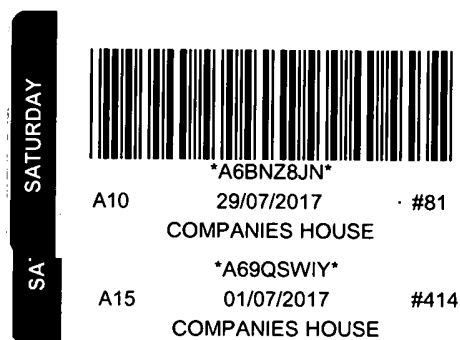


# Agapé Ministries Ltd

*Report and Financial Statements  
For the 12 Months Ended 31 December 2016*



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

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# 1 Reference and Administrative Details

<i>Status</i>	The organisation, established in 1969, is a charitable company limited by guarantee, incorporated on 7 <sup>th</sup> March 1969. Agapé is a registered charity in England and Wales, and in Scotland.	
<i>Company Number</i>	949989	
<i>Charity Number</i>	258421 (England and Wales) SC042332 (Scotland)	
<i>Registered office and operational address</i>	167 Newhall Street Birmingham B3 1SW	
<i>Chair</i>	Mr Gary Palmer	
<i>Other trustees</i>	Rev Richard Boothroyd Mrs Sally Taylor Mrs Lisbet Diers	Mr Ian Johnson Mr Javier Garcia (ex officio)
<i>National Director</i>	Mrs Lesley Cheesman	
<i>Company Secretary</i>	Ms Amy Bailey	
<i>Bankers</i>	Barclays Bank PLC Colmore Row PO Box 34 BIRMINGHAM B3 2BY	
<i>Solicitors</i>	Anthony Collins Solicitors LLP 134 Edmund Street Birmingham B3 2ES	
<i>Auditor</i>	Mazars LLP 45 Church Street Birmingham B3 2RT	

## 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 Ltd ("the charity" or "Agapé") for the twelve months ending 31 December 2016.

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 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).

### 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 seven 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 2016 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 principle risks have been put into four categories:

- 1) Legal Risks - Risks that Agapé fails to fulfil its' legal obligations as a Limited Liability Company and a Registered Charity with both the Charity Commission of England and Wales and the Office of the Scottish Charity Regulator.
- 2) Financial Risks – The usual financial risks facing any charitable organisation, such as cash flow, excess of expenditure over income, fraud, erosion of Unrestricted General Reserves etc.
- 3) Web/IT/Technical – Includes loss of/damage to hardware, loss of data, data breaches, external attacks etc.
- 4) Staff – Becoming overly reliant upon certain individuals, ensuring the charity has good succession plans, personal integrity affecting the integrity/reputation of the charity, external attacks etc.

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 fulfillment 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. International*

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. **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 2016, Agapé Student Life hosted our annual national student conference, *Fireseeds*, in Birmingham, seeing students from every city in which we have a movement attending and engaging in outreach at Universities in Birmingham, as well as being equipped and envisioned together to share the gospel on their home campuses.

Our *Women Speak Out* campaign returned to Oxford and Newcastle, and for the first time ever also ran in Nottingham. This saw hundreds of female students coming through this campaign and engaging with Agapé Student Life. Our teams also saw students continuing to engage through small group follow-up designed for girls to explore different areas of life that affect them during their time at university – whilst at the same time looking at what Jesus has to say about those things.

During the summer term Agapé Student Life London hosted a project team from the US. They spent a month sharing their faith with almost 200 people, connected the London team with several students who want to continue to explore more about Jesus, and even saw one person become a believer.

Agapé Student Life Birmingham held their annual PETE (Post Exams Training in Evangelism) week in partnership with 7 other Christian groups and local churches in the city. Together they trained approximately 50 students in how to live and tell the gospel as well as helping many students actively and practically engage in evangelism on campus for the first time. There were also some students who wanted to meet again in the new academic year.

In 2016, we said goodbye to a number of Agapé Student Life staff, including our National Campus Director. We also welcomed to the UK a staff member who has worked with our sister organisations in the USA and Italy, to take on the role of Assistant National Campus Director. She has joined the SLELT (Student Life Executive Leadership Team), and has begun leading the area of staff care and development for Agapé Student Life staff across the UK.

We also used our Govenber campaign in November as a platform to engage students and to encourage Christian students to be thinking about God's love for the world. Teams used Govenber in different ways across the UK: the Belfast team of American STINTers hosted 85+ students to a Thanksgiving meal and got to engage with many non-Christian students; the Birmingham team took a group of students to join with

Agapé Student Life Dublin to engage in evangelism in another culture for a long weekend vision trip; and the Oxford team took students on a vision trip to Russia over Christmas.

In 2016, we saw 1343 new gospel conversations initiated, and 11 students giving their life to Christ.

### 2.3.2 Workplace

**Agapé WorkLife** had two phases in 2016: the first was personal discipleship, whilst the second focused on product development.

Discipleship functioned at two levels: large groups, and small groups or teams. In the first half of the year, WorkLife held two evening events in London. There were 30 participants at each event. Each had dinner, worship and finally mutual encouragement through sharing experiences of faith in the workplace, focused around one of the twelve topics in *The Biscuit Trail*. Though these young professionals had little time to give, each gave up three or more hours on a weeknight!

The second discipleship component was a small group or team system. The members of these three teams (Waterloo, Croydon and Bethnal Green) were generally more committed and would meet every two weeks. While many of the elements were similar to the large group, the treatment was more intense and required a higher level of commitment.

The second half of the year was focused on the development of *The Biscuit Trail*. *The Biscuit Trail* was designed by members of WorkLife who believed (and continue to believe) that faith has a place in the workplace – that one can live and share one's faith for a lifetime in any context... including the workplace. *The Biscuit Trail* focuses on "the sharing side" of the equation and has twelve steps a person can take to share his or her faith with a colleague or friend. It is a "baby step" approach, making the communication of one's faith to others achievable for everyone.

Each of the twelve topics is displayed on a card and has three instructional elements – a working definition, strategy ideas and a story of how this element has actually been lived in London. Since the first release, WorkLife has produced a face-to-face training package, an on-line training video and is in discussion about turning *The Biscuit Trail* into an app for smartphones. It has been well received all over the UK.

As Agapé is part of an international network and organisation, good ideas spread rapidly. Since its inception, *The Biscuit Trail* has been translated and used in several countries in Africa, East Asia, New Zealand, Singapore and the USA. Owing to its popularity, a "Biscuit Trail template package" has been developed to enable quick translation and production.

### 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 2016 we partnered with a number of hosts to offer seven *A Day Together* (ADT) couples' seminars in six cities / towns across the country:

- London (All Souls)
- London (Walthamstow)
- Birmingham (Christian Life Centre)
- Eindhoven
- Cambridge
- Newcastle
- Gerrards Cross

In total 340 people attended ADT in the UK (242/262/236/156 in 2015/2014/2013/2012). 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 2016 we presented three *What is Love Actually?* (WILA) evenings, in Birmingham (80 attendees), Cambridge (30), and Gerrards Cross (127). 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 237 people attended WILA in 2016 (70/50/218/70 in 2015/2014/2013/2012).

### *Other events*

*V&E 2016:* Our annual *Vision & Equipping* event (V&E) has the objective of building and supporting our volunteer network. We opened up the event to Agapé Family Life friends from Agapé Western Europe and 93 people attended the event in January (from Cyprus, Germany, Ireland, Malta, the Netherlands, Portugal, Spain, and the UK). The theme was 'Go - Equipping you for local mission' and included a particularly helpful workshop 'Engage with your frontline' which was delivered by John and Kate Arkell. Feedback revealed what God had been doing over the weekend, which was envisioning and equipping people to take tangible steps to serve and reach their communities, all over Europe. It seems that the V&E weekends are multiplying, as both Family Life Germany and Family Life Switzerland have held their first events!

*Facilitator Training:* In 2016 we trained four UK couples, including a couple from the First Acts team, in facilitating *A Day Together*.

*Resourcing Agapé Europe's staff:* Faith based organisations are often poor at resolving internal conflict. During 2016, we delivered two half-day seminars on 'Resolving Conflict in Teams' to 19 staff from the UK and the entire Dutch staff (100 attendees).

In total 843 people attended Agapé Family Life events in 2016. (669/683/548/444 in 2015/2014/2013/2012). At the end of 2016, 4,353 people had attended Agapé Family Life events (since 2003).

*Evangelistic effectiveness*

Seventeen people expressed an interest in finding out more about the Christian faith as a result of Agapé Family Life events in 2016 (compared with 5/6/4/4 in 2015/2014/2013/2012). We passed details on to the local churches for follow-up.

*Network*

V&E: Our annual Vision & Equipping event (V&E) has the objective of building and supporting our volunteer network. We are pleased that the network in the Midlands and North East is beginning to get established and it continues to grow in London.

A new staff member based in Manchester joined the Agapé Family Life team in 2016, who will be responsible for coordinating Agapé Family Life activities in the North West.

*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 German, Spanish, Portuguese, Dutch and Greek.

In the UK we launch *Together* small groups after our events. The number of known and registered *Together* group leaders grows slowly but steadily (69 leaders as at the end of 2016; 63/61/56/48 in 2015/2014/2013/2012). Groups consist typically of a lead couple and four others. 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 2016 there were 115 Movement Builders.

*Other ministry news*

We recruited two volunteers to join the Agapé Family Life HQ team on a part-time basis, helping with event organisation and finance administration.

We have continued work on *Toucan*, a smartphone app which allows couples to experience some of the content of *A Day Together* at their own convenience. We ran a beta version of *Toucan* with couples from within our network, which has proven to be effective in preparing the app for general release in 2017.

In 2016 12,750 unique visitors visited the three Agapé Family Life web sites ([familylifeuk.org](http://familylifeuk.org), [adaytogether.org](http://adaytogether.org), [togetherinmarriage.org](http://togetherinmarriage.org)).

**Pioneer Team**

During the year, separate to our other ministries, a team was formed to pioneer a holistic approach to ministry which is summed up as making Christ known in everyday life to those in your place; 'place' being wherever you work, study, play, socialise 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.

The drive for this comes from the ever-growing numbers of unchurched people and of those who claim to be non-religious, people who are not being engaged by traditional approaches to evangelism. Many of these same people have in their presence a Christian who could, if properly envisioned and equipped, be a witness to them for Jesus. These Christians are a greatly under-utilised resource within the church to reach the lost.

The aim is to release Christians from a programmed, event-oriented and verbal-based approach to ministry to embracing ministry as a way of life in which Christ is made known through both acts of radical love and appropriately chosen words in their everyday relationships.

Team members have been seeking to model and gain experience in this approach to ministry by engaging with people in their own place. This has taken the form of neighbours, community groups and social action outreaches. The intent is to befriend those in their place and in the context of the friendship demonstrate radical love and share the gospel in ways that relate to their lives.

The team has been developing a study resource for Christians called "Good Neighbouring: Living the Story of God in Your Place". The goal is to have a resource for church leaders to envision and equip their members. A trial addition of the booklet has been produced and used by one team member with their home group.

### **First Acts**

The First Acts ministry is based in Birmingham, and is centred around introducing immigrants and asylum seekers to Jesus and helping them to discover the truth about him.

- *Sunday Services* – The First Acts team continue to hold weekly services designed to build up believers in their faith but 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 2016, the team saw 232 people make a decision to follow Christ. The team held eight special events with attendance between 100 and 150 people, as well as several fund development events in collaboration with churches.

## **2.3.4 International**

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, Southeast Asia, Austria, 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, Canada, Finland, Germany, Iran, Ireland, Malaysia, New Zealand, the Philippines, South Africa, and the USA.



During 2016 short-term student projects went to Russia (St Petersburg) twice, Portugal (Lisbon), Malta and Romania (Cluj) (the latter in collaboration with Agapé's humanitarian partner GAIN – the Global Aid Network). 49 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 18 staff from across Europe starting international assignments in 2016/2017.

### **Overseas Giving and Aid**

Through 2016, **GAIN** (Global Aid Network) has continued to build its work and partnership with the wider Agapé movement in responding to the needs of the marginalised and crisis affected people around the world. As the numbers of refugees arriving in Europe from countries of conflict, staff and volunteers from GAIN UK were part of teams working in Greece to help bring a practical expression of hope through clothes and food distributions, along with members of the First Acts team.

Together with Agapé Student Life, a team of students and staff also returned to continue working with our local partners in Cluj-Napoca Romania reaching out to Roma children and teenagers so they can see a better future. One student from Cambridge subsequently gave her life to Christ following her experience of God in Cluj. GAIN UK was able to mobilise youth groups, churches, businesses and volunteers to collect and pack 740 boxes of winter clothes and hygiene items to send to families living away from home in Northern Iraq. 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 2016, a search was made for a new Operations Director as this position remained vacant, and our Communications Director went on maternity leave in the summer. During this period the responsibilities of these roles was shared amongst other members of the Capacity Team leadership group. A Fund Development Director joined us in 2016 and has started to identify areas for improvement to help our longer term fund development strategy. Progress was made through the year in reviewing and improving our data management and budgeting process.

## 2.4 Plans

### 2.4.1 Students

In 2017, **Agapé Student Life** will continue to grow and develop our ministries in our six main cities: Belfast, Birmingham, Cambridge, London, Newcastle, and Oxford. 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 continuing to pioneer our first truly catalytic movement in Nottingham and hoping to use that as a launch pad to develop new movements nationally where we do not have staff. We are launching our Catalytic Pack at the 50th Anniversary Celebration Weekend in February, which we hope to use with students around the country eager to help launch new movements on their campuses with distance coaching from our staff. One thing we have become convinced of over the past few years is that we have no chance of truly reaching the students of our nation through our staff alone. We are trusting God this year to develop our catalytic movements, and also to develop a growing group of volunteers working alongside and supporting student-led movements.

We are also continuing to work through the other areas of our three-year strategic plan with a vision to increase our sending to the nations and be more deliberate and strategic in being student-led. We have ongoing partnerships with the nations of Malta, Portugal, and Russia, who are in different stages of building their student movements. In Russia we will continue to support national staff to bring capacity to their outreach activities; similarly, in Portugal, we will be supporting expats leading and pioneering student-led movements, aiming to see nationals own and take responsibility for their campuses. In Malta, we are trusting the Lord to raise up student leaders as we pioneer a new movement in a country with no Agapé campus ministry. It is exciting to be a part of this as Student Life take the Gospel to the world.

One area that we have seen develop over the last few years and are seeking to develop further is our local fund development. As students have stepped up in leading their movements it has been deeply encouraging seeing them own the needs to cover the cost of getting the Gospel to their own campus and this has led to a turnaround in our financial position. In 2017, we are excited to continue to see that develop, putting us on a more sound financial footing moving forward.

Above all we will continue to make Jesus known to the students of our nation and the world throughout 2017.

### 2.4.2 Workplace

In 2017, **Agapé WorkLife** will continue the development of *The Biscuit Trail*. We will be exploring different version of the tool to make it applicable in other contexts i.e. to students at University and to neighbours in community. We will also be exploring digital development, creating a *Biscuit Trail* app.

We will also be focusing on making *The Biscuit Trail* available to churches and will offer training for people who want to grow in engaging their faith at work.

### 2.4.3 Family and Community

**Agapé FamilyLife** will continue to support local families, couples and the activities of local churches, particularly with regard to relationship issues, discipleship and outreach in 2016. They will continue to prioritise the development of the national FamilyLife Network.

Other plans include:

### *People*

Our priority is to continue to invest in our expanding team. We will continue putting in good administrative and operational processes and systems to support the ministry as it grows.

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

One of the couples who joined the Facilitator Team in 2016 will be significant in building our relationship with Renewal Christian Centre, a large and influential church in Solihull, as they have a leadership role within the church. We hope that the relationship with Renewal will grow and that a local FamilyLife team and local network hub will evolve as a result, to serve the Midlands region.

### *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. Focused follow-up remains a key long term goal.

We will seek to re-establish the Midlands team and continue to build up the East Anglia team and support the fledgling team(s) building in London and Northumberland. In 2017 we will run an ADT facilitator training weekend for couples. This training will be opened up to couples from Europe, who are part of a National Ministry that wishes to launch ADT in the countries concerned.

### *Events*

We will continue to deliver events such as *What is Love, Actually?* and *A Day Together*, building on the success of 2016.

### *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.

### *Digital Strategy*

In 2017, we plan to launch *Toucan*, referred to in the 'Achievements & Performance' section above. This smartphone app will allow couples across the UK to experience the content of *A Day Together* at their own pace. This tool will help users to build healthier, happier relationships (one of our key goals), and we hope to have reached 500,000 online users by 2020.

## **Pioneer Team**

For the coming year the team goals are:

- for each team member to grow their ministry in their own place;
- for team members to trial the Good Neighbouring booklet in their own context;
- to produce a final version of the booklet for publishing;
- to network with church leaders and identify those desiring to mobilise and train their members to minister in their places;
- to develop means by which to promote the Good Neighbouring vision and resources.

## **First Acts**

The First Acts 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 will

We also plan to continue to strengthen relationships with British churches and are offering churches the opportunity to hear more about our work. In 2017, focussed attention will be placed on individual staff financial support development to create a sustainable model for the future.

#### 2.4.4 International Mission

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 2017 to Malta, Russia, Portugal and a GAIN sponsored project to 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.

In 2017 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 appeal this year will be for school supplies to help equip children with the resources to continue their education even whilst they are living as refugees. Sending teams of staff and volunteers to Greece and Romania throughout the year will be a key focus. Through the global network of GAIN we are able to join together with other offices around the world to send teams to areas of crisis and human suffering.

#### 2.4.5 Operations, Communications and Human Resources

A new Operations Director will join us in mid-2017, and our Communications Director will return from maternity leave around the same period. In 2017, developing our fundraising strategy remains a key goal, as well as continuing to implement our data management strategy and improved budgeting process. A special focus for the Capacity Team in 2017 will be resourcing our teams in our 50th anniversary celebrations and helping improve opportunities for the wider public to get involved with Agapé through their praying, giving and going.

## 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 2016 is as follows:-

Funds raised by staff were £2.275m as compared to £2.187m in 2015, an increase of £88k.

All staff salaries including key management personnel are set according to pre-defined criteria. These are laid out in detail in note 9. No staff received emoluments in excess of £60k during the year.

Staff funds have increased year on year by £50k to £530.5k (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 or 2016, 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 £122k (2015: £124k), with various ministries activities taken place in the year.

Grants to overseas Campus Crusade activities totalled £19.5k 2015: £31k). This is funded directly by donations given for these purposes. In addition £85k was raised from the 3% tithe (£62k in 2015). This is used to support and grow Agapé ministries across Europe.

Bank balances at December 2016 were £748k as compared to £609k at December 2015. 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 2017 are around £330k and this gives a target of £165k.


At December 2016 reserves making up the target were £172k for general funds.

Based on the budget projections for 2017 the Trustees are content that the financial target arising from the Reserves Policy will be met at all times during 2017. 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 2016 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: 3/5/2017  
By: 

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

# 3 Independent Auditor's Report to the members of Agapé Ministries Ltd

We have audited the financial statements of Agape Ministries Limited for the year ended 31st December 2016 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland.

## 3.1 Respective responsibilities of trustees and auditors

As explained more fully in the Trustees' Responsibilities Statement set out on page 7, the trustees (who are also the directors of the charity 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.

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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors. This report is made solely to the charity'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 charity'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 charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.

## 3.2 Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

## 3.3 Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31st December 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland; 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.

### 3.4 Opinion on the 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

### 3.5 Matters on which we are required to report by exception

In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report. We have nothing to report in respect of the following matters where the Companies Act 2006 and Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- The charitable company has not kept proper and adequate accounting records 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 specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to take advantage of the small companies' exemption in preparing the Directors' report and take advantage of the small companies exemption from the requirement to prepare a Strategic report.



Ian Holder (Senior Statutory Auditor)

for and on behalf of Mazars LLP, Statutory Auditor

45 Church Street

Birmingham B3 2RT

Date: 8 May 2017

Mazars LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.



# 4 Financial Review

## 4.1 Statement of Financial Activities for 12 months ended 31 December 2016 (Incorporating an income and expenditure account)

	Further Details	Unrestricted Funds £	Restricted Funds £	Total 2016 £	Unrestricted Funds £	Restricted Funds £	Total 2015 £
<b>Income and endowments from:</b>							
Donations and Legacies		2,520,108	39,197	2,559,305	2,414,928	65,973	2,480,901
Charitable Activities		40,058	-	40,058	32,735	-	32,735
Other Trading Activities		17,601	-	17,601	16,218	-	16,218
Investments		5,381	-	5,381	640	-	640
Other Trading Activities		-	-	-	-	-	-
<b>Total</b>	<b>2</b>	<b>2,583,148</b>	<b>39,197</b>	<b>2,622,345</b>	<b>2,464,521</b>	<b>65,973</b>	<b>2,530,494</b>
<b>Expenditure on:</b>							
Raising funds	<b>3</b>	88,407	11,240	99,647	94,816	10,175	104,991
Charitable activities	<b>5</b>	2,464,349	21,945	2,486,294	2,294,361	57,069	2,351,430
Other		6,817	6,449	13,266	7,523	6,009	13,532
<b>Total</b>		<b>2,559,573</b>	<b>39,634</b>	<b>2,599,207</b>	<b>2,396,700</b>	<b>73,253</b>	<b>2,469,953</b>
Net gains/(losses) on investments	<b>12</b>	5,305	-	5,305	(560)	0	(560)
<b>Net income/(expenditure)</b>		28,880	(437)	28,443	67,261	(7,280)	59,981
<b>Transfers between funds</b>	<b>19</b>	-	-	-	44,377	(44,377)	-
<b>Net movement in funds</b>		28,880	(437)	28,443	111,638	(51,657)	59,981
Fund balances brought forward at beginning of year		1,090,605	360,586	1,451,191	978,967	412,243	1,391,210
<b>Fund balances carried forward at end of year</b>		<b>1,119,485</b>	<b>360,149</b>	<b>1,479,634</b>	<b>1,090,605</b>	<b>360,586</b>	<b>1,451,191</b>

- 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 42 form part of these financial statements
- The surplus for Companies Act Purposes was £23,138 (2015 £60,541)


## 4.2 Balance Sheet

	Notes	December 2016 £	December 2015 £
<b>FIXED ASSETS</b>			
Tangible assets	11	674,825	697,707
<b>CURRENT ASSETS</b>			
Investments	12	59,042	53,737
Stocks	13	15,852	13,432
Debtors	14	119,311	197,372
Cash at bank and in hand		747,986	608,576
		942,192	873,117
<b>CREDITORS - AMOUNTS FALLING DUE WITHIN ONE YEAR</b>	15	(134,879)	(114,625)
<b>NET CURRENT ASSETS</b>		807,313	758,492
<b>CREDITORS - AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR</b>	16	(2,504)	(5,008)
<b>NET ASSETS</b>		1,479,633	1,451,191
Unrestricted funds	18	1,119,484	1,090,605
Restricted funds	19	360,149	360,586
		1,479,633	1,451,191

The financial statements are prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved and authorised for  
issue by the Board on:

3/5/17

  
 \_\_\_\_\_ ) Gary Palmer  
 \_\_\_\_\_ ) Members of the Council  
 \_\_\_\_\_ ) of management  
 \_\_\_\_\_ ) Ian Johnson

## 4.1 Statement of Cash Flows

	2016 funds £	2015 funds £	Note
<b>Cash flows from operating activities:</b>	144,982	86,510	20
<b>Cash flows from investing activities:</b>			
<b>Purchase of property, plant and equipment</b>	(2,025)	(11,558)	
<b>Change in cash and cash equivalents in the reporting period</b>	142,957	74,952	
<b>Cash and cash equivalents at the beginning of the reporting period</b>	608,578	533,623	21
<b>Change in cash and cash equivalents due to exchange rate movements</b>	(3,549)	3	
<b>Cash and cash equivalents at the end of the reporting period</b>	747,986	608,578	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. The first transition to these Financial Reporting Standards took place on 1st January 2014.

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 £142,957 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 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

**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 2016 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

	2016	2015
	£	£
UK	2,098,958	2,160,050
Europe	84,005	48,807
USA & others	439,383	321,637
<b>Total</b>	<b>2,622,345</b>	<b>2,530,494</b>

## 3. Expenditure on Raising Funds

	<b>Staff salaries &amp; expenses £</b>	<b>Other direct costs £</b>	<b>Allocation of support costs £</b>	<b>Total 2016 (Unrestricted) £</b>	<b>Total 2016 (Restricted) £</b>
Communication with donors	48,230	28,970	11,207	88,407	-
Overseas appeals (unrestricted)	-	-	-	-	-
Local appeals (unrestricted)	-	-	-	-	-
Overseas appeals (restricted)	-	11,240	-	-	11,240
	<b>48,230</b>	<b>40,210</b>	<b>11,207</b>	<b>88,407</b>	<b>11,240</b>



#### 4. Expenditure on Charitable Activities

	Staff salaries & expenses	Other direct costs	Allocation of support costs	Total 2016 (Unrestricted)	Total 2016 (Restricted)
Student Ministry	768,720	29,825	181,493	980,038	-
Family & Community Ministry	316,511	97,925	174,813	589,249	-
Workplace Ministry	147,570	30,692	55,510	233,772	-
International Ministry	385,020	-	122,561	507,581	-
International Mission Projects	-	19,609	22,120	41,729	-
Sales activity	-	11,483	16,007	27,490	-
Grants to overseas activities	-	103,951	-	84,490	19,461
Overseas appeals (restricted)	-	-	2,484	-	2,484
<b>TOTAL</b>	<b>1,617,821</b>	<b>293,485</b>	<b>574,988</b>	<b>2,464,349</b>	<b>21,945</b>

Total Grants made during the year to Overseas Campus Crusade for Christ Activities: £103,951

#### 5. Analysis of Support Costs

	2016 £	2015 £
Staff costs and ministry expenses for self-funded workers	345,808	411,470
Payroll costs for other workers	85,408	100,050
Training costs	9,491	13,482
Travel	22,652	18,209
IT support procured externally	11,788	10,973
Office operation costs	57,363	81,615
Office rent, rates and service charges	15,312	20,144
Bank and other financial transaction costs	7,620	2,681
VAT not recoverable	9,451	10,901
Company insurance	4,613	5,257
Depreciation of equipment	16,689	24,418
<b>Total support costs</b>	<b>586,194</b>	<b>699,200</b>

## 6. Net Incoming Resources for the Year

	2016 £	2015 £
<b>The surplus is stated after charging:</b>		
Staff costs (note 8)	1,784,889	1,747,275
Depreciation of tangible fixed assets	28,453	36,182
Hire of equipment - operation leases	4,626	3,561
Rent and Service Charges	5,074	3,891
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 2016.  
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	
	2016 £	2015 £	2016 £	2015 £	2016 £	2015 £
Salaries	1,563,783	1,518,122	83,760	98,843	1,647,542	1,616,966
Social Security Costs	119,021	113,301	3,421	4,933	122,442	118,235
Employer Pension Contributions	13,967	11,472	937	603	14,904	12,075
	<b>1,696,771</b>	<b>1,642,896</b>	<b>88,118</b>	<b>104,379</b>	<b>1,784,889</b>	<b>1,747,275</b>

	2016 Number	2015 Number
<b>SUPPORTED AGAPÉ WORKERS</b>		
Management	5	9
Administration	14	10
Field	40	43
Overseas	17	15
	<b>76</b>	<b>77</b>
<b>SALARIED FROM GENERAL FUNDS</b>		
Administration	4	8
	80	85
Foreign workers in UK	21	16
<b>TOTAL WORKERS</b>	<b>101</b>	<b>101</b>

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 (4 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 2016 equal £132,797

### 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 2016 or in 2015.

## 10. Tangible Fixed Assets

	<b>Motor Vehicle</b>	<b>Freehold Land</b>	<b>Freehold Property</b>	<b>Fixtures fittings &amp; equipment</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>COST</b>					
At 1st January 2016	-	125,000	588,220	131,484	844,704
Additions	-	-	-	2,025	2,025
Disposals	-				-
At 31st December 2016	-	125,000	588,220	133,509	846,729
<b>ACCUMULATED DEPRECIATION</b>					
At 1st January 2015	-	-	35,516	107,936	143,452
Charge for the year	-	-	11,764	16,688	28,453
Disposals	-	-	-	-	-
At 31st December 2016	-	-	47,281	124,624	171,905
<b>NET BOOK VALUES</b>					
At 31st December 2016	-	125,000	540,939	8,885	674,825
At 31st December 2015	-	125,000	552,704	20,003	697,707
Depreciation rates	33.33%	0.00%	2.00%	33.33%	

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

## 11. Current Asset Investments

	<b>2016</b>
	<b>£</b>
Market value at 31 <sup>st</sup> December 2015	53,737
Gains on disposal	0
Realised loss	0
Unrealised gain	5,305
	<hr/>
Net gains/(Losses) for year	5,305
	<hr/>
<b>Market value at 31<sup>st</sup> December 2016</b>	<b><u>59,042</u></b>

These investments are being managed by an investment management company and at the end of 2016 no decision had been taken regarding the sale of these investments.

## 12. Stock

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Goods for resale	<u>15,852</u>	<u>13,432</u>

## 13. Debtors

	2016 £	2015 £
<b>DUE WITHIN ONE YEAR</b>		
Trade debtors	4,038	26,151
Tax due as Gift Aid	24,206	83,380
Other Debtors	37,518	18,086
Other Campus Crusade Debtors	7,729	20,359
Prepayments	21,195	33,550
Accrued income	24,625	15,846
<b>TOTAL DEBTORS</b>	<b>119,311</b>	<b>197,372</b>

## 14. Creditors

	2016 £	2015 £
<b>DUE WITHIN ONE YEAR</b>		
Trade creditors	24,168	15,814
VAT	(880)	282
Other taxation and Social Security costs	44,804	36,591
Pensions	0	4,195
Accruals	11,386	8,705
Deferred income	15,045	5,267
Other Campus Crusade Creditors	37,852	41,267
Other Current Liabilities	2,504	2,504
<b>TOTAL CREDITORS</b>	<b>134,879</b>	<b>114,625</b>

## 15. Long Term Creditors

	2016 £	2015 £
<b>DUE AFTER MORE THAN ONE YEAR</b>		
Lease Agreement	2,504	5,008
	<b>2,504</b>	<b>5,008</b>

## 16. Contingent Liabilities

There are none to report in 2016.

## 17. Analysis of Funds

	Unrestricted funds			Total £
	General funds	Designated funds	Restricted funds	
	£	£	£	
Balances at 1 <sup>st</sup> January 2016	190,651	899,954	360,586	1,451,191
Surplus for the year	(18,590)	47,470	(437)	28,443
<b>Balances at 31<sup>st</sup> December 2016</b>	<b>172,061</b>	<b>947,424</b>	<b>360,149</b>	<b>1,479,634</b>



## 18. 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 Total	Unrestricted Total
	£	£	£	£	£	£	£	£	£	£
Balance at 1 <sup>st</sup> January 2016	190,651	480,728	16,184	83,718	7,363	1,276	10,261	300,424	899,954	1,090,605
Net Incoming resources	(23,895)	49,796	(2,989)	157	(1,300)	5,908	1,214	(5,316)	47,470	23,575
Unrealised gains on Investments	5,305	-	-	-	-	-	-	-	-	5,305
<b>Balance at 31<sup>st</sup> December 2016</b>	<b>172,061</b>	<b>530,524</b>	<b>13,195</b>	<b>83,875</b>	<b>6,063</b>	<b>7,184</b>	<b>11,475</b>	<b>295,108</b>	<b>947,424</b>	<b>1,119,485</b>

## 19. Restricted Funds

	<b>Property Fund</b>	<b>Funds raised for international development projects</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Balance at 1st January 2016	350,190	10,396	360,586
<b>INCOMING RESOURCES</b>			
Voluntary income	-	39,197	39,197
<b>RESOURCES EXPENDED</b>			
Cost of generating funds	-	(13,724)	(13,724)
Charitable activities			
Grants activities of overseas Agape organisations	-	(19,461)	(19,461)
Other resources expended			
Depreciation	(6,449)	-	(6,449)
Transfers	-		-
Movement during the year	(6,449)	6,012	(437)
<b>Balance at 31st December 2016</b>	<b>343,741</b>	<b>16,408</b>	<b>360,149</b>

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

	2016 £	2015 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	28,443	59,981
Adjustments for:		
Depreciation charges	28,453	36,182
(Gains)/losses on investments	(5,305)	560
Loss/(profit) on the sale of fixed assets		
(increase)/decrease in stocks	(2,420)	1,005
(increase)/decrease in debtors	78,061	(11,603)
increase/(decrease) in creditors	17,750	385
<b>Net cash provided by (used in) operating activities</b>	<b>144,982</b>	<b>86,510</b>

## 21. Analysis of cash and cash equivalents

	2016 £	2015 £
Cash in hand	125	50
Notice deposits (less than 3 months)	747,861	608,528
<b>Total cash and cash equivalents</b>	<b>747,986</b>	<b>608,578</b>

## 22. Other Financial Commitments

	Land & Buildings		Other	
	2016 £	2015 £	2016 £	2015 £
<b>Amounts payable on leases which expire:</b>				
Within one year	-	-	1,076	807
Within two to five years	-	-	2,421	-
	-	-	<b>3,497</b>	<b>807</b>

## 23. Analysis of Net Assets between funds

	Unrestricted funds			Total
	General funds	Designated funds	Restricted funds	
	£	£	£	£
<b>Fund balances at 31 December 2016 are represented by:</b>				
Fixed assets	8,885	322,199	343,741	674,825
Other current assets	163,175	625,225	16,408	804,808
<b>Balance at 31<sup>st</sup> December 2016.</b>	<b>172,060</b>	<b>947,424</b>	<b>360,149</b>	<b>1,479,633</b>

## 24. Related Party Transactions

There were no related party transactions during 2016.