

Year ended 2025

REPORT AND FINANCIAL STATEMENTS



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

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

Reference and administrative information

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

Board members

The following members served during the year:

Dr Carolyn Rosalee Velloso Ewell (resigned November 2025)

Mrs Alison Gibson

Ms Alison Grieve* Treasurer

Mrs Alison Guinness** Vice-Chair

Mr Peter James

Mrs Harriet Katunge Muthami

Mr Emmanuel Ndikumana

Mr Norman Patterson*

Mrs Caroline Sanderson**

Mr Ben Stanley* Chairman

Mr Ian White joined 19th March 2025

* Member of Finance Committee

** Member of Governance Committee

Company Secretary is Mrs Karen Hoar

Professional advisors

Auditors

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

Bankers

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

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

Solicitors

Anthony Collins
134 Edmund Street, Birmingham B3 2ES

Pensions advisor

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

Registered Office

Address: Easneye, Ware, Hertfordshire, SG12 8LX

Email: fd@allnations.ac.uk

Website: www.allnations.ac.uk

Telephone: 01920 443500

Chairman's statement

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

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

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

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

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

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

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

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

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

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

Ben Stanley
Chairman, Board of Trustees

Objectives and activities

Our purpose and values

The mission statement for the college is:

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

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

The values of the College are:

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

Public benefit

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

Activities

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

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

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

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

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

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

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

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

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

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

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

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

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



Beneficiaries

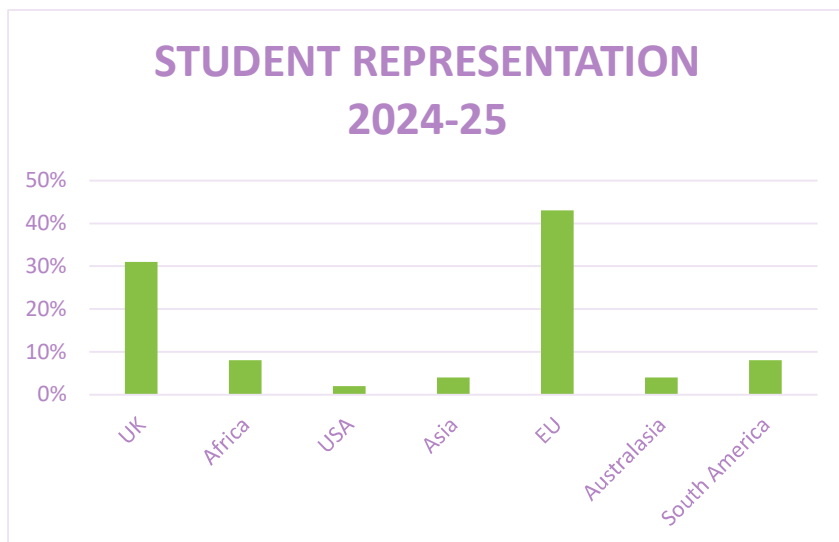
Our primary beneficiaries are those who are trained and equipped through our training programmes, both in the UK and beyond. Students go on to be involved in a wide variety of mission activities including church planting and evangelism, discipleship, relief and community development projects, advocacy,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

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

Training Activities

Student Numbers

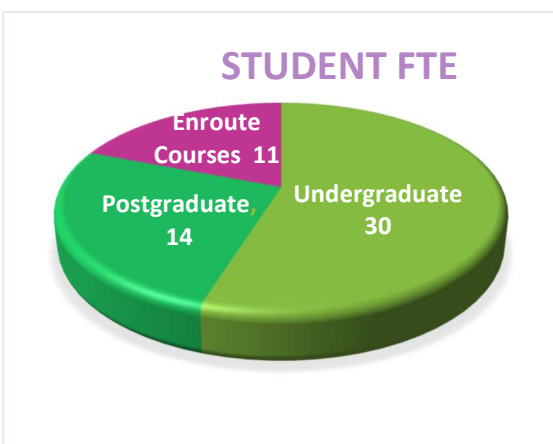
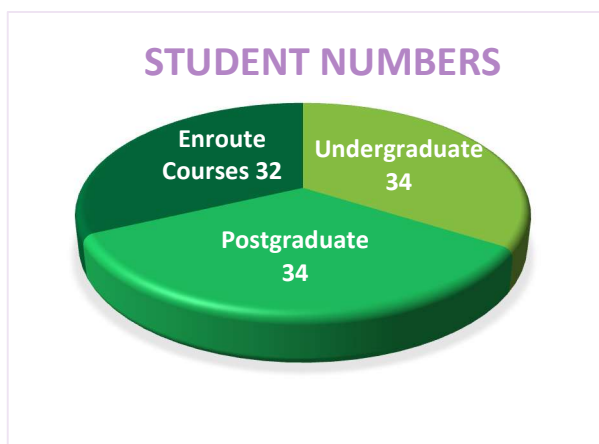
The College continued to run its range of courses during 2024-25, all of which reflect the College’s “head, heart and hands” approach, a holistic learning strategy that integrates intellectual, spiritual and practical dimensions of training.



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

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

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



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

Student experience and feedback

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

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

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

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

Thank you for your service and dedication!

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



Postgraduate students also provided positive feedback on the programme:

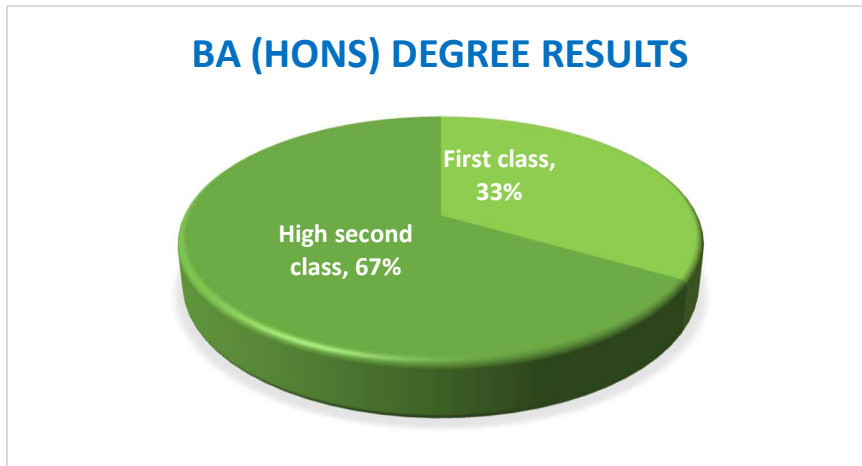
ANCC gave me so much more than I expected. It was humbling to study with wonderful students doing amazing things for the Kingdom around the world.

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

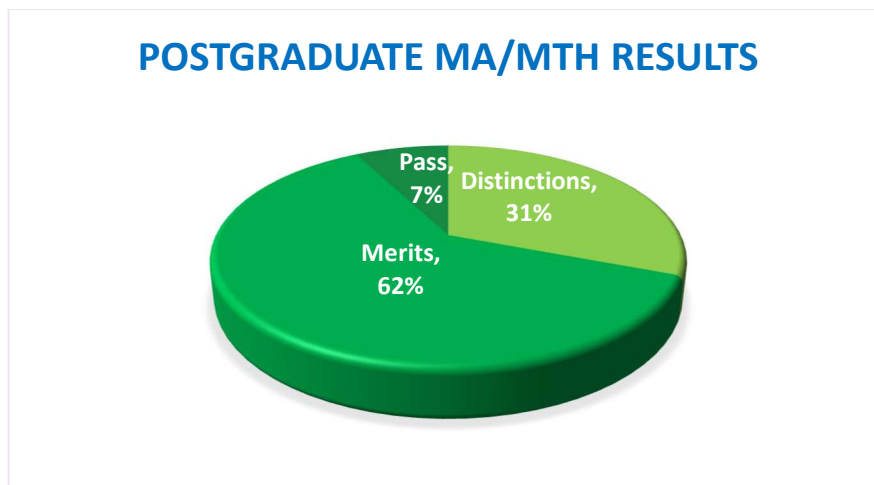
I thank God for such a rich experience. I shall be a better speaker/writer because the discipline of wordcounts has taught me to sharpen up my writing. I shall be a better reader because I have learned different ways of reading. I hope to be a better person because wrong attitudes and beliefs have been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

Academic achievement

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



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



External examiners' commendations

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

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

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

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

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

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

The quality of critical engagement is generally very good.

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

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

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

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

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

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

Practical arrangements

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

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

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

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

Programme standards

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

The standards set are appropriate for the award.

Quality of students work

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

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

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

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

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

Teaching and learning

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

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

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

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

Marking, moderation and assessment

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

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

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

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

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

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

En Route

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

All Nations On The Move (ANOTM)

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

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

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

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

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

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



Short courses

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

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

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

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

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

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

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

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

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

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

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

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

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

Other activities

Events

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

Carols from Easneye: December 2024

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

Graduation: January 2025

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

Missions Fair: January 2025

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

60 Year Celebration of All Nations Missions Training: May 2025

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

Ministry Placements Cream Tea: June 2025

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

Conclusion of Studies: July 2025

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

Coffee Shop and Book Shop

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

Open Days and Evenings:

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

Conferences and hospitality

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



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

On site charity lettings

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

Consultancy

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

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

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

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

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

Marketing and communications

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

Intercultural Churches and City Transformation (ICCT) Conference London: January 2025

An annual conference fostering meaningful intercultural dialogue, by bringing together thinkers and practitioners of individuals, from diverse nationalities, ethnicities, races, ages, abilities, socio-economic classes, church denominations. Attended by 3 staff members.

Intercultural Worship 'Taste of Heaven' Coventry Cathedral: May 2025

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

Intercultural Leadership Forum: October 2024 and May 2025

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

Creation Fest: July 2025

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

Big Church Festival: August 2025

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

Global Connections (Eastern Partnerships): Sept – April 2025

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

Fundraising

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

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

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

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

Impact programme

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

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

Enable All

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

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

Staff development and volunteers

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

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

Plans for the future

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

Our 2025-2030 Strategic Objectives are:

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

Partnerships outside the UK

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

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

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

Enhanced Learning Programme

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

Move Beyond Easneye

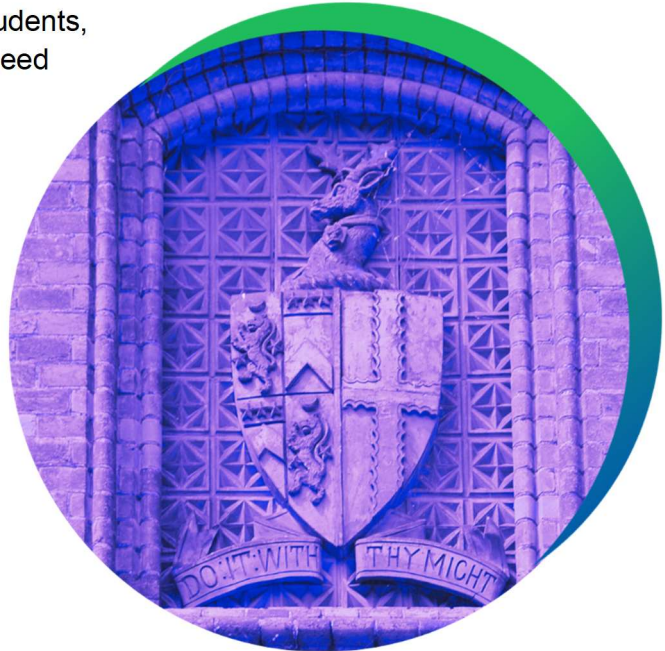
In May 2025, after an extended period of prayer, reflection and consultation, our trustees decided to sell our current campus to release capital for the transformation programme and ensure we have the right resources for the years ahead. We will be teaching and hosting conferences at Easneye until August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

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

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

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

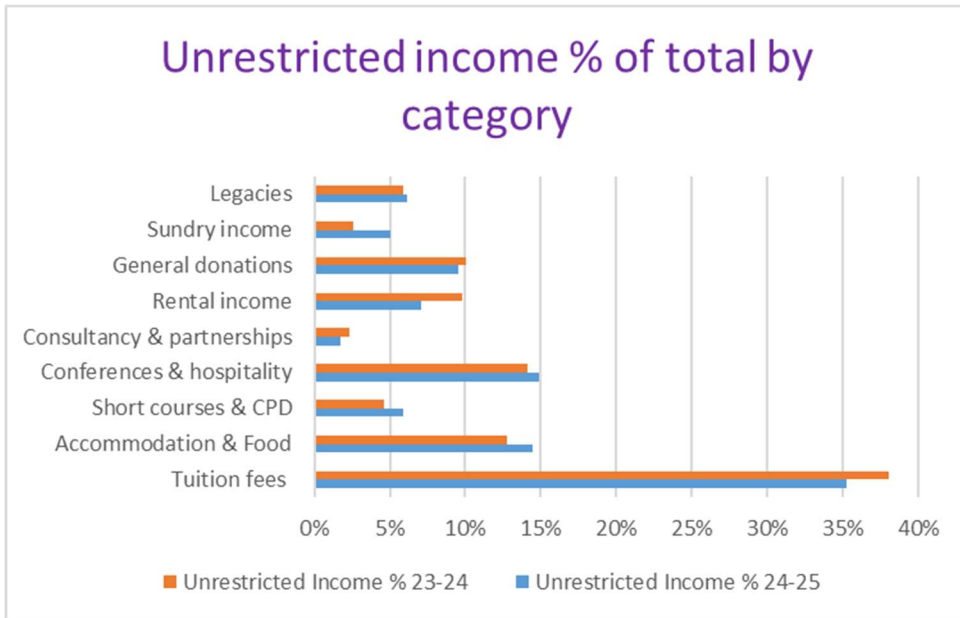
- Further develop our marketing and communication function, making it easier for potential students, partners and donors find out what they need to know and build relationship with us.
- Strengthen our fundraising function to access the resources required to deliver the planned changes to our training strategy and provide financial support for students through our bursary fund, including our development of the 'Impact programme'.



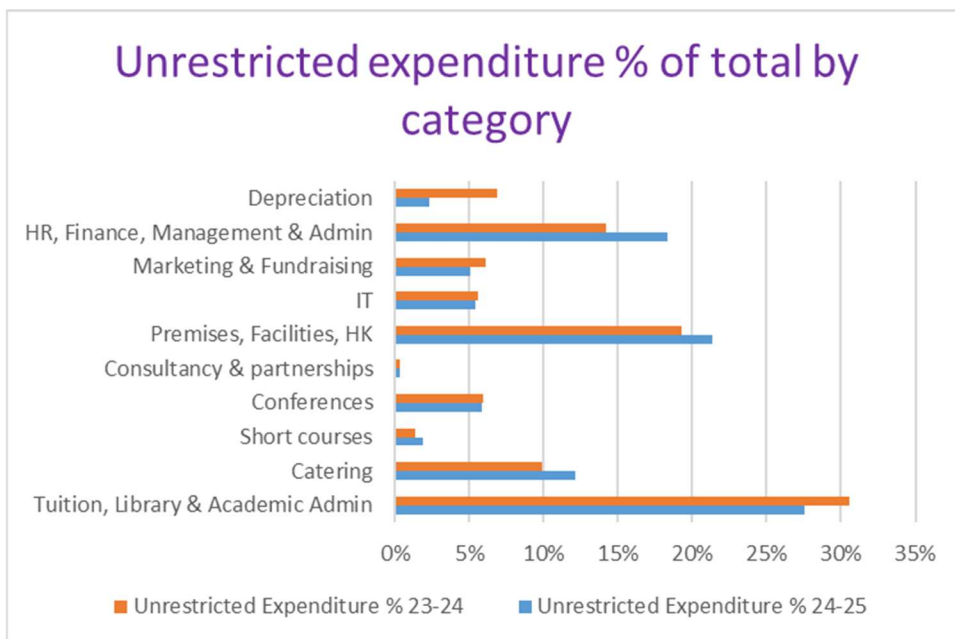
Financial review

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

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



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



Investment policy

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

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

Grant making and fee payment arrangements

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

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

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

Reserves policy

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

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

Structure, governance and management

Governing document and constitution

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

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

Trustee Board

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

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

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

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

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

Chief Executive Officer and Academic Principal

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

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

Key management personnel remuneration

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

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

Board members' responsibilities

The Board Members (who are also directors of All Nations Christian College for the purposes of company law) are responsible for preparing the Board Members' Report (incorporating the directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: *The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)* and the requirements of the Office for Students.

Company law requires that the Board Members must not approve the financial statements for each financial year unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure of the charitable group for that period.

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

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

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

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

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

In so far as the Board Members are aware:

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

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

Internal controls

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

Risk Management and Control Framework

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

Policies and Procedures

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

Audit and Assurance

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

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

Significant Weaknesses

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

Risk management

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

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

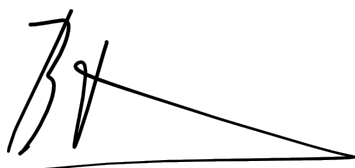
A comprehensive Risk Register is maintained, covering key strategic, business, operational, compliance, and financial risks. Each risk is assigned a rating based on likelihood and impact, along with early indicators to signal potential escalation. Risks are prioritised by rating and reviewed for mitigation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

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

Auditors

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

On behalf of the Board



Benjamin Stanley
Chairman

Dated: 15th December 2025

Independent auditor's report

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

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

We have nothing to report in this regard.

Independent auditor's report

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the group financial statements are prepared is consistent with the group financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

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

In our opinion, in all material aspects:

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charity and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included with the trustees' report.

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

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

Responsibilities of directors

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

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

Auditor's responsibilities for the audit of the financial statements

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

Independent auditor's report

Auditor's responsibilities for the audit of the financial statements (continued)

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

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

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

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

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

Use of our report

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



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

5 Robin Hood Lane
Sutton
Surrey
SM1 2SW

Dated: 23 December 2025

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

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

The income is wholly derived from continuing activities.

The group result for Companies Act purposes is net expenditure for the year of £245,233 (2024 exp: £157,386).

The Company's net expenditure for the year was £238,978 (2024 net expenditure: £143,362).

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

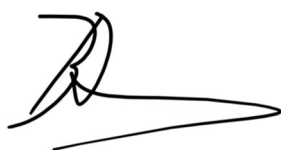
Year Ended 31 August 2024	Unrestricted Funds 2024	Restricted Funds 2024	Endowment Funds 2024	Total Funds 2024
Note	£	£	£	£
Income from:				
Donations and Legacies				
Donations	146,712	60,431	-	207,143
Legacies	85,940	112,415	-	198,355
Other trading activities				
Subsidiary company income	138,326	-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

Balance sheet as at 31 August 2025

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

These financial statements have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

The accounts were approved by the Board on 15 December 2025 and signed on their behalf by:



Benjamin Stanley
Chairman
Company Number: 990054



Rev Dr VJ Samkuty
Accountable Officer



Timothy Young
CEO

Consolidated statement of cashflows For the year ended 31 August 2025

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

Net Debt Reconciliation

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

Notes to the financial statements

For the year ended 31 August 2025

1 ACCOUNTING POLICIES

Company Information

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

Accounting Convention

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

Consolidation

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

Cash flow statement

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

Income

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

Donated services

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

Notes to the financial statements

For the year ended 31 August 2025

1 ACCOUNTING POLICIES (continued)

Allocation of expenditure

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

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

Depreciation & amortisation

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

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

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

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

Foreign currency

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

Library

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

Fixed assets

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

Investments

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

Notes to the financial statements

For the year ended 31 August 2025

1 ACCOUNTING POLICIES (continued)

Financial instruments

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

Stocks

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

Debtors

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

Cash at bank and in hand

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

Creditors and provisions

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

Pension scheme arrangements

Pension costs are accounted for as the contributions are made.

Employee benefits

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

Leases

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

Fund accounting

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

Taxation

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

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

Notes to the financial statements

For the year ended 31 August 2025

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

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

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

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

6 BREAKDOWN OF COSTS OF CHARITABLE ACTIVITY

Support costs have been allocated as follows:

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

Notes to the financial statements

For the year ended 31 August 2025

9 STAFF COSTS	2025	2024
	£	£
Wages and salaries	793,139	792,029
Social security costs	65,462	57,592
Pension costs	57,050	59,848
Redundancy costs	-	1,615
Total	<u>915,651</u>	<u>911,084</u>

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

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

* Full time equivalent

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

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

Office for Students staff disclosures

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

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

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

Notes to the financial statements

For the year ended 31 August 2025

9 STAFF COSTS (Continued)

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

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

10 EMOLUMENTS OF BOARD MEMBERS

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

11 INTANGIBLE FIXED ASSETS (GROUP AND COMPANY)

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

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

Notes to the financial statements

For the year ended 31 August 2025

12 TANGIBLE FIXED ASSETS (GROUP)

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

TANGIBLE FIXED ASSETS (COMPANY)

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

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

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

Notes to the financial statements

For the year ended 31 August 2025

13 FIXED ASSET INVESTMENTS (GROUP AND COMPANY)

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

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

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

Shares in subsidiary company – General Funds

The company's investment in its subsidiary is made up as follows:

	Investment at cost
	£
At 1 September 2024 and 31 August 2025	<u>100</u>

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

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

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

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

Notes to the financial statements

For the year ended 31 August 2025

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

Trading Company summary profit and loss account

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

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

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

14 PREPAYMENTS AND OTHER DEBTORS

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

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

15 CREDITORS: Amounts falling due within one year

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

Notes to the financial statements

For the year ended 31 August 2025

16 ANALYSIS OF NET ASSETS BETWEEN FUNDS

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

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

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

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

Notes to the financial statements

For the year ended 31 August 2025

17 ENDOWMENT FUNDS

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

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

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

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

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

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

Notes to the financial statements

For the year ended 31 August 2025

18 RESTRICTED FUNDS (Continued)

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

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

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

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

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

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

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

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

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

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

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

Notes to the financial statements

For the year ended 31 August 2025

20 OPERATING LEASES (Group and Company)

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

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

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

21 CONSTITUTION OF THE COMPANY AND STATUS

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

22 RELATED PARTIES

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

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

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

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

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

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

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