83,628	(72,722)	-	234,585
Scottish School of Christian Mission	141,477	133,464	(146,595)	-	128,346
Science for seminaries	23,327	-	(10,000)	-	13,327
	30,302	22,800	(53,102)	-	-
Total	<u>418,785</u>	<u>239,892</u>	<u>(282,419)</u>	<u>-</u>	<u>376,258</u>

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

<i>Previous reporting period</i>	<i>Balance at 1 July 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers £</i>	<i>Balance at 30 June 2022 £</i>
<i>Student Scholarship Development Fund</i>	185,937	100,464	(62,722)	-	223,679
<i>Scottish School of Christian Mission</i>	145,532	40,608	(44,663)		141,477
<i>Science for seminaries</i>	33,327	-	(10,000)		23,327
	-	37,200	(6,898)	-	30,302
<i>Total</i>	364,796	178,272	(124,283)	-	418,785

The Student Scholarship Fund is made up of individual donations with specific instructions how the money should be used, according to the wishes of individual donors.

The Development Fund represents donations made to the annual Principal's Project and expenditure relating thereto.

The Scottish School of Christian Mission Fund represents monies received from that institution when its work was incorporated into that of the Nazarene Theological College, to be used for student bursaries only.

Science for Seminaries fund relates to specific income received to be spent on the Science for Seminaries research and teaching project.

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

26 Analysis of movement in unrestricted funds

Current reporting period	Balance at 1 July 2022 £	Income £	Expenditure £	Transfers £	Gains and losses £	As at 30 June 2023 £
General fund	2,577,295	1,482,271	(1,400,817)	-	359	2,659,108
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	2,577,295	1,482,271	(1,400,817)	-	359	2,659,108
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Previous reporting period	Balance at 1 July 2021 £	Income £	Expenditure £	Transfers £	Gains and losses £	As at 30 June 2022 £
General fund	2,526,152	1,321,584	(1,320,154)	-	49,713	2,577,295
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	2,526,152	1,321,584	(1,320,154)	-	49,713	2,577,295
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Name of	Description, nature and purposes of the fund					
General fund	Unrestricted funds					

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

27 Analysis of net assets between funds

Current Reporting Period	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	1,918,333	-	-	1,918,333
Fixed asset investments	161,402			161,402
Net current assets/(liabilities)	727,355	-	376,258	1,103,613
Creditors of more than one year	(147,982)	-	-	(147,982)
Total	2,659,108	-	376,258	3,035,366
Previous Reporting Period	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	1,850,424	-	75,382	1,925,806
Fixed asset investments	161,043	-	-	161,043
Current assets	884,433	-	466,203	1,350,636
Creditors of less than one year	(159,700)		(122,800)	(282,500)
Creditors of more than one year	(158,905)	-	-	(158,905)
Total	2,577,295	-	418,785	2,996,080

28 Analysis of changes in net debt

	At 1 Jul 2022 £	Cash flows £	At 30 Jun 2023 £
Cash at bank and in hand	1,144,214	(14,193)	1,130,021
Debt due within one year	(19,309)	4,878	(14,431)
Debt due after one year	(158,905)	10,923	(147,982)
	966,000	1,608	967,608

Nazarene Theological College

Notes to the accounts for the year ended 30 June 2023 (continued)

29 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as

	Equipment	
	2023	2022
	£	£
Less than one year	5,348	5,931
One to five years	4,408	9,723
	<hr/>	<hr/>
	9,756	15,654
	<hr/>	<hr/>

30 Reconciliation of net movement in funds to net cash flow from operating activities

	2023	2022
	£	£
Net income/(expenditure) for the year	39,286	105,132
Adjustments for:		
Depreciation charge	30,669	27,475
(Gains)/losses on investments	(359)	(49,713)
Dividends, interest and rents from investments	(5,961)	(2,834)
Repayment of borrowing	15,801	16,259
Decrease/(increase) in debtors	14,963	(32,162)
Increase/(decrease) in creditors	(75,555)	58,205
	<hr/>	<hr/>
Net cash provided by/(used in) operating	18,844	122,362
	<hr/>	<hr/>