

Agapé Ministries Limited

*Report and Financial Statements
For the 12 Months Ended 31 December 2017*

*Charity number (England and Wales) 258421
Charity number (Scotland) SC042332
Company number 949989*

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1 Reference and Administrative Details

Status The organisation, established in 1969, is a charitable company limited by guarantee, incorporated on 7th March 1969. Agapé is a registered charity in England and Wales, and in Scotland.

Company 949989

Number

Charity Number 258421 (England and Wales)

SC042332 (Scotland)

Registered office and operational address 167 Newhall Street
Birmingham
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Chair Mr Gary Palmer

Other trustees Rev Richard Boothroyd
Mrs Sally Taylor
Mrs Lisbet Diers

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Mr Javier Garcia (ex officio)

National Director Mrs Lesley Cheesman

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2 Report of the trustees

The trustees (whom we refer to as our Council of Management - COM) are pleased to present their report together with the financial statements of Agapé Ministries Limited ("the charity" or "Agapé") for the twelve months ending 31 December 2017.

Reference and administrative information set out on page 4 form part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and Statement of Recommended Practice – Accounting and Reporting by Charities (issued March 2005).

2.1 Structure and Governance

2.1.1 Governing Document

The company is established under a Memorandum of Association which sets out its objects and powers as a charitable company, and is governed under its articles of association.

2.1.2 The Trustees

The trustees, under charity legislation, have and accept ultimate responsibility for directing the affairs of the charity, and ensuring that it is solvent, well-run, and delivering the charitable outcomes for the benefit of the public for which it has been set up.

The trustees, who are also directors under company law, who served during the year and up to the date of this report are listed in page 4 of this report. Members (including trustees) of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

2.1.3 Appointment of Trustees

Application process and future training requirements for new and existing Trustees will continue to be reviewed on a regular basis.

2.1.4 Organisation

Agapé is a Christian organisation and part of Campus Crusade for Christ International. Although our main activities are national, operating in seven regions across the UK, we have workers in other countries around the world.

Agapé is overseen by the Council of Management (COM) which meets 4 to 5 times a year. Day to day organisation is directed by an Executive Leadership Team (ELT) of nine senior members who meet on a regular basis. The ELT is led by the National Director. All the main areas of activity are represented: Agapé Student Life, Agapé Family Life, Agapé Work Life, Agapé Global Life, as well as Operations, Communications and Leadership Development & Human Resources (LDHR). The latter three functions have infrastructural responsibility. Operations is responsible for all finance activities including financial reporting, conferencing, and facilities management including IT. Communications is responsible for communicating internally and externally, including the development of messages, publicity and fundraising initiatives. LDHR is responsible for member care, training, ongoing development of each of our workers and recruiting.

Management and governance of Agapé is delegated to the National Director who is accountable to the COM. Reports are submitted as required to Companies House and the Charity Commission.

Systems are in place for line management, appraisal, member development and supervision together with grievance and complaints procedures.

2.1.5 Risk Management

During 2017 the annual risk management review was completed and COM considered the implications of the risks identified. COM also formed their own view on high impact risks, gave input to the process and ensured all appropriate measures were in place to manage these.

The Council of Management is satisfied that the major risks to Agapé have been assessed and in particular those related to the finances, operations and data protection of Agapé, and are satisfied that systems are in place to mitigate exposure to these risks. Reporting procedures are in place to monitor income and expenditure. A key element in the management of financial risk is the setting of a reserves policy and its regular review.

The Charity is aware of its responsibilities to manage risk and appreciates updated information on this matter from its solicitors and other professional advisors.

2.1.6 Responsibility of trustees

Company law requires the directors (who are the Trustees and members of the Council of Management) to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the income or expenditure of the company for that period. In preparing those financial statements, the Council of Management are required to select suitable accounting policies and then apply them consistently; make judgments and estimates that are reasonable and prudent; comply with applicable accounting standards subject to any material departures disclosed and explained in the financial statements; prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

2.1.7 Statements as to disclosure of information to auditors

In accordance with Company Law, as the charity's trustees, we certify that:

- So far as we are aware, there is no relevant audit information of which the Charity's Auditors are unaware; and
- We have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the Charity's Auditors are aware of that information.

2.2 Objectives and activities

2.2.1 Our Purpose

Our charity's main purposes are set out in the objects contained in the company's memorandum of association and include:

- To transmit, propagate and communicate the Gospel of Jesus Christ to students and others at Universities, Colleges, Schools and other academic institutions as well as to the public at large.
- To help those who become Christians through receiving Jesus Christ to grow toward spiritual maturity and understanding and to train them to reach others with the Gospel the objective being the fulfilment of the Great Commission of our Lord Jesus Christ as set out in Matthew 28:18-20 of the Holy Bible.
- To help Christians to become established as active members of local Churches and to work closely with Churches of many denominations.
- To relieve poverty or distress.

2.2.2 Our Vision

Agape's vision is to help build spiritual movements everywhere so that everyone knows someone who truly follows Jesus.

We want to help transformational spiritual movements to grow. And we want to start by empowering people to address the spiritual needs in universities, workplaces, communities, families and other cultures.

We believe God can use the influence and commitment of a few willing participants to help start a spiritual chain reaction. The far-reaching impact can transform individuals, societies and even the whole world.

We believe that in order to see the growth of spiritual movements like Jesus did, we need to do what Jesus did: introduce people to his message, help them grow in their understanding of how to follow him with their whole lives, and challenge them to go out and do the same with others.

2.2.3 Our Values

We want to live radical lives of love, service and influence, following the model of how Jesus lived his life on earth. This is characterised by:

Faith - in God's supremacy, filled with faith and the Holy Spirit

Unity – unified internally and building God's Kingdom together with wider body of Christ

Growth – committed to spiritual growth, both individually and corporately.

Fruitfulness – striving for effectiveness and relevance

Joy - enjoying God and His Kingdom

Our teams apply these values differently depending on whether they work in universities, workplaces, families, communities or cross-culturally, but these core values are fundamental for all of us.

2.2.4 Our Mission

The strategies employed to meet our vision include the following:

- Presenting the gospel clearly in word and action. Helping Christian students on campus, or business and community leaders (e.g. church leaders) share the gospel clearly in word and action, giving others the opportunity to respond.
- Helping individuals to develop and be active in their faith through small discipleship groups and 1-to-1 mentoring.
- Contacting business and community leaders, addressing key issues in corporate life and helping create a climate of greater understanding of the Christian faith and the person of Jesus.
- Sending teams of students and graduates abroad for short term mission projects as well as longer term assignments of 1-2 years.
- Developing products and resources that aid our workers and volunteers in achieving these goals.
- Developing strategic partnerships with like-minded groups and churches.
- Contributing funds to the Global Aid Network, our partners working to provide Humanitarian Aid in the Developing World.

2.2.5 Public Benefit

In compiling this report, the Trustees have given due regard to the public benefit guidance as issued by the Charity Commission. Agapé is a community of people, staff, associates and volunteers seeking to obey God's call to go and make disciples of all nations, helping everyone to understand the person of Jesus Christ and how they can come into relationship with him and with one another. Agapé works out its public benefit in a number of ways.

The gospel of Jesus Christ is of benefit to society at large. It provides a context for forgiveness, a platform for dealing with broken relationships, a motivation for service and charity and the focus of a fulfilled and meaningful life. We believe that communities and individuals can experience transformation as they grow to understand and embrace God's ultimate purposes for them and for the world.

Many people become disciples of Jesus Christ through the lifestyle example of Christians - sharing God's love in action and word, clearly explaining God's message as revealed in the Holy Bible, prayerfully expecting the Holy Spirit's power to transform people, our communities and whole nations.

Agapé seeks to demonstrate this benefit through its range of mission and humanitarian activities both here in the UK and across the globe as detailed throughout this Trustees' report.

2.3 Achievements & Performance

Agapé aims to develop spiritual movements among four key priority areas:

1. Students

Agapé Student Life is helping both Christian and non-Christian students understand and respond to the Christian faith in order to bring about social and spiritual change on campuses across the UK.

2. Workplace

Agapé Work Life (formerly known as the **Agapé Graduate Movement**) aims to help connect and resource Christian graduates across the country.

3. Family & Community

Agapé Family Life works to strengthen families, helping to transform family relationships through practical tools based on biblical principles and knowing Christ. Our aim is to give every person in the UK the opportunity to transform their family relationships.

Our **Pioneer Team** is working to help Christians share the gospel of Jesus in their everyday life, in the communities and places where they study, work, and live. Rather than focusing on a specific audience or addressing a need, the focus is envisioning every Christian to see ministry as a 24/7 lifestyle.

4. Global

In 2016, our ministries with an international focus came together for the first time under the name **Agapé Global Life**. Our aim is to bring about social and spiritual change through sending teams of British workers and graduates internationally through long, medium and short term placements. We also receive those from other nations to serve alongside us here in the UK.

Through Agapé's official humanitarian partner the **Global Aid Network** (GAIN) we send funding, people and resources for humanitarian aid and service projects around the globe. **Agapé Refugee Life** (formerly known as **First Acts**) is developing spiritual movements amongst ethnic minority groups, and is partnering with local Christians to bring about social and spiritual change across cultures in communities in the UK.

2.3.1 Students

Our passion is that every student in the UK should have the opportunity, not just to hear the gospel, but to learn to follow Jesus for the rest of their lives. We want to take the initiative in explaining the gospel in a clear and understandable way to the 99% of students who have never been given the opportunity to hear or respond.

In September 2009, we launched **Agapé Student Life**, a movement of passionate students committed to the spiritual, social and intellectual renewal of the university through Jesus. We exist at the university to:

Connect people to God - We believe that God is real and can be known through Jesus. We are committed to introducing people to Him.

Connect people to people - We are committed to relationships and believe that friendships can be transformed by a relationship with God.

Serve the university - We love students and want to serve them and the university in any practical way we can, facing and fighting problems, and pointing the academic community to Jesus.

Change the world - We want students to have a positive impact on their communities locally and globally, motivated by God's love.

In 2017, Agapé celebrated its 50th anniversary in the UK. Student Life joined all the other Agapé ministries for *MOVE Weekend 2017*, in Staffordshire – a conference that was partly celebrating what God had done in the past 50 years, partly continuing our mission (reaching out to the local people there in Staffordshire), and partly looking to the future and praying for God to use us more in the years to come. During the conference, we launched the first draft of our catalytic packs – a DIY resource to help students launch Student Life on their campuses.

We had several different campaigns that connected with wider universities. In Oxford and Newcastle, we had professors who are part of Faculty Commons in the US coming to speak on topics such as sleep habits and speech therapy, while also sharing their stories of coming to faith. International Women's Day was a chance to continue to engage with students across the UK through our Speak Out campaigns. These were run by students and staff in different cities across the UK. We also partnered with GAIN UK to send students on a project to refugee camps in Greece, and ran various appeals to send resources to people living as refugees in camps in Iraq.

Several of our staff and students across the country visited Nottingham over the spring to meet students and grow the movement there. They raised up new Christian leaders to take on the leadership of the local movement. The Nottingham student-led, non-staffed movement has continued to grow and to reach the campus. We also now have staff in different cities looking for opportunities in new catalytic locations – the Oxford staff and students have visited Reading, London staff have been to Hertfordshire, and so on.

The London team hosted several teams of students from the US, who came and spent time speaking to hundreds of students across the city. There were 4 teams who came at various points in the spring, and one team who came in the summer.

In national news, we welcomed a new Agapé Student Life Director, Jude Daniel, this year, with Nicole Lewis continuing in the role of Agapé Student Life Associate Director.

In order to grow vision for the wider world, we used our *Govember* campaign in November as a platform to engage students and to encourage Christian students to be thinking about God's love for the world. We produced a Global Missions booklet – this is a tool to help staff connect with churches by showing some of the things we have to offer them. We are currently trialling this booklet and helping staff .

In 2017, we saw around 2500 gospel conversations initiated, and 11 students giving their life to Christ through personal conversations.

2.3.2 Workplace

Last year's report highlighted the development of **Agapé Work Life's** key resource, *The Biscuit Trail*, designed to help Christians identify small next steps they can take to make Jesus known and gives them encouragement and ideas in doing that.

In 2017, the main activity with regard to *The Biscuit Trail* was making the resource more widely known. A key plank in that strategy was distributing a free copy to all 400 people who came to the MOVE Weekend in February. Subsequently, Agapé staff around the UK made particular efforts to encourage their own churches to make use of it. Approaches were also made to other key church leaders in Birmingham, London and Newcastle to raise awareness of the resource.

Interest and momentum is growing. Orders came in throughout 2017 from across the UK, as well as from the US and Germany.

As a direct result of this promotional activity, at the very end of the year, two large influential churches (one in London and one in Birmingham) ordered enough copies for all of their home group leaders (25 and 40 copies respectively), with plans to train them in using it in early 2018.

At the end of 2017, two staff members working with our sister organisation in the USA moved to London to continue to develop Agapé Work Life.

2.3.3 Family and Community

Agapé Family Life works to strengthen families. We help to transform family relationships through providing hope and practical tools based on biblical principles and knowing Christ. Our aim is to give every person in the UK the opportunity to transform their family relationships.

There are three elements to Agapé Family Life's approach: events, resources and a network of people.

Events

Agapé Family Life has been providing training, innovative programmes and resources to a growing network of volunteers to help individuals and churches effectively minister to churched and un-churched families in their communities. Our work provides a practical context of love and forgiveness for the gospel message. Our events allow couples, whether they are doing well or struggling, to engage with topics including God's purposes for marriage, communication, resolving conflict as well as expressing love.

A Day Together

In 2017 we partnered with a number of hosts to offer eight *A Day Together* (ADT) couples' seminars in six cities/towns across the country:

- Birmingham (Renewal Christian Life Centre)
- Birmingham (Duke Street Baptist)
- Cambridge
- Gerrards Cross
- Liverpool
- London (All Souls)
- London (South Woodford)
- Worthing

In total 409 people attended ADT in the UK (340/242/262/236 in 2016/2015/2014/2013). We continue to measure effectiveness of the day which shows a significant benefit in key areas for couple stability, in particular: acceptance of partner, communication and resolving conflict. We also continue to receive excellent couple feedback.

The event is sprinkled with personal stories by the presenting 'facilitator couples' of the difference their faith has made in their marriages.

Typically we run between six to eight ADT events per year, over the next three years we plan to increase this to twenty events per year.

What is Love Actually?

During 2017 we presented five *What is Love Actually?* (WILA) evenings, in Birmingham, Denham, Gerrards Cross, Newcastle-under-Lyme, and Worthing. WILA takes a light-hearted look at the subject of love with clips from the film and contrasts common cultural ideas about love with a practical Biblical view. The event includes personal testimony and we introduce a helpful relationship tool called 'The Five Love Languages' (by Gary Chapman).

These shorter events are very accessible for everyone and are proving extremely popular and prestigious for the Agapé Family Life profile. In total 230 people attended WILA in 2017 (237/70/50 in 2016/2015/2014).

Other events

Toucan launch: *Toucan* is a smartphone app which allows couples to experience some of the content of *Day Together* at their own convenience. It is a fresh and unique online experience for couples, providing tools to build strong relationships. The 'Communications' module was launched in February 2017 and the 'Conflict' module in August 2017. By the end of the year, www.toucantogether.com had received 14,442 visitors and 1,438 had converted into *Toucan* users. We are encouraged by this high conversion rate. We are also encouraged that millennials make up 74% of *Toucan* visitors and 69% of users. Our relationship satisfaction measurements show that the *Toucan* 'Communications' module increases satisfaction by 14.3%; this is very encouraging and is higher than we expected.

MOVE Weekend: Instead of our annual Vision & Equipping event (V&E) we joined the rest of Agapé for the 50th anniversary celebrations at MOVE Weekend. 404 people attended MOVE 2017 so this was a good opportunity to increase awareness of Family Life and in particular *Toucan*.

Facilitator Training: In 2017 we trained seven couples, (5 from the UK, 1 from Lithuania, and 1 from Kenya) It was a great encouragement to us that three of the UK couples were 'millenials'.

In total, 1,057 people attended Agapé Family Life events in 2017. (843/669/683/548 in 2016/2015/2014/2013). At the end of 2017, over 5,000 people have attended Agapé Family Life events since 2003.

Evangelistic effectiveness

Nine people expressed an interest in finding out more about the Christian faith as a result of Agapé Family Life events in 2016 (compared with 17/5/6/4 in 2016/2015/2014/2013). We passed details on to the local churches for follow-up as well as sending packages containing Mark's Gospel and a seeker-friendly booklet.

Network

Charli and Dave Mathew, Vanessa and Haggai Mwiko, Ashley and La'Neshia Hinds, Mark and Leonie Lane and Rumbi and Muchada Bvunzawabaya joined the UK event facilitator team. They have brought both youth and cross cultural depth to the team.

Tiffany Atkins and Gill Headington joined the FL core team in 2017. Tiffany is an experienced member of Agapé staff who lives in Cambridge; she will be responsible for coordinating Family Life activities in Cambridge and East Anglia. Gill is a local volunteer and a gifted organiser and administrator. Gill will be helping administer Family Life finances, in particular - invoicing.

Chris Murfin transitioned from the Family Life team to the Agapé IT team in November 2017. Family Life's systems development needs will now be met by the Agapé IT team.

Lisa Murfin relinquished her role of Network Coordinator and left the staff of Agapé. Her Network Coordinator responsibilities will be taken on by the regional coordinators.

Small Group ministry

The *Together* small group material allows couples who attend events to take Agapé Family Life ministry into their communities. *Together* combines practical tools with Bibles study which helps couples to continue strengthening their relationships with each other and with God. This small group resource also builds strong friendships. Groups are running in many places across the UK and in other countries. The resource has now been translated into Dutch, German, Greek, Portuguese, Romanian, and Spanish.

In the UK we launch *Together* small groups after our events. In 2017, 80 people indicated interest in joining *Together* groups (32/36 in 2016/2015). We know that many registered group leaders have led several different groups. We continue to seek ways of encouraging and supporting new groups to start and to help them multiply.

We are encouraged to continue hear stories from UK and overseas of individuals coming to faith through *Together*.

Movement Builders

We have started to measure the number of people active in building the Agapé Family Life movement, designating them as 'Movement Builders'. This category comprises: *Together* Group leaders, Facilitators and 'Bright Lights'. At the end of 2017 there were 135 Movement Builders (115 at the end of 2016).

Pioneer Team

In 2016, separate to our other ministries, a Research & Development team was formed to pioneer a holistic approach to ministry which is summed up as making Christ known in everyday life to those in one's place; 'place' being wherever one works, studies, plays, socialises and lives. Rather than focusing on a specific audience or addressing a need, the focus is envisioning every Christian to see ministry as a 24/7 lifestyle.

In 2017, the team worked on developing models and resources to envision and equip ordinary Christians to make Jesus known where they are. A primary motivation for this approach is that the vast majority of people are uninterested in attending church and so remained unreached yet many have Christians present within their sphere of life.

Each member of the team has sought to model this vision by engaging with the people in their place. For most, that has been with neighbours, and has involved taking the initiative to befriend them, offer hospitality and seek ways to serve them in practical ways. In addition most of the team have got involved in local social projects, such as residential associations and service projects. In this context friendships are being built that eventually allow for conversations about Jesus.

A study booklet, *Good Neighbouring*, has been developed to resource the church. At present a trial edition has been printed and churches are being approached to trial the booklet. So far one church in London has

completed the study. The vicar was very positive about the booklet and intends to continue using it. Another church in London presently has two of their home groups going through the study.

Over 2017, the team continued to work on another training tool, the Telling Your Story course, which encourages and equips Christians to share the story of what God has done in their lives with those around them. One church in Birmingham has completed the Telling Your Story training, and has found it helpful.

2.3.4 Global

Agapé is committed to working in partnership with the global body of Christ being both senders of people and receivers of people in order to fulfil the Great Commission. We believe that sending is fundamental to making Christ-centred disciples. Currently, there are British staff serving long term in Africa, East Asia, Denmark, France, Germany, Ireland, Italy, the Middle East, Russia, and the USA. We are also blessed in the UK to have staff serving alongside us from Albania, Finland, Germany, Iran, Malaysia, New Zealand, the Philippines, South Africa, and the USA.

During 2017 short-term student projects went to Greece (Thessaloniki – in collaboration with Agapé's humanitarian aid partner, GAIIN), Malta, Portugal (Lisbon), and Russia (St Petersburg). 30 students and staff were involved in these projects.

As a national ministry we are also taking the lead in helping Agapé Europe establish cross cultural training for missionaries leaving their home countries to serve overseas. Last summer our staff directed the training for 20 staff from across Europe starting international assignments in 2017/2018.

Agapé Refugee Life

Agapé Refugee Life, formerly known as First Acts, is based in Birmingham, and is centred around introducing immigrants and asylum seekers to Jesus and helping them to discover the truth about him, through:

- *Sunday Services* – The Refugee Life team continue to hold weekly services designed to build up believers in their faith and also provide an open environment for non-believers to explore the Christian faith.
- *Further Afield Ministry* – The team and/or their key disciples travel regularly to other cities and countries to meet with a number of Farsi-speakers to read the Bible with them and encourage them in their faith/to challenge them about the truths of the Bible.
- *Weekly Gatherings* – A weekly Bible study particularly for new believers to ground them in their new faith continues to be held on Wednesdays in Birmingham.
- *Personal Coaching/Sharing* – This involves meeting people who have attended an event or expressed an interest in Christianity for one-to-one Bible study and spiritual conversation.

In 2017, the team went through a number of changes, with staff members transitioning to different roles within and without Agapé. The most significant change, however, happened in June, with the team choosing to change their name from First Acts to Agapé Refugee Life. This not only makes their link to other Agapé ministries more evident, it better reflects their goals and reality of their work, and has proved to be very helpful in building relationships with English-speaking churches already.

Over the year, the team saw 62 people make a decision to follow Christ. The team held a number of special events for Farsi-speakers with attendance between 100 and 150 people, as well as several fund development events in collaboration with churches.

Overseas Giving and Aid

Over 2017, **GAiN UK** (Global Aid Network) has continued to focus its work in responding to the needs of displaced and crisis-affected people within Europe and the Middle East. In partnership with Agapé Student Life and the personnel on the leadership team of Agapé, GAiN sent two teams to serve in the refugee camps in Greece to bring practical help and restore hope. A project team also returned for the third year running to serve with our local partners in Cluj-Napoca, Romania, reaching out to Roma children and teenagers to give them a vision for a better future. GAiN UK was able to mobilise youth groups, churches, businesses and volunteers to collect and pack 270 boxes of winter clothes and hygiene items to send to families living away from home in Northern Iraq and in emergency shelters on Lesbos. In addition to this, £21,000 has been donated for the continuing work of GAiN in Iraq, Syria and Haiti.

2.3.5 Operations, Communications and Human Resources

The Operations, Communications and Human Resources Teams (together referred to as the 'Capacity Team') serve the workers in the above field ministries. These teams provide the resources for our field workers, including finance, communications, fundraising, IT, conferencing and member care. The team help nurture and train workers alongside the leadership in each area.

During 2017, a new Operations Director was appointed and our Communications Director returned from maternity leave mid-year, leading to increased leadership capacity in the wider team. Significant progress was made in 2017 in readying our staff and processes for GDPR which will come into effect in May 2018. In particular, decisions were made to adopt several key new systems that will not only help our organisation to move toward GDPR compliance, but will also greatly improve our effectiveness and synergy across capacity areas, staff and field teams.

2.4 Plans

2.4.1 Students

In 2018, **Agapé Student Life** will continue to grow and develop our ministries in our six main cities - London, Birmingham, Oxford, Cambridge, Newcastle and Belfast. Our staff teams are looking to develop the movements at their main campuses and also seek to start new movements with students at other campuses in their cities or local areas. We are also starting to change our terminology to think of ourselves as regional teams rather than city teams. The vision is to encourage people to see other campuses in their region as part of their remit.

We are continuing to pioneer our first truly catalytic movement in Nottingham and hoping to use that as a launching pad to develop new movements nationally where we do not have staff. We have an Australian staff member who is experienced in catalytic ministry joining us over the coming year to be a consultant and a coach to our staff who are working catalytically.

Our vision to grow catalytic and student-led movements is building steam. We are aiming to have a basic website up and running by the start of the new academic year with resources and training for anyone seeking to launch Student Life on their campuses. These include our new Catalytic Packs launched last year.

Fund development was part of our agenda last year. Nationally though, our WIG (Wildly Important Goal) from August onwards has been to get 100% of staff to 100% of support – this has become a bigger priority than ministry fund development. This is something we are still aiming for and are working out ways to help those staff who are particularly struggling.

Our declining numbers are becoming a matter of concern for us as a ministry. Our current model of recruitment through personal invitation seems to not be fully addressing the issue. We are hoping to come up with new and creative ways to engage recent graduates with our vision. We started a Facebook page and did a Facebook live event this past year to envision people to missions. We have started attending more recruitment events with an eye to engaging people with the gospel. Our hope is to recruit 12 new staff/interns over the coming year.

Above all we will continue to make Jesus known to the students of our nation and the world throughout 2018.

2.4.2 Workplace

In 2018, **Agapé Work Life** will continue the development of *The Biscuit Trail*, and as the new team members get settled into their roles, will seek to develop the ministry further through establishing connections with churches and Christian professionals in London. In all things, Work Life will continue to invest in the lives of Christians in the workplace, equipping them to share their faith with their colleagues and to make Jesus known in the professional sphere throughout 2018.

2.4.3 Family and Community

Agapé Family Life will continue to support local families, couples and the activities of local churches, particularly with regard to relationship issues, discipleship and outreach in 2018. They will continue to prioritise the development of the national Family Life Network, focused on cities.

Other plans include:

People

Our priority is to continue to invest in our expanding team. We have good processes and will spend more time in training in 2018.

Each member of the Family Life team is expected to minister to couples, building disciples. In addition each team member carries specific organisational responsibilities.

Network

We will continue to grow the FamilyLife network through the annual *Vision & Equipping* event, ADT events and launch of new *Together* groups after every event. We will continue to work to establish regional teams.

Events

We will continue to deliver events such as *What is Love, Actually?* and *A Day Together*, building on the success of 2017. We currently have ten ADT events scheduled for 2018.

Toucan

Funds permitting, we will launch the *Toucan* 'Loving' module, and will continue to develop two more modules ('Money' and 'Growing'), which are in the planning stages. We will work with Christians Against Poverty (CAP) to develop the 'Money' module. £186K is required for the remaining two modules; at the time of writing, £31.2K has been pledged.

Small Group Ministry

It is our goal to plant new *Together* couples' groups as a result of each event and support and encourage multiplication of these. We are encouraged that *Together* is continuing to spread internationally.

Pioneer Team

In 2018, each team member will continue to engage with their local neighbours and seek creative ways to build relationships and initiate conversations around Jesus.

By mid-year after receiving feedback from churches who have completed the *Good Neighbouring* study, a final edit will be made of the *Good Neighbouring* booklet and the team will get it published. So far this resource has been promoted purely through informal relationships. However, once a final edition is ready for print, the team will hold discussions with other key leaders in Agapé on how to promote this resource more widely.

2.4.4 Global

We will continue to send workers internationally in response to new opportunities or areas of need.

A number of **Agapé Student Life** projects are planned for the spring and summer of 2018 to Malta, Portugal, Russia, and a GAIN-sponsored project to Lesbos in Greece. As we continue to trust the Lord for growth in our movements we will also look to diversify our projects in the coming years with opportunities in a new, more unreached, location.

The **Agapé Refugee Life** team in Birmingham will continue to work with immigrants and asylum seekers in these cities and also further afield. Several training conferences are scheduled alongside a number of seasonal events. We also plan to continue to strengthen relationships with British churches and are offering churches the opportunity to hear more about our work, and would like to recruit more Farsi-speakers to join the team. In 2018, focussed attention will be placed on individual staff financial support development to create a sustainable model for the future.

In 2018, **GAiN UK** will continue to develop practical ways to involve people in responding to humanitarian need around the world including, appeals for relief supplies, donations and sending project teams. A new area for development this year will be reclaiming unused materials from construction sites to be used in projects overseas. Sending teams of staff and volunteers to Greece and Romania throughout the year will be a key focus. In partnership with GAiN Germany, we will be profiling a new type of project, "Holiday with a Heart" in Latvia, designed to allow families to use their holiday to experience a new culture and help impact the life of a family living on the margins. As one of the eleven offices in the global network of GAiN, we will continue to build opportunities to increase our impact as we work together in our country locations.

2.4.5 Operations, Communications and Human Resources

As we look ahead to 2018, we look forward to continuing to the further integration of new systems (initiated in 2017). One area where we expect to see growth due to focused investment is the development of Agape's public profile. Our hope is that the combination of the strengthening of both profile and systems will undergird a push for greater fund development and staff recruitment in 2018/19 and beyond.

2.5 Financial Review

Agapé's financial management aims are to:-

1. Employ staff who raise funds for Agapé for the purposes of paying salaries, staff expenses for personal ministry and contribute to general funds.
2. Raise general funds to support the cost of Agapé's operational expenses, including a high class training and personal welfare programme.
3. Raise funds through specific appeals to support Agapé's outreach activities.
4. Raise funds to support evangelistic activities overseas which are managed by overseas Agapé organisations.

Agapé's financial model relies on a 12.5% deduction on all funds raised in the UK by staff and specific appeals. 9.5% is used to fund the operating costs of the ministry and 3% is tithed to be used for activities of overseas Agapé organisations. The amounts raised are affected by the number of staff employed who raise their own funds.

The overall financial performance in 2017 is as follows:-

Funds raised by staff were £2.509m as compared to £2.275m in 2016, an increase of £234k.

All staff salaries including key management personnel are set according to pre-defined criteria. These are laid out in detail in note 8. No staff received emoluments in excess of £60k during the year.

Staff funds have increased year on year by £50k to £585k (note 19 to the accounts). This demonstrates existing staff have continued to grow the balances in their staff accounts and new staff were recruited during the year to replace staff who had left. The negative balances on a number of overseas staff accounts, representing monies due to Agapé, have been moved into the current assets section of the balance sheet.

In 2010 Agapé sold a leasehold property in London. The plan to purchase a property in the centre of Birmingham as the National Training and Resource Centre was achieved in November 2012. The relocation took place in April 2013 and £208k was spent during the year on bringing the property into use. £185k of this was capitalized under FRS15. During 2014 Agapé spent £10k on roofing repairs and made a final payment of £5k to the decorating company. These costs were also capitalized. No additional monies were spent on the building during 2015, 2016 or 2017, which continues to be a wonderful resource for the ministry.

The building (and associated costs) continue to be depreciated at a rate of 2% per annum,

Designated funds (excluding staff and funds for property purchase) are at £225k (2016: £122k), with various ministries activities taken place in the year.

Grants to overseas Campus Crusade activities totalled £18k (2016: £19.5k). This is funded directly by donations given for these purposes. In addition £73k was raised from the 3% tithe (£85k in 2016). This is used to support and grow Agapé ministries across Europe.

Bank balances at December 2017 were £819k as compared to £748k at December 2016. This is a further indication of Agapé's continued strong financial performance during the year.

2.5.1 The Trustees' Reserve Policy

The Trustees are aware that the main financial issues in 2017 are:-

1. The continued operation of our new national headquarters.
2. The funding of central running costs for which 85% is budgeted to be funded through the 9.5% levy on funds raised by staff. This is budgeted as a broadly breakeven situation.
3. The progress of a current initiative to develop new sources of funding for outreach activities.

The existing reserves policy is to have 6 months reserves to cover operating costs which are not directly funded from income. The budgeted costs for 2018 are around £343k and this gives a target of £171.5k.

At December 2017 reserves making up the target were £209k for general funds.

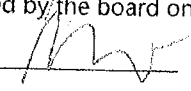
Based on the budget projections for 2018 the Trustees are content that the financial target arising from the Reserves Policy will be met at all times during 2018. However the Trustees are aware that in the present general economic situation there is a risk that existing regular donors may reduce or cease their giving and that expectations of funds from new sources/donors may not be achieved as budgeted. Should this happen to a significant extent then the headroom existing at December 2017 between actual and target reserves would be eroded.

In the longer term, Agapé intends to increase the focus on encouraging, supporting and equipping staff to reach 100% of their support goal. This will lead to an increase in donation income into the ministry and an increase in General funds as a result. The Executive leadership team are also increasing the focus on exploring other avenues of fund development.

2.5.2 Auditors

Mazars LLP served as auditors throughout the period. A resolution to re-appoint Mazars LLP auditors will be proposed at the forthcoming annual general meeting.

Approved by the board on: 26/4/2015

By: 

Gary Palmer (Chair)
167 Newhall Street
Birmingham
B3 1SW

3 Independent auditor's report to the members of Agapé Ministries Limited

Opinion

We have audited the financial statements of Agapé Ministries Limited (the 'charity') for the year ended 31 December 2017 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and 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 FRS 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 charity's affairs as at 31 December 2017 and of its 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, the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

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

Use of the audit report

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees' have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in 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 and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specific by law are not made; or
- we have not received all the information and explanations we require for our audit.
- the trustees were not entitled to take advantage of the small companies' exemption in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 7, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the 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 financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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.

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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



Ian Holder (Senior Statutory Auditor)

for and on behalf of Mazars LLP Statutory Auditor

45 Church Street

Birmingham B3 2RT



4 Financial Review

4.1 Statement of Financial Activities for 12 months ended 31 December 2017 (Incorporating an income and expenditure account)

	Further Details	Unrestricted Funds £	Restricted Funds £	Total 2017 £	Unrestricted Funds £	Restricted Funds £	Total 2016 £
Income and endowments from:							
Donations and Legacies		2,710,607	24,934	2,735,541	2,520,108	39,197	2,559,305
Charitable Activities		37,937	-	37,937	40,058	-	40,058
Other Trading Activities		14,446	-	14,446	17,601	-	17,601
Investments		1,609	-	1,609	5,381	-	5,381
Other Trading Activities		-	-	-	-	-	-
Total	2	2,764,599	24,934	2,789,533	2,583,148	39,197	2,622,345
Expenditure on:							
Raising funds	3	72,558	11,944	84,502	88,407	11,240	99,647
Charitable activities	5	2,493,575	18,803	2,512,560	2,464,349	21,945	2,486,294
Other		6,817	6,449	13,266	6,817	6,449	13,266
Total		2,573,132	37,196	2,610,328	2,599,573	39,634	2,599,207
Net gains/(losses) on investments	12	3,482	-	3,482	5,305	-	5,305
Net income/(expenditure)		194,949	(12,262)	182,687	28,880	(437)	28,443
Transfers between funds	19	(6,002)	6,002	-	-	-	-
Net movement in funds		188,947	(6,260)	182,687	28,880	(437)	28,443
Fund balances brought forward at beginning of year		1,119,485	360,149	1,479,634	1,090,605	360,586	1,451,191
Fund balances carried forward at end of year		1,308,432	353,889	1,662,321	1,119,485	360,149	1,479,634

- All of the above results are derived from continuing activities.
- All recognised gains or losses are included in the Statement of Financial Activities.
- The notes on pages 27 to 44 form part of these financial statements
- The surplus for Companies Act Purposes was £179,205 (2016 £23,138)

4.2 Balance Sheet

	Notes	December 2017 £	December 2016 £
FIXED ASSETS			
Intangible assets	10	102,306	0
Tangible assets	11	<u>659,710</u>	<u>674,825</u>
		762,016	674,825
CURRENT ASSETS			
Investments	12	62,524	59,042
Stocks	13	11,513	15,852
Debtors	14	109,614	119,311
Cash at bank and in hand		<u>819,095</u>	<u>747,986</u>
		1,002,746	942,192
CREDITORS - AMOUNTS FALLING DUE WITHIN ONE YEAR	15	(102,441)	(134,879)
NET CURRENT ASSETS		900,305	807,313
CREDITORS - AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	16	0	(2,504)
NET ASSETS		<u>1,662,321</u>	<u>1,479,633</u>
Unrestricted funds	19	1,308,434	1,119,484
Restricted funds	20	<u>353,887</u>	<u>360,149</u>
		1,662,321	1,479,633

Approved and authorised for
issue by the Board on:

26/4/2018

G. PALMER
LISBET DIERS

(signature)

(name)

Members of the Council

(signature)

of management

(name)

4.1 Statement of Cash Flows

	2017 funds £	2016 funds £	Note
Cash flows from operating activities:	193,166	144,982	20
Cash flows from investing activities:			
Purchase of property, plant and equipment	(3,292)	(2,025)	
Change in cash and cash equivalents in the reporting period	189,874	142,957	
Cash and cash equivalents at the beginning of the reporting period	747,986	608,578	21
Change in cash and cash equivalents due to exchange rate movements	(118,765)	(3,549)	
Cash and cash equivalents at the end of the reporting period	819,095	747,986	21

4.1 Notes to financial statements

1. Accounting Policies

Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Agape Ministries meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Preparation of the accounts on a going concern basis

The company reported a cash inflow of £189,874 for the year.

The Trustees have prepared detailed financial performance projections for the ensuing year. Those projections are reviewed and revised at the end of each reporting period within the company's financial year. On the basis of those projections the Trustees have satisfied themselves, as far as they are reasonably able and unforeseen events aside, that the company is in a position whereby it may adopt a going concern basis of accounting in preparing the annual financial statements.

Company status

The company is a company limited by guarantee. The Directors of the company are the Trustees named in the "Reference and Administrative Details". In the event of the company being wound up, the liabilities in respect of the guarantee is limited to £1 per member of the company.

Use of estimates and judgements

When preparing the financial statements, management makes a number of judgements, estimates and assumptions about the recognition and measurement of assets, liabilities, income and expenses. The estimate that has the most significant effect relates to fixed assets.

Determining residual values and useful economic lives of fixed assets

The Company depreciates tangible fixed assets over their estimated useful lives. The estimation of the useful lives of assets is based on historic performance as well as expectations about future use and therefore requires estimates and assumptions to be applied by management. The actual lives of these assets can vary depending on a variety of factors, including the property market and maintenance programme.

Incoming resources

The income and result for the year are attributable to the principal activities as set out in the report of the Council of Management. The majority of the income is derived from the UK; however, some is received via Agapé Europe and via Campus Crusade for Christ International and is mainly for support of staff.

Donations include all amounts receivable by the company in respect of donations to support field workers and for other purposes.

Income includes the amounts invoiced, excluding recoverable value added tax, in respect of the sale of literature and the sale and hire of videos, tapes and films. It also includes conference income, project income, and donations.

Resources expended

In the presentation of these accounts, expenditure against each activity includes staff expenses of self-funding staff and an allocation of support costs, see note 3 below.

The cost of generating funds is the direct cost of stationery and postage for appeal letters and an overhead charge on the gross income raised.

The basis for allocation of support costs to activities has been pro rata to the total income and expenses of each activity, excepting those which are restricted funds, where overseas appeals are charged a fixed percentage on gross income (see paragraph above).

The policy on grants to activities of overseas Agapé organisations is not to enter into commitments to provide funding which has not yet been raised, by more than £10k for any one commitment.

Governance costs

These include the cost of professional advice, audit costs, COM meeting costs, staff costs to produce the annual accounts and reports to COM, together with an allocation support costs.

Fixed Assets

Items of a capital nature, purchased from Agapé General Funds and costing over £500 are capitalised as fixed assets at cost. Depreciation is provided at rates calculated to write off the cost, less estimated residual value, of each asset on a straight-line basis over its expected useful life as follows:

Freehold land	0%	per annum
Freehold property	2%	per annum
Computer equipment	33 1/3%	per annum
Office equipment	33 1/3%	per annum
Motor vehicle	33 1/3%	per annum

Intangible Fixed Assets

Intangible assets are assets that are identifiable and possess all of the following characteristics: lack of physical substance, nonfinancial nature (not in monetary form like cash or investment securities) and initial useful life extending beyond a single reporting period. Intangible assets are amortised over three years. 50% of each year's development costs are amortised within that year.

Operating leases

Rentals payable under operating leases are charged on a straight-line basis over the term of the lease.

Finance leases

Assets held under finance leases and the related lease obligations are included at the fair value of the leased assets at the inception of the lease. Depreciation on leased assets is calculated to write off this amount on a straight line basis over the shorter of the lease term and the useful life of the asset. Rentals payable are apportioned between the finance charge and a reduction of the outstanding obligation for

future amounts payable so that the charge for each period is a constant percentage of the remaining balance of the capital sum outstanding.

Stocks and work in progress

Stocks and work in progress are stated at lower of cost and net realisable value.

Tax refunds on gift aid income

Credit is taken in the Statement of Financial Activities for tax refunds receivable in the current accounting period.

Financial Instruments

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

Investments

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

Grants

Grants during 2017 were made solely to overseas Agapé/Campus Crusade for Christ activities.

3% of all donations received by Agapé UK in the year are "tithed" by way of a grant during the year following that in which they were received. These "tithes" are used to support Agape/Campus operations in countries where the need is greatest and where raising funds locally is exceptionally challenging.

Any donations received in the UK for Agapé/Campus Crusade workers based overseas are passed on, by way of an in-year grant, to the ministry in that country for use by the designated staff member.

Designated funds

The nature and purpose of such funds are as follows:

Staff: Monies received that are applied to support self-funded workers expenses

Student Ministry: Donations designated for activities intended to further the Christian discipleship of students and other young people.

Non-Campus Ministry: Donations designated for activities intended to further the Christian discipleship in the UK, including working with churches, within the workplace, and Muslims.

International Ministry: Donations designated for teams working to further the Christian discipleship in countries other than the UK.

International Mission Projects: Donations designated for short term projects (less than a month) to take students to other parts of the world to further Christian discipleship.

Restricted funds

These include proceeds from the sale of a leasehold property and specific appeals for international development projects which are managed by overseas sister Agapé organisations where the balance represents funds not yet utilised.

2. Incoming Resources

	2017	2016
	£	£
UK	2,119,141	2,098,958
Europe	76,078	84,005
USA & others	594,314	439,383
Total	2,789,533	2,622,345

3. Expenditure on Raising Funds

	Staff salaries & expenses £	Other direct costs £	Allocation of support costs £	Total 2017 (Unrestricted) £	Total 2017 (Restricted) £
Communication with donors	58,956	-	13,602	72,558	-
Overseas appeals (unrestricted)	-	-	-	-	-
Local appeals (unrestricted)	-	-	-	-	-
Overseas appeals (restricted)	-	11,944	-	-	11,944
	58,959	11,944	13,602	72,558	11,944

4. Expenditure on Charitable Activities

	Staff salaries & expenses	Other direct costs	Allocation of support costs	Total 2017 (Unrestricted)	Total 2017 (Restricted)
Student Ministry	806,492	17,256	195,809	1,019,557	-
Family & Community Ministry	303,371	97,485	115,916	516,772	-
Workplace Ministry	139,082	20,208	56,068	215,358	-
International Ministry	462,198	10,846	123,885	596,929	-
International Mission Projects	-	23,999	19,923	43,922	-
Sales activity	-	17,372	11,147	28,519	-
Grants to overseas activities	-	90,758	-	72,700	18,058
Overseas appeals (restricted)	-	-	745	-	745
TOTAL	1,711,143	277,924	523,493	2,493,757	18,803

Total Grants made during the year to Overseas Campus Crusade for Christ Activities: £90,758

5. Analysis of Support Costs

	2017 £	2016 £
Staff costs and ministry expenses for self-funded workers	392,771	345,808
Payroll costs for other workers	94,304	85,408
Training costs	14,605	9,491
Travel	16,938	22,652
IT support procured externally	(39,712)	11,788
Office operation costs	16,607	57,363
Office rent, rates and service charges	19,274	15,312
Bank and other financial transaction costs	(15,286)	7,620
VAT not recoverable	9,044	9,451
Company insurance	5,445	4,613
Depreciation of equipment	23,104	16,689
Total support costs	537,094	586,194

6. Net Incoming Resources for the Year

	2017	2016
	£	£
The surplus is stated after charging:		
Staff costs (note 8)	1,893,382	1,784,889
Depreciation of tangible fixed assets	34,868	28,453
Hire of equipment - operation leases	2,475	4,626
Rent and Service Charges	8,863	5,074
Auditors remuneration - for audit	8,500	8,500

7. Council of Management

No council members received any remuneration from the company in the year to 31st December 2017.
No council member received any reimbursement for expenditure incurred for their responsibilities with the charity.

8. Staff Costs

	Salaries from designated funds		Salaries from general funds		Total	
	2017 £	2016 £	2017 £	2016 £	2017 £	2016 £
Salaries	1,629,221	1,563,783	90,319	83,760	1,719,541	1,647,542
Social Security Costs	149,225	119,021	7,143	3,421	156,368	122,442
Employer Pension Contributions	16,594	13,967	880	937	17,473	14,904
	1,795,040	1,696,771	98,342	88,118	1,893,382	1,784,889

	2017 Number	2016 Number
SUPPORTED AGAPÉ WORKERS		
Management	9	5
Administration	13	14
Field	43	40
Overseas	19	17
	84	76
SALARIED FROM GENERAL FUNDS		
Administration	5	4
	89	80
Foreign workers in UK	16	21
	105	101

No termination payments were made during the course of the year. No employee received emoluments in excess of £60k in any 12 months during this time. Agape's 'Key Management Personnel' are comprised of the UK Executive Leadership Team (8 members) and 1 UK Personnel who serves in a European Leadership Role. Total salaries included in the financial reports as paid to Key Management Personnel during 2017 equal £271,612 compared to £132,797 during 2016.

Salary Level

The following principles are observed in setting the salary scale of all staff including key management personnel:

- Salary level is based on the deliberate choice of lifestyle that best enhances the ministry's goals. This will normally entail sacrifice from what staff would otherwise earn.
- Salary level should be adequate so that our staff members can minister without constant distractions due to lack of money.
- Salary should take into account how staff members' lifestyle should appear to the people to whom they minister. A person's lifestyle should not interfere with his or her ministry. Certain variations may be needed within the salary scale depending on where staff members are required to live, to whom they are required to minister, etc.
- Salary should take into account how the lifestyle of staff members will be viewed by the local Christian community and other people. Our staff members' lifestyle should not cause their Christian brothers to stumble.

There is not to be any variation of salary due to position within the organisation.

Supported staff of Agapé in the United Kingdom are paid a monthly salary. They can fix their own salary level between set limits and subject to their team leaders' approval. The higher limit or "cap" is set to reflect to some extent each person's needs, taking into account where they live, age, marital status and number and ages of children. The lower limit is half of the cap but only where this is greater than the National Living Wage. The salary taken by staff members will cover all their personal expenses, in the normal way, such as accommodation, water rates, Council Tax, children's education and car expenses.

Staff are encouraged not to cover their normal reimbursable ministry expenses through taking higher salary as this is taxable income and increases the amount of support required.

The salary scale is reviewed annually in the light of changes in the cost of living, and is adjusted by the prevailing RPI (Retail Price Index). A new scale takes effect from 1st September of each year.

9. Taxation

The company is a registered charity (number 258421) and was not liable to corporation tax in the year to 31 December 2017 or in 2016.

10. Intangible Fixed Assets

	Toucan App	Total
	£	£
COST		
At 1st January 2017	-	-
Additions	118,767	118,767
Disposals	-	-
	<hr/>	<hr/>
At 31st December 2017	118,767	118,767
ACCUMULATED DEPRECIATION		
At 1st January 2017	-	-
Charge for the year	16,461	16,461
Disposals	-	-
	<hr/>	<hr/>
At 31st December 2017	16,461	16,461
NET BOOK VALUES		
At 31st December 2017	<hr/> 102,306	<hr/> 102,306
At 31st December 2016	<hr/> -	<hr/> -
Depreciation rates	33.33%	

11. Tangible Fixed Assets

	Freehold Land	Freehold Property	Fixtures fittings & equipment	Total
	£	£	£	£
COST				
At 1st January 2017	125,000	588,220	133,509	846,729
Additions	-	-	3,292	3,292
Disposals				-
At 31st December 2017	125,000	588,220	136,801	850,021
ACCUMULATED DEPRECIATION				
At 1st January 2017	-	47,281	124,624	171,905
Charge for the year	-	11,764	6,642	18,407
Disposals	-	-	-	-
At 31st December 2017	-	59,045	131,267	190,312
NET BOOK VALUES				
At 31st December 2017	125,000	529,175	5,534	659,710
At 31st December 2016	125,000	540,939	8,885	674,825
Depreciation rates	0.00%	2.00%	33.33%	

Of the total above, assets equivalent to £0 were held under a finance lease

12. Current Asset Investments

	2017
	£
Market value at 31 st December 2016	59,042
Gains on disposal	0
Realised loss	0
Unrealised gain	3,482
	<hr/>
Net gains/(Losses) for year	3,482
	<hr/>
Market value at 31st December 2017	<u><u>62,524</u></u>

These investments are being managed by an investment management company and at the end of 2017 no decision had been taken regarding the sale of these investments.

13. Stock

	2017	2016
	£	£
Goods for resale	<u>11,513</u>	<u>15,852</u>

14. Debtors

	2017	2016
	£	£
DUE WITHIN ONE YEAR		
Trade debtors	8,288	4,038
Tax due as Gift Aid	27,195	24,206
Other Debtors	22,559	37,518
Other Campus Crusade Debtors	6,011	7,729
Prepayments	9,724	21,195
Accrued income	35,837	24,625
TOTAL DEBTORS	109,614	119,311

15. Creditors

	2017	2016
	£	£
DUE WITHIN ONE YEAR		
Trade creditors	10,816	24,168
Other taxation and Social Security costs	37,112	43,924
Pensions	6,049	0
Accruals	8,287	11,386
Deferred income	0	15,045
Other Campus Crusade Creditors	37,672	37,852
Lease Creditors	2,504	2,504
TOTAL CREDITORS	102,441	134,879

16. Long Term Creditors

	2017	2016
	£	£
DUE AFTER MORE THAN ONE YEAR		
Lease Agreement	0	2,504
	0	2,504

17. Contingent Liabilities

There are none to report in 2017.

18. Analysis of Funds

	Unrestricted funds			
	General funds £	Designated funds £	Restricted funds £	Total £
Balances at 1 st January 2017	172,061	947,424	360,149	1,479,634
Surplus for the year	38,139	156,811	(12,263)	182,687
Transfers	(1,336)	(4,665)	6,001	0
Balances at 31st December 2017	208,864	1,099,570	353,887	1,662,321

19. Unrestricted Funds

	General Funds	Designated Staff	Designated Student	Designated Non Campus	Designated Matched Fund	Designated European Fund	Designated International Mission Projects	Designated Funds for new premises	Designated Funds for Equipment	Designated Funds for Toucan	Designated Total	Unrestricted Total
	£	£	£	£	£	£	£	£	£	£	£	£
Balance at 01/01/2017	172,061	530,524	13,195	83,875	6,063	7,184	11,475	295,108	0	0	947,424	1,119,485
Net Incoming resources	34,657	69,601	5,245	(12,479)	(4,083)	(491)	(1,222)	(5,316)	3,250	102,306	156,811	191,468
Unrealised gains on Investments	3,482										0	3,482
Transfers	(1,336)	(15,178)		17,202		(6,690)					(4,666)	(6,002)
Balance at 31/12/2017	208,864	584,947	18,440	88,599	1,980	3	10,253	289,792	3,250	102,306	1,099,570	1,308,432

20. Restricted Funds

	Property Fund	Funds raised for international development projects	Total
	£	£	£
Balance at 1st January 2017	343,741	16,408	360,149
INCOMING RESOURCES			
Voluntary income	-	24,934	24,934
RESOURCES EXPENDED			
Cost of generating funds	-	(12,690)	(12,690)
Charitable activities			
Grants activities of overseas Agape organisations	-	(18,058)	(18,058)
Other resources expended			
Depreciation	(6,449)	-	(6,449)
Transfers	-	6,001	6,001
Movement during the year	(6,449)	187	(6,262)
Balance at 31st December 2017	337,292	16,595	353,887

21. Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2017 £	2016 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	182,686	28,443
Adjustments for:		
Depreciation charges	34,868	28,453
(Gains)/losses on investments	(3,482)	(5,305)
Loss/(profit) on the sale of fixed assets		
(increase)/decrease in stocks	4,339	(2,420)
(increase)/decrease in debtors	9,697	78,061
increase/(decrease) in creditors	(34,942)	17,750
Net cash provided by (used in) operating activities	193,166	144,982

22. Analysis of cash and cash equivalents

	2017 £	2016 £
Cash in hand	127	125
Notice deposits (less than 3 months)	818,965	747,861
Total cash and cash equivalents	819,092	747,986

23. Other Financial Commitments

	Land & Buildings		Other	
	2017 £	2016 £	2017 £	2016 £
Amounts payable on leases which expire:				
Within one year	-	-	1,076	1,076
Within two to five years	-	-	807	1,883
	-	-	1,883	2,959

24. Analysis of Net Assets between funds

	Unrestricted funds			Total
	General funds	Designated funds	Restricted funds	
	£	£	£	£
Fund balances at 31 December 2017 are represented by:				
Fixed assets	107,840	316,884	337,292	762,016
Other current assets	101,022	782,685	16,595	900,302
Balance at 31st December 2017.	208,862	1,099,569	353,887	1,662,318

25. Related Party Transactions

There were no related party transactions during 2017.



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Agapé is a registered charity in England and Wales (258421) and in Scotland (SC042332)