

**FRIENDS INTERNATIONAL MINISTRIES**

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(Company limited by guarantee and not having a share capital)

Registered Company Number: 4500270

English and Welsh Registered Charity Number: 1094095

Scottish Registered Charity Number: SCO48838

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2019

FRIENDS INTERNATIONAL MINISTRIES

ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2019

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FRIENDS INTERNATIONAL MINISTRIES

Registered office: The Rowan Centre, All Nations Christian College, Easneye, Ware, Herts SG12 8LX

Administrative details of the charity, the trustees and advisors

The Trustees present their report together with the accounts of the charitable company for the year ended 31 December 2019. All of the trustees act in the role of directors.

The following trustees served from 1 January 2019 and up to the date of the approval of the accounts:-

Stroma Beattie (Chair)  
 Sarah Hinson (resigned 9 March 2019)  
 Henry Lu  
 Robert Mallet  
 Stephen Peters (Honorary Treasurer, resigned 7 June 2019)  
 Natasha Rayan (appointed 8 March 2019)  
 Jonathan Salkeld  
 Sara Slater  
 Jonathan Smith (appointed 20 September 2019)  
 Geoffrey Spence (Honorary Treasurer from 7 June 2019)

The day to day operations of the charity are overseen by Alan Tower, the National Director

Key Management Personnel :

National Director:	Alan Tower
Regional Development Directors:	Sarah Dawkins Pete Edwards Susanne Koch (appointed 1 January 2020) Iván Neira (appointed 1 January 2020) Ramsey Pigott (resigned 23 August 2019)
Finance Manager:	Robert Felix FCA
Principal address:	The Rowan Centre All Nations Christian College Easneye Ware Herts SG12 8LX
Bankers:	Bank of Scotland Barclays Bank plc CAF Bank
Auditor:	Griffin Stone Moscrop & Co. 21-27 Lamb's Conduit Street London WC1N 3GS
Solicitors:	Ellis-Fermor & Negus 2 Devonshire Avenue Beeston Nottingham NG9 1BS

FRIENDS INTERNATIONAL MINISTRIES  
REPORT OF THE TRUSTEES

### Chair's Report

Our vision is to see international students transformed by the good news of Jesus so that they fully engage with the mission of the church in the world. We seek to engage with and support as many international students as possible, and to that end we seek to maximise the effectiveness of our resources, mobilise and train a large group of volunteers, and work alongside local churches and educational establishments.

In 2019, the leadership team focused on developing a strategy for growth, with 30 additional posts in new and larger existing centres identified for appointments in the next 10 years. Steps were taken to improve supporter relations responses, and to develop staff access to support information. Overnight Leadership Forum meetings (previously known as the 2020 Forum) three times a year for 20 leaders continue to develop and reinforce key messages, including for the six specialist ministry areas identified, where working groups potentially include most staff. With the moving on of one Regional Development Director during the year, two new ones were appointed to start in 2020 to strengthen the growth focus in the regions.

Encouraging new staff appointments have helped local ministry move forward, although where key posts remain unfilled, other staff bear additional loads or less is possible. Staff worker numbers are edging upwards although graduate trainee numbers were lower. We appointed an Operations Manager during 2019 to reinforce oversight of data protection, IT security and other infrastructure. We have continued to value and develop our partnership with Christian Unions Ireland as we seek to engage with and support international students throughout Ireland. Several staff members have also provided input to international student work in other parts of the world, participating in a number of international gatherings. The Board and Executive/Finance Committee have continued to review strategy and risk assessments, and to assess our activities on an ongoing basis.

Financially we have been stable, with a number of encouraging one-off gifts as well as a diversified supporter base. The Board and Executive do however recognise the importance of ongoing management of our General Fund together with management of our Investment Property and cash deposits. A substantial allocation towards the Strategy for Growth has helped to fund pump-priming of new staff worker roles in key international student centres.

The charity is fulfilling its aims and greatly enriches the lives of many international students when they come to the UK.

### Our Objectives and Activities:

Friends International Ministries is an evangelical mission agency dedicated to encouraging and equipping churches to reach international students for Christ. We seek to help international students, whatever their faith background, during their stay in the UK and elsewhere. Friends International's vision is to see international students transformed by the good news of Jesus so that they fully engage with the mission of the church in the world.

### Public Benefit:

The trustees have considered the Charity Commission's general guidance on public benefit and in particular its supplementary public guidance on the advancement of religion for the public benefit. Friends International's purposes comply directly with three of the Charities Act's descriptions of "charitable purpose" namely:

- **"the advancement of religion"**; We aim to demonstrate to international students the relevance of Christian faith to personal life today, how Christian faith has developed and how it is variously expressed in the 21st century world. We partner with university chaplaincies in providing pastoral support for international students and some of our staff are also university chaplains.
- **"the advancement of education"**; We interact with international students in a range of different ways, helping them improve their English language, understand different cultures, and sometimes with more specific training such as leadership skills and preparation for their return home.
- **"the advancement of citizenship or community development"**; We have run a Meet-and-Greet programme at Heathrow Airport in partnership with university international offices to welcome international students. We also produce resources in multiple formats for new international students (called "Life UK") to help them integrate into our country, and we run orientation programmes mainly in the autumn term. Our latest addition to these resources has been an App to help international students link into local activities. In partnership with local Christian communities we arrange cultural trips and opportunities for international students to engage with a British family.

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The trustees seek to ensure that these purposes are met as the Charity works principally to support and enable Christian churches' outreach in their local communities with specific focus on international students furthering their education in the UK.

**Strategies:**

Key strategies for 2020 – 2025 were identified and restated during 2019. These are:

- Growth - We want to reach a tipping point of students so that all international students can know that a welcome and opportunity to investigate the meaning of life is within their reach.
- Hard to Reach groups are an emphasis for ministry development. We aim to identify them, identify fruitful practice, model best practice with local ownership, and raise profile.
- Returnee focus to be built in from the first contacts with students, through friendship, to continue moving staff, Branches and Development Groups, Churches and volunteers, from acknowledging the returnee focus to influencing how they conduct their ministry.
- Events speaking – Develop skills in public ministry to better achieve international student outreach, both to model contextualised Bible teaching and evangelism in a multicultural setting, and to equip others to do the same.
- Digital and Leadership – Development for strategic reach and possible commercial application, includes resources for international student wellbeing, discipleship and outreach.
- Learning and Development as a whole life approach for staff, volunteers and partners, including training evaluation and the development of an essential skills framework.
- Member Care – to embed good practice throughout the organisation through leadership engagement, training provision, healthy induction of new staff and academic research.

**Activities:**

We currently have ten major areas of activity where we seek to implement our strategies:

- Regional Development Directors identify areas of concentration of international students without focused international student ministry and seek to develop vision among local churches and other partner agencies through establishing new Centres.
- Build local ministry teams ('Centres') with sound funding and effective support groups, through the recruitment and appointment of staff (including Apprentices and Associates), the partnering with local churches and Affiliates, and through Development Groups that become Branches.
- Encourage, model and support welcome and cultural ministries through international student cafés.
- Seek to engage international students with biblical truth, encouragement and challenges through group and individual Bible study.
- Encourage the setting up and running of local hospitality programmes to increase the volunteer provision of appropriate contact and support for international students.
- Offer language practice-based activities, values-based leadership studies, intercultural training for future Bible teachers and other focused programmes offering relevant skills to international students through contact with Christians.
- Engage with University chaplaincies and student welfare bodies to offer counselling, wellbeing and other services that help universities value, care for and add value to the student experience for international students.
- Use our Reach trainee programme to envision and train recent graduate Christians from both the UK and abroad.
- Develop appropriate regional and national supervisory structures to provide a unifying vision and direction which supports each locality appropriately.
- Build effective and accessible regional and national resources and events using relevant communication channels to our key stakeholders.

**Review of Achievements and Performance:**

**1. Centres and Staff**

- In 2019 Friends International continued to develop activities through staff in 32 centres and through affiliates in 8 more.

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- Through our partnership with Christian Unions Ireland we have been developing awareness and best practice of ministry among International Students through our Project Team Leader for ISM in Ireland. A staff appointment for Dublin is in process, and further appointments elsewhere in Ireland will be considered, to complement the established staff worker for the greater Belfast area.
- We continue to recruit new staff to the organisation both to establish new centres and to strengthen existing centres. We currently have 70 staff across full and part time patterns of work. Staff are involved in a variety of activities shaped significantly by the centres in which they serve and by the locally agreed strategy. Since a key aim of the organisation is to resource local churches in their engagement with international students, staff invest considerable time in training church members to multiply effective ministry. In some centres there are established inter-church teams offering a programme of events, hospitality and Christian teaching. In other places the work is centred around one or two churches which provide local volunteers.
- Much ministry is based around term time and weekly events. Such events can be purely social, or an event with some Christian content to introduce the Christian faith, or events of a discipleship nature for those openly professing a Christian faith or a desire to explore specifically the Christian faith.
- Summer outreaches of two to seven weeks have been a feature for seven Centres during 2019. These are largely welcome and cultural introduction events for language students, some of whom are enrolling for longer term university courses. Bible study engagement is also offered.
- Across our centres we aim to help international students settle into student life, provide care and support where it is appropriate, encourage them to consider the Christian faith, and prepare them for the challenges of the reverse-culture shock they may face on their return home.

## **2. Support Base**

Of the total £1,546,013 income from donations and gifts, roughly 58% was donated by individuals, the remainder coming from churches and trusts. The organisation has a core support base that has been committed to our work for a long time, whilst new staff broaden our donor base with their networks of contacts and supporters. We benefit from long term support by a Christian Trust as well as currently a 3 year commitment from a supporter to provide assisted funding for new workers as they seek to establish themselves in their Ministry.

## **3. Leadership and Support Centre**

- Regional Development Directors and the National Director have met regularly to oversee strategy and current issues, with the RDDs also having regular supervision from the National Director. The Leadership Forum resourced a wider set of Cluster and specialist leaders. Strategy has been dually focused on future growth and specialist ministry areas.
- The Support Centre team has been strengthened through the appointment of an Operations Manager and has continued to seek to provide a high level of service to staff, affiliates, Reach trainees, supporters, partner churches and trustees, particularly through the further development of the supporter database which allows improved processing and access to data. The HR Manager has undertaken CIPD professional studies during the year.
- We have endeavoured to develop the strategic nature of the relationship with All Nations Christian College where the Support Centre is sited, with encouraging results through interaction with staff and students and involvement with wider events. We aim to move within the college site to more adequate office facilities during 2020.

## **4. Affiliate Network**

We continue to develop the Affiliate Network, aiming to support, train, encourage and partner well with affiliates in their local church roles working amongst international students. Numbers have increased 20% to around 60, including some joining as groups of 'Church Affiliates'. Resources available to Affiliates include Cluster days and conferences, and resources including recordings online.

## **5. Training and Development**

Training and developing our staff and affiliates team is important to the future of the organisation and our work. A key fixture is the annual conference where all staff, affiliates, Reach trainees and others (such as Branch and Development Group members, Trustees, retired staff, international and key student visitors) meet to share

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experience, best-practice, and learn from outside speakers about different aspects of inter-cultural ministry. Recent years have focused on better understanding the Millennial age group of students, and creative evangelism.

There are local and regional staff training days, and training events specifically aimed at equipping volunteers and local churches. We believe training is a core role for FI and one we are seeking to grow and develop. There is also an ongoing need for better processes of review so that staff can identify areas where further growth and development are needed, as well where they might be able to access the appropriate training resources.

## **6. Reach Programme**

The focus of the year is to invest in the lives of young Christian graduates who show potential in Christian ministry.

- Between 30-60% of each Reach trainee cohort are international, and we see this programme also as a means of discipling and training promising international students who will go on to be a blessing to churches around the world.
- Reach alumni include church leaders in the UK, Greece, France and China, cross-cultural workers in Italy, the Philippines and the Middle East, and returnees who are thriving in their local churches and still involved in ISM/supporting returnees in Vietnam, China and Hungary.

## **7. Branches and Development Groups**

Branches and Development Groups exist to implement locally the national vision of Friends International alongside staff. Their ethos is to be forward-looking and seeking to develop best practice. Key roles in which members contribute include strategic thinking; networking across different Christian communities in a town or city; and encouraging partnership development. Key relationships are those of the Chair, local Centre leader and Regional Development Director working well together. Recently we have focused on updating strategic plans in local groups and holding annual training days in each region.

## **8. Communications**

We recognise that both good communication and quality resources are key aspects of the charity for our staff and volunteer teams, our supporter base and our audience of international students. In 2019 we have continued to develop our digital resources, including improvements to the hosting scheme on the successful App.

A full communications review through a consultant alongside staff has resulted in a sharper focus on serving students and drawing in church-based supporters. This has included specific steps to regain and develop new supporters further to the loss through data protection legislation measures, and developing a Churches' pack. A new publication specifically for churches has also been produced.

## **9. Special Student Events**

The international student track at the national "Word Alive" conference again drew large numbers of International Students with its focus on preparing Christian students to return home. Over 100 students participated. This was organised in partnership with other charities.

Our summer teams, this year held in 7 centres, saw us working in partnership with local churches and over 200 volunteers, engaging with in excess of 150 short term language students through a wide variety of events and activities. While a majority of our volunteers are either students or young graduates, a significant minority are local church volunteers, who are envisioned by this local outreach.

In 2019 the offering of values-based leadership courses for international students, in recognition of the fact that many of them will return to positions of leadership in their home countries, has been developed and rebranded as 'Life Leadership', combining previous iLive and True Leadership programmes. A successful first residential event was held in January 2020.

The Philip Project trains future Bible teachers planning to return to their own countries for a day a month through the academic year and additionally runs a training weekend. There are now Philip Projects running in 7 centres. This project recently celebrated its 20th anniversary with reports from alumni around the world who have benefitted from it.

Some centres have run successful weekends away for international students.

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**Financial Review:**

The statement of financial activities (SOFA) for the year is set out on page 10 together with an analysis of funds on page 17. Our regular gift income has increased by 14.3% with an increase in our expenditure of 13.9%. Additionally we have received legacies of £59,369.

Overall there is a small deficit in 2019 of £7,345 which, without the benefit of legacy income, would have been an overall deficit of £66,714. After transfers between funds to ensure that the General Fund meets all under-funded staff there is a net increase in the General Fund in 2019 of £14,637.

Each year we seek to achieve a balanced budget, for both ministry staff workers and their related Centres Designated Funds, as well as seeking a balancing of General Fund Income to meet Central costs (which are primarily the Support Centre and majority funding of the senior management team).

The financial policy of Friends International is to match and monitor funding with expenditure requirements for each area of ministry activity, mostly focused on Centres. A designated fund is therefore maintained for each venture which requires ongoing expenditure. It is acceptable to run with a current year deficit for a specific designated fund as long as there are sufficient brought forward reserves for that particular Centre to offset the loss.

Each designated fund is subject to monthly monitoring and appropriate discussion where required with the relevant staff member and, if necessary, their Supervisory Manager.

Before work is started in a new location, or a new member of staff is employed, it is the policy of Friends International to ensure that there is an appropriate level of pledged donor support. We continue to maintain a 'Staff Support' Central fund which has been resourced from the allocation of a portion of the substantial legacies received in recent years as well as the generosity of some specific supporters keen to support this venture. The Trustees are keen to seek to extend this Fund as part of achieving new Strategic Ministry Centres as well as extending training opportunities for a new generation of ISM workers.

**Investment Policy:**

**Fixed Asset Investments:** The charity has freehold title to their previous Support Centre office in Putney, a small but prime location in Southwest London. The Trustees regularly review both rental and sale options in terms of the most appropriate way of managing this Investment Property

**Liquid Investments:** The investment policy is to maintain a low risk liquid position. The aim is therefore to maintain balances in accounts that attract market competitive deposit account bank interest but with low risk institutions.

**Reserves Policy:**

The trustees have reviewed the reserves policy this year and continue with its previous policy. Our policy remains to hold sufficient unrestricted reserves (defined as all unrestricted funds including designated funds but excluding fixed asset related reserves) in order to protect the charity against a sudden and catastrophic fall in donations and any related gift aid for a period long enough to ensure a managed plan for survival, merger or cessation.

Unrestricted reserves are held in both the general fund (which bears all central costs) as well as designated staff support funds (comprising funds designated on an ongoing basis for both specific ministry centres as well as for individual staff workers working in a ministry centre.)

Whilst the trustees are aware that all unrestricted reserves are available to use at their discretion in the event of a crisis, it is considered appropriate that for practical management purposes the Trustees will undertake two levels of monitoring:

- 1) Regular monitoring of 'central' reserves required against general funds (comprising all unrestricted reserves excluding designated funds). These funds will be measured against both a minimum and maximum 'central' reserve level when monitoring performance and setting future budgets. The intention is to never drop below a minimum level and actively consider action to manage excess reserves where considered appropriate.

Such 'central' reserve levels are calculated in order to provide a minimum of 3 months and a maximum of 9 months of reserves to cover projected support centre and national leadership costs.

As at 31/12/19 the unrestricted general fund reserve stood at £140,624 compared to a 'central reserve' minimum of £137,772 and a maximum of £413,315.



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- 2) Periodic review of both the total amount and profile of designated staff support funds to ensure that they remain appropriate for the use they were designated for and to assess both the level and profile of funding capability the charity has for ongoing field ministry.

As at 31/12/19 designated staff support funds stood at £1,131,283 which was spread across both ministry centres and individual staff members.

Having reviewed all unrestricted reserve levels during 2019 the trustees consider our reserves to be adequate. Continued budgetary control over our general funds is still required given that such reserves are only just above the minimum required central reserve level.

In conclusion as at 31 December 2019 the charity's assets were available and adequate to fulfil the obligations to the charity and the trustees considered the financial state of affairs of the charity at that time to be satisfactory and in accordance with our budgetary expectations.

**Plans for Future Periods:**

We intend to continue and grow our activities in future years, particularly with a concerted effort to research ministry opportunities alongside churches and Christian student groups through a further 20 staff worker posts between 2020 and 2025 so that new and better resourced centres with the most international university students are helped towards thriving International Student Ministry. We continue to seek ways of developing the work in London in partnership with local churches and similarly minded charities. We aim to continue to develop our work in partnership with Christian Unions Ireland. Through six Heads of Ministry we are developing our approaches to Learning and Development, Hard to Reach students, Returnees, Events Speaking, Digital and Leadership initiatives, and Member Care.

**Key Management Personnel:**

National Director:	Alan Tower
Regional Development Directors:	Sarah Dawkins Pete Edwards Susanne Koch Iván Neira
Finance Manager:	Robert Felix FCA

**Structure, Governance and Management:**

**Governing Document:**

Friends International Ministries was incorporated as a company limited by guarantee and not having a share capital (number 4500270) on 31 July 2002 and is a registered charity with the Charity Commission (number 1094095). It is governed by its Memorandum and Articles of Association. Under UK company law, all the trustees are directors of the company. The liability of the company's members in the event of the charity being wound up is limited to a sum not exceeding £10. Friends International Ministries is also registered with the Office of the Scottish Charity Regulator.

**Appointment of Trustees:**

Potential trustees are identified from academia, business and Christian ministry backgrounds. The trustees are appointed by the board of Trustees through an invitation, application and interview process. New Trustees are given key Charity Commission information on their responsibilities and are encouraged to attend appropriate external training where this will facilitate the undertaking of their role.

**Organisation:**

The board of trustees meet at least three times a year to review all aspects of the charity's activities. The board has established two sub-committees to assist with the running of the charity, namely the Executive Committee, responsible for meeting with senior staff between trustee meetings, and the Finance Committee, tasked with specifically monitoring and managing the charity's finances.

Stroma Beattie, Geoffrey Spence, Sara Slater and Jon Salkeld are members of the Executive Committee. Geoffrey Spence (Chair), Jon Salkeld and Stroma Beattie are members of the Finance Committee.

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**Trustee Remuneration and Related Parties:**

None of the trustees receive remuneration or other benefit for their work for the charity. There were no related party expenditure transactions reported in the year between the charity and any trustee, senior manager or any of the third parties with contractual relationships with the charity.

**Pay Policy for Senior Staff:**

No trustees received remuneration during 2019. Details of trustee expenses are disclosed in note 7 to the accounts.

The pay of senior management is reviewed annually using a standard formula benchmarked against published pay increases awarded to Classroom Teachers.

**Risk Management:**

The trustees review risks on a regular ongoing basis and use a risk matrix to define key risks, assess them by probability and impact before and after mitigating action is taken.

Such reviews take place within the two board sub-committees and in periodic review by the whole Board of key risks.

The following are considered to be important Risks requiring Board and Senior Management focus during 2020:

- Risk of failing to facilitate ISM in those areas of the UK where there is a large international student population. This requires identification of those locations where current ISM is deficient relative to the numbers of students and then focusing new ministry investment in such areas in order to build effective church partnerships supported by our staff. Progress has been made in 2019 and plans for growth and enabling funding strategies are being formulated for the future.
- Risk of inadequate reserves: Whilst there is no significant change in 2019 this requires continued budgetary control of Unrestricted Reserves with particular reference to the maintaining of a minimum required level of reserves to fund 'central' costs.
- Residual Risk of incomplete implementation of certain data protection requirements primarily relating to some data retention and security issues :Whilst small in relation to the major GDPR risks managed in 2018, the appointment of the Operations Manager has brought a fresh attention to the task of ensuring compliance and improving practice across the organisation.
- Risk of Cyber attack: the Operations Manager along with Communications & Media Coordinator and Head of Digital & Leadership have given more attention to this and a specific insurance has been purchased.

**Board Governance**

The board has continued to work through the Charity Governance Code, setting up small working parties to work on one specific governance area. At the next board meeting, the issue of Diversity will be examined. In addition, the board and its two sub-committees have worked through the Charity Commission's '15 Questions trustees should ask'.

**Trustees' Responsibilities:**

The trustees (who are also directors of Friends International Ministries for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the year. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent

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- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

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

**Auditors:**

A resolution to re-appoint Griffin Stone Moscrop & Co., Chartered Accountants and Statutory Auditors, will be proposed at a meeting of the trustees.

**Statement of Disclosure of Information to Auditors:**

We, the directors of the company who held office at the date of approval of these financial statements, as set out above, each confirm so far as we are aware, that:

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

The above report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by the Board of Trustees on 13 March 2020 and signed on its behalf by:

STROMA BEATTIE  
CHAIR OF TRUSTEES

FRIENDS INTERNATIONAL MINISTRIES  
STATEMENT OF FINANCIAL ACTIVITIES  
(INCLUDING THE INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 DECEMBER 2019

	Note	Restricted Fund	Unrestricted Funds General	Designated Staff Support	Total 2019	Total 2018
<b>Income from:</b>						
Donations and gifts		30,630	90,339	1,425,044	1,546,013	1,352,520
Legacies		-	55,430	3,939	59,369	151,500
Charitable activities:						
Training events and literature sales		-	28,576	37,320	65,896	54,337
Investment income	2	-	41,224	-	41,224	20,385
Other income:						
National insurance rebate		-	3,000	-	3,000	3,000
<b>Total income</b>		<b>30,630</b>	<b>218,569</b>	<b>1,466,303</b>	<b>1,715,502</b>	<b>1,581,742</b>
<b>Expenditure on:</b>						
Fundraising costs	3	-	21,602	23,380	44,982	21,112
Charitable activities	3	17,501	137,512	1,522,852	1,677,865	1,490,855
<b>Total expenditure</b>		<b>17,501</b>	<b>159,114</b>	<b>1,546,232</b>	<b>1,722,847</b>	<b>1,511,967</b>
<b>Net (expenditure)/income before revaluation of investments</b>		<b>13,129</b>	<b>59,455</b>	<b>(79,929)</b>	<b>(7,345)</b>	<b>69,775</b>
Unrealised gain on revaluation of investment property		-	-	-	-	-
<b>Net (expenditure)/income</b>	<b>5</b>	<b>13,129</b>	<b>59,455</b>	<b>(79,929)</b>	<b>(7,345)</b>	<b>69,775</b>
Transfer between funds		-	(44,818)	44,818	-	-
Net movement in funds		13,129	14,637	(35,111)	(7,345)	69,775
Total funds brought forward at 1 January 2019		£ 3,264	628,347	1,166,394	1,798,005	1,728,230
Total funds carried forward at 31 December 2019		£ 16,393	642,984	1,131,283	1,790,660	1,798,005

All of the above results are derived from continuing activities.

The statement of financial activities includes all gains and losses recognised in the above periods.

The attached notes form part of these financial statements.

## FRIENDS INTERNATIONAL MINISTRIES

## BALANCE SHEET

Company registration number 04500270

		31 DECEMBER 2019	2018
<b>Fixed assets</b>			
Tangible fixed assets	10	2,360	1,116
Investment property	11	500,000	500,000
		<u>502,360</u>	<u>501,116</u>
<b>Current assets</b>			
Debtors	12	47,620	113,320
Cash at bank and in hand		1,285,005	1,223,947
		<u>1,332,625</u>	<u>1,337,267</u>
Creditors: amounts falling due within one year	13	44,325	40,378
		<u>1,288,300</u>	<u>1,296,889</u>
<b>Net current assets</b>		<u>1,288,300</u>	<u>1,296,889</u>
<b>Net assets</b>		<u>£ 1,790,660</u>	<u>1,798,005</u>
<b>Charity Funds:</b>			
<b>Unrestricted funds:</b>			
General funds		252,366	237,729
Revaluation reserve relating to investment property		390,618	390,618
Designated funds		1,131,283	1,166,394
		<u>1,774,267</u>	<u>1,794,741</u>
<b>Restricted fund</b>		<u>16,393</u>	<u>3,264</u>
<b>Total funds</b>	14	<u>£ 1,790,660</u>	<u>1,798,005</u>

Approved by the board of Trustees on 13 March 2020 and signed on its behalf by:

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	)	
	)	
GEOFFREY SPENCE	)	TRUSTEES
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	)	
	)	
	)	
STROMA BEATTIE	)	

The attached notes form part of these financial statements.

FRIENDS INTERNATIONAL MINISTRIES  
STATEMENT OF CASHFLOWS  
FOR THE YEAR ENDED 31 DECEMBER 2019

	<b>2019</b>	<b>2018</b>
<b>Cash used in operating activities</b> (see below)	21,790	68,712
<b>Cash flows from investing activities</b>		
Investment income	41,224	20,385
Purchase of tangible fixed assets	(1,956)	(572)
<b>Cash provided by investing activities</b>	39,268	19,813
<b>Cash flows from financing activities</b>		
Cash investment in short-term deposit	(435,000)	450,000
<b>Cash used in financing activities</b>	(435,000)	450,000
Increase in cash and cash equivalents in the year	(373,942)	538,525
Cash and cash equivalents at the beginning of the year	1,223,947	685,422
<b>Total cash and cash equivalents at the end of the year</b>	£ 850,005	1,223,947

**Reconciliation of net income to net cash flow from operating activities**

Net (expenditure)/income	(7,345)	69,775
Add back depreciation charge	712	278
Deduct interest income shown in investment activities	(41,224)	(20,385)
Decrease in debtors	65,700	33,946
Increase/(decrease) in creditors	3,947	(14,902)
<b>Net cash used in operating activities</b>	£ 21,790	68,712

**Analysis of net funds**

	Balance 1 January 2019	Movements	Balance 31 December 2019
Cash at bank and in hand (see note 1k)	1,223,947	(373,942)	850,005
Cash on deposit for more than three months (see note 1k)	-	435,000	435,000
	£ 1,223,947	£ 61,058	£ 1,285,005

FRIENDS INTERNATIONAL MINISTRIES  
NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2019

**1 Accounting policies**

**a) Basis of preparation of financial statements**

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these financial statements. The financial statements have been prepared in accordance with the "Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" issued in October 2019, the "Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102)" and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

**b) Fund Accounting**

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

The designated funds comprise unrestricted funds that have been set aside by the trustees for specific purposes, as set out in the notes to the accounts.

The restricted fund finances the support of international students from a sensitive and challenging context during their studies here in the UK.

**c) Income**

Donations and gifts are reflected in the financial statements in the period in which they are received.

Income tax recoverable in respect of gift aid donations is brought into account in the same period as the relevant donation.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified, or the charity is aware of the granting of probate.

**d) Expenditure and irrecoverable VAT**

Expenditure is charged to the statement of financial activities on the accruals basis and is mainly allocated across activities based on staff time.

Fundraising costs include all costs involved in raising income and in raising the profile of the charity.

Charitable activities are further analysed in note 4 and are split between direct charitable expenditure, support, management and administration costs and governance costs. Support costs are those costs incurred indirectly in support of expenditure on the objects of the charity or in connection with the management and administration of the charity. Governance costs reflect the costs of complying with constitutional and statutory requirements.

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

**e) Tangible fixed assets and depreciation**

Tangible fixed assets costing more than £500 are capitalised.

Depreciation is provided on tangible fixed assets at the following rates per annum so as to write off each asset over its estimated useful working life:

- Furniture and equipment - 20% straight line
- Computers and peripherals - 33% straight line

**f) Investment property**

Investment properties are stated at their market value. In order to present a true and fair view, and to comply with FRS 102, the company's investment properties are not being depreciated as required by the Companies Act 2006.

**g) Operating leases**

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

FRIENDS INTERNATIONAL MINISTRIES

NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2019 (Continued)

**1 Accounting policies (continued)**

**h) Pensions**

The charity makes payments to defined contribution pension schemes for the benefit of its employees. Contributions charged during the year are written off as incurred.

**i) Expenses of trustees**

Trustees are reimbursed necessarily-incurred expenses. These are included in the appropriate category of resources expended.

**j) Debtors**

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

**k) Cash at bank and in hand**

Cash at bank and in hand includes cash and fixed term deposits of varying lengths. The statement of cash flows only reflects movements within bank accounts held where the money can be accessed within three months of the date of opening the deposit. An analysis of cash at bank at the balance sheet date, differentiating between deposits which mature 3 months after the date of opening and cash accessible within three months is provided as a note to the statement of cash flows.

**l) Creditors**

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.

**m) Taxation**

Friends International Ministries is a registered charity and no tax is payable on its net income.

**n) Financial Instruments**

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

**2 Investment income**

	<b>2019</b>	<b>2018</b>
Bank deposit interest	12,795	1,760
Investment property income	28,429	18,625
	£ 41,224	20,385



## FRIENDS INTERNATIONAL MINISTRIES

## NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2019 (Continued)

## 3 Total expenditure

	Restricted fund	General fund	Designated staff support funds	Total 2019	Total 2018
Fundraising costs					
Staff costs	-	-	19,487	19,487	14,543
Direct PR costs	-	19,603	-	19,603	2,374
Allocation of support & admin costs	-	1,999	3,893	5,892	4,195
	-	21,602	23,380	44,982	21,112
Charitable activities					
Staff costs - direct charitable expenditure	-	-	1,221,415	1,221,415	1,053,079
Staff costs in a supporting/admin role	-	-	96,043	96,043	85,436
Conference & resource costs	-	52,515	57,443	109,958	111,135
Training, travel & other costs related to staff	-	32,615	132,688	165,303	150,664
Grants payable	16,582	-	-	16,582	-
Support, management & admin costs	919	43,341	15,263	59,523	83,896
Governance costs	-	9,041	-	9,041	6,645
	17,501	137,512	1,522,852	1,677,865	1,490,855
£	17,501	£ 159,114	£ 1,546,232	£ 1,722,847	£ 1,511,967

During the year the charity's head office was based at All Nations Christian College, Hertfordshire. Here a number of staff operated, spending approximately 60 - 80% of their time in a support and administration role. Accordingly their salary costs are split between support/administration and direct charitable expenditure. The support, management and administration costs and governance costs do not relate directly to charitable expenditure and are further analysed in note 4 below.

## 4 Analysis of governance and support costs

	General Support	Governance costs	Total 2019	Total 2018
Rent	16,572	-	16,572	16,032
Investment property repairs, rates and utility costs	-	-	-	21,610
Office costs	42,123	-	42,123	37,245
Legal and professional costs	828	-	828	9,009
Auditor's remuneration	-	5,430	5,430	5,220
Costs relating to trustees' meetings	-	3,611	3,611	1,425
£	59,523	£ 9,041	£ 68,564	£ 90,541

## 5 Net expenditure

The total for net expenditure of £7,345 (2018: income £69,775 ) is stated after charging:

Auditor's remuneration - in relation to audit and financial statements disclosures	£ 5,430	5,220
Depreciation	£ 712	278
Operating lease rentals - land and buildings	£ 12,361	12,001

## 6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Salaries	1,126,488	974,039
National insurance	85,726	75,612
Pension costs	125,191	103,407
£	1,337,405	1,153,058

Average number of employees, analysed by function, was as follows:-

Charitable activities	61	56
Fundraising	1	1
Administration	2	1
	64	58

No employee earned more than £60,000 (2018 : same).

The trustees were not paid or received any other benefits from employment with the charity in the year (2018 : same).

The key management of the charity comprises the national director, 2 regional development directors (2018 : 3) and the finance manager. The total employee benefits of key management personnel for the charity were £169,238 (2018 : £177,127).

## FRIENDS INTERNATIONAL MINISTRIES

## NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2019 (Continued)

**7 Trustees' expenses**

Travel and subsistence expenses of £897 was paid to one trustee to enable them to attend meetings and generally carry out their governance responsibilities (2018: £382, one trustee).

**8 Pension costs**

The charity operates defined contribution schemes and contributions of £125,191 were paid in the year (2018: £103,407).

**9 Branches**

The charity has 18 (2018: 17) branches throughout the UK which generate income and carry out activities on behalf of the charity. The accounts of the branches are maintained at a local level and are then incorporated into the charity's financial statements. In 2019 the branches contributed net incoming resources of £12,672 (2018: expended net outgoing resources of £2,212).

**10 Tangible fixed assets**

	<b>Furniture &amp; equipment</b>	<b>Computers &amp; Peripherals</b>	<b>Total</b>
Cost			
At 1 January 2019	7,660	11,058	18,718
Additions in the year		1,956	1,956
At 31 December 2019	7,660	13,014	20,674
Depreciation			
At 1 January 2019	6,548	11,054	17,602
Charge for the year	278	434	712
At 31 December 2019	6,826	11,488	18,314
Net book value			
At 31 December 2019	£ 834	1,526	2,360
Net book value			
At 31 December 2018	£ 1,112	4	1,116

**11 Investment Property****Freehold investment property**

As at 1 January 2019 and 31 December 2019 £ 500,000

The investment property has a historical cost of £109,382. In accordance with the Charities SORP FRS 102, the investment property is being carried at its market value. An informal independent valuation was undertaken by a qualified local estate agent as at 31 December 2015 which resulted in a revised valuation of £500,000. The trustees believe that they would achieve a selling price at least equal to, but not materially different from, its carrying value and do not consider it necessary to bring a revaluation into the 2019 accounts.

**12 Debtors**

	<b>2019</b>	<b>2018</b>
Tax recoverable	14,193	9,552
Legacy debtor	-	70,000
Prepayments and other debtors	33,427	33,768
	£ 47,620	113,320

## FRIENDS INTERNATIONAL MINISTRIES

## NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2019 (Continued)

13 Creditors: amounts falling due within one year	2019	2018
Trade creditors	5,063	6,025
Taxation and social security costs	22,016	19,233
Other creditors	8,000	8,125
Accruals and deferred income	9,246	6,995
	£ 44,325	40,378
	£ 44,325	40,378

## 14 Analysis of net assets

	Unrestricted Funds			
	Restricted fund	General	Designated staff support funds	Total
Fixed assets	-	502,360	-	502,360
Current assets	16,393	162,933	1,153,299	1,332,625
Current liabilities	-	(22,309)	(22,016)	(44,325)
	£ 16,393	£ 642,984	£ 1,131,283	£ 1,790,660
	£ 16,393	£ 642,984	£ 1,131,283	£ 1,790,660

**Designated staff support funds**

These funds consist of donations and gift income received plus funds set aside out of unrestricted funds for staff support.

The balances on individually designated funds are reviewed regularly. On an annual basis the Finance Committee will determine the extent to which transfers from the general fund should be made to ensure that the carrying value of individual staff support fund balances are recoverable. Following this year's review an aggregate transfer of £44,818 from the general fund to designated funds as reflected on the SOFA.

**Restricted fund**

The charity has one restricted fund, and the movements on this for 2019 are shown on the face of the SOFA. This restricted fund finances the support of international students from a sensitive and challenging context during their studies here in the UK.

## 15 Financial Commitments

At 31 December 2019 the charity had the following commitment to make the minimum lease payments under a non-cancellable lease for a property:

	2019	2018
Expiring between two and five years	26,941	39,302
	£ 26,941	39,302
	£ 26,941	39,302

## 16 Related party transactions

Gifts from trustees of the charity totalled £3,100 (2018 : £10,130).

## FRIENDS INTERNATIONAL MINISTRIES

## NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2019 (Continued)

## 17 Statement of Financial Activities for the year ended 31 December 2018

	Restricted Fund	Unrestricted Funds		Total 2018
		General	Designated Staff Support Funds	
<b>Income:</b>				
Donations and gifts	-	83,366	1,269,154	1,352,520
Legacy	-	98,000	53,500	151,500
Charitable activities:				
Training events and literature sales	-	27,448	26,889	54,337
Investment income	-	20,385	-	20,385
Other income:				
National insurance rebate	-	3,000	-	3,000
<b>Total income</b>	-	232,199	1,349,543	1,581,742
<b>Expenditure:</b>				
Fundraising costs	-	3,833	17,279	21,112
Charitable activities	-	159,086	1,331,769	1,490,855
<b>Total expenditure</b>	-	162,919	1,349,048	1,511,967
<b>Net incoming resources before revaluation of investments</b>	-	69,280	495	69,775
Unrealised gain on revaluation of investment property	-	-	-	-
<b>Net income/(expenditure)</b>	-	69,280	495	69,775
Transfer between funds	-	(65,625)	65,625	-
Net movement in funds	-	3,655	66,120	69,775
Total funds brought forward at 1 January 2018	£ 3,264	624,692	1,100,274	1,728,230
Total funds carried forward at 31 December 2018	£ 3,264	628,347	1,166,394	1,798,005

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FRIENDS INTERNATIONAL MINISTRIES

We have audited the financial statements of Friends International Ministries for the year ended 31 December 2019 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cashflows 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 Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2019 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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

- the 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 charitable company'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 trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion

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 directors' report has been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

- adequate 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 specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FRIENDS INTERNATIONAL MINISTRIES (Continued)****Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, set out on pages 8 and 9, 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 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 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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also :

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

**Richard Hill (Senior Statutory Auditor)**  
for and on behalf of **Griffin Stone Moscrop & Co.**  
**Statutory Auditor**

21-27 Lamb's Conduit Street  
London WC1N 3GS  
23 March 2020

Griffin Stone Moscrop & Co is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.