

**Company No 355987**  
**Registered Charity No 226334**

**THE OXFORD GROUP**

*OPERATING AS*

**INITIATIVES OF CHANGE**

**ANNUAL REPORT AND ACCOUNTS**

**31 DECEMBER 2010**

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## COMPANY INFORMATION

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### Members of the Board of Trustees

C F Evans (Chair)  
Dr S M Andren MB ChB MRCP (UK) AFOM DRCOG  
(Deputy Chair, resigned 28<sup>th</sup> January)  
P C Boobbyer PhD  
Mrs M Cosens (from 28<sup>th</sup> September)  
R Edwards (from 11<sup>th</sup> February)  
Mrs C A Elliott  
F Evans BSc FRSA  
S Hicks (from 11<sup>th</sup> February)  
Mrs M R Neal BA (retired 24<sup>th</sup> June)  
N Mackay BA BEd MA  
Dr N Pillay (from 1<sup>st</sup> December)

<b>Secretary</b>	K E Noble BSc ARCS
<b>Charity number</b>	226334 Registered in England and Wales
<b>Company number</b>	355987 Registered in England and Wales
<b>Registered office</b>	24 Greencoat Place, London SW1P 1RD
<b>Bankers</b>	Barclays Bank PLC 7 <sup>th</sup> Floor, United Kingdom House 180 Oxford Street London W1D 1EA
<b>Investment Managers</b>	Speirs & Jeffrey 36 Renfield Street Glasgow G2 1NA
<b>Auditors</b>	HW Fisher & Company Acre House 11-15 William Road London NW1 3ER
<b>Solicitors</b>	Bircham Dyson Bell 50 Broadway Westminster London SW1H 0BL

## **CHAIR'S INTRODUCTION**

### **A network and an organisation – both are needed for effective change-making**

What exactly is Initiatives of Change? Some people say, 'Start to live it and you will come to understand it.' There is truth in that. Anyone who embarks on a quest for deep inner change, and starting from there works with others to change the world around them, will come to a better understanding of Initiatives of Change. But it is still valid to ask for a definition. Yet even the most careful definition can leave you groping for a full understanding.

Think of Initiatives of Change as a great network of people, who work for positive changes in the world starting in their own lives. They use tools such as moral standards of honesty, purity, unselfishness and love, and times of quiet reflection to listen to the voice of conscience and to seek inspiration.

These core values are powerful and attractive. But on their own they offer only a limited capacity to communicate or to mount effective programmes. Therefore, in addition to a network, an organisation is needed which has these capacities. In this country that organisation is the charity known as The Oxford Group.

The network with its core values and the organisation with its capacity for strategic planning and action, depend on each other, and together make up Initiatives of Change.

First, Initiatives of Change brings the huge gift of new life and spiritual purpose to thousands of individual people. Secondly, since humankind's future depends ultimately on its spiritual progress, it explores and demonstrates some of the crucial spiritual steps that have to be taken if life on this planet is to go on improving for most people.

It is a vast canvas to work on, and no sane person or group can expect to do more than make their contribution, alongside that of many others. But there is often a fine balance between society realising its worst fears or its best hopes. Sometimes this balance can be tipped by comparatively small numbers of people who will, as Gandhi said and many are now repeating, 'be the change they want to see in the world'.

The pages that follow detail activity during 2010 in pursuit of these aims.

**Chris Evans,**  
**Chair of Trustees,**  
**The Oxford Group**  
*Operating as Initiatives of Change*

## **DIRECTORS' REPORT**

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The Board of Trustees presents its report with the audited accounts of The Oxford Group ('The Group') for the year ended 31 December 2010. The financial statements have been prepared in accordance with relevant accounting policies and in compliance with the company's governing document and applicable law – in particular the Companies Acts of 1985 and 2006, the Charities Act 1993 (as amended by the 2006 Act), the Charities (Accounts and Reports) Regulations 2008 and the Charities SORP 2005 as updated in May 2008.

### ***Name and Objects***

The Oxford Group was incorporated as a company limited by guarantee on 15 August 1939 (Company no. 355987). It is a registered charity in England and Wales, number 226334. The charity now operates under the name 'Initiatives of Change' (IofC) and is affiliated to the International Association of Initiatives of Change, registered in Switzerland, which coordinates the IofC network world-wide.

The Trustees are responsible for the governance of the charity and serve as Directors of the company. The Trustees who have served during the year and since the year-end are set out on page 1.

The Objects of The Group, as set out in the Memorandum and Articles of Association are: 'the advancement of the Christian religion, and in particular by the means and in accordance with the principles of the Oxford Group movement, founded in or about the year 1921 by Frank Nathan Daniel Buchman'.

Dr Buchman was in many ways a pioneer. He reached out to people of different faiths and many who were agnostic or even militantly anti-Theist. He often expressed truths in ways that were unconventional and certainly did not sound religious – but they all sprang from his personal Christian faith. The Trustees follow in that tradition and view all the activities described in the remainder of this Statement as practical expressions of Christ's commands, and therefore advancing the Christian religion.

The approach to faith issues agreed by The Group's members is as follows:

*IofC is faith-based in its work and lifestyle, and is open to all.*

*Frank Buchman's aim from the beginning was to help each person find their calling in life. He invited everyone to face the wrong in their lives in the light of absolute moral standards, to ask for forgiveness, to make appropriate restitution, and to surrender their self-will to God or the highest they knew.*

*For many, the result of this spiritual cleansing has been to trigger a life-long sense of what it means to live with a clear conscience.*

*Daily morning quiet times refresh this experience and give direction.*

*From this comes the renewal of relationships, new energy, and clarity about purpose in life. This approach has become an effective basis for people of different cultures, religious beliefs or none, to work together to respond to urgent world needs.*

*IofC is a challenge to everyone to live this out and to express their experiences sensitively as enrichment to others.*

## **DIRECTORS' REPORT**

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### ***Public Benefit***

In compliance with their duty under Section 4 of the Charities Act 2006, the Trustees have had due regard to guidance on public benefit published by the Charity Commission.

The Trustees believe that the fundamental purpose of The Group – to help individuals search for God's plan for their lives and to live by the highest moral values – is, *per se*, of benefit to society at large. More specific benefits to the public are highlighted under the various sections of the report of activities. It is also the Trustees' intention constantly to seek ways of increasing the impact and effectiveness of The Group so that they can expand the benefits provided by the charity in order to reach more of the public.

### ***Appointment of Trustees***

Between general meetings, the Board may appoint new Trustees from amongst the membership of The Group. Any Trustees appointed in this way must stand down at the next general meeting of The Group but may offer themselves for re-election at that meeting. At every annual meeting, one-third of the Trustees must retire from office but may be re-elected by members of The Group. Any person that subscribes to the Objects may become a member of The Group, subject to nomination by existing members and the endorsement of the Trustees.

### ***Induction of new Trustees***

In 2006, the Board of Trustees appointed a Nominations Committee to identify and propose potential new Trustees. During 2010, the Board was pleased to welcome four new Trustees: Simon Hicks, Rhoderick Edwards, Margaret Cosens and Dr Nirmala Pillay who bring a rich variety of talents and experience. The Committee gives an information pack to potential candidates and gives induction and training as appropriate to newly elected Trustees.

In addition to this, the Board has a policy of offering funding for any Trustee to undertake relevant training. Most Trustees receive the magazine, "Governance", at The Group's expense, in order to keep them up-to-date with best practice. The Nominations Committee also has the responsibility of assessing the skills offered by the Board and identifying areas which need strengthening. During the year members of this Committee were: Sheila Andren (until 28<sup>th</sup> January), Philip Boobbyer and Angela Elliott. The Company Secretary acts in an advisory role.

### ***Organisation***

The charity is UK-based, with its headquarters in London.

The Board of Trustees meets at least quarterly. Committees and working groups reporting to the Board of Trustees meet more frequently to plan, assess and review The Group's activities.

During the year, the mandate of the Executive Team who had been responsible for the day-to-day running of the Charity expired. An independent selection panel appointed the Chair of a new management team, tasked with implementing the recommendations of a representative review panel (the 'Think Tank'). This post was filled by Francis Evans, a Trustee, working on a voluntary basis. In addition to the existing posts of Company Secretary and Chief Accountant, the Chair advertised a further 12 posts and appointed 18 people to fill them. The team is a mix of new employees, consultants, existing staff and, mostly, volunteers.

The Board believes that this new management structure is in the best interests of The Group, in particular allowing for a period of relative stability after some years of change. They are grateful that

## **DIRECTORS' REPORT**

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this team brings in fresh talent and energy while offering a significant saving on salary costs. The Board believes that this will result in a higher proportion of The Group's funds being used to pursue The Group's objects for the public benefit.

### ***Properties***

Throughout 2010, The Group owned four houses in addition to its headquarters building at 24 Greencoat Place in Victoria, central London. Three of these houses are used as centres for the work of The Group and provide a base for outreach and a venue for meetings and fellowship. In accordance with the wishes of a legator who left it to The Group in her will, the fourth residential property, in Wandsworth, south-west London, has been made available for the use of a couple who devoted their full time to voluntary Christian work throughout their working lives. The ground-floor of the property is a semi-autonomous flat, rental income from which covers the running costs of the house.

The Greencoat Place centre has a number of function and conference rooms that are used for The Group's charitable activities and are also available for rent to external organisations. Income from this source contributes towards the running costs of the centre. The Trustees continue to take steps to reduce the building's carbon footprint where this can be done cost effectively and without hindering The Group's core activities.

### ***Archives***

During 2010, The Group's archives continued to be housed in premises belonging to the Chair of Trustees, Chris Evans. This involved the dedicated use of over 600 square feet of floor space. In accordance with a decision made in his absence, the Board of Trustees decided in 2007 to pay his wife, Anne Evans, £3,000 per year for this space, recognising that such payment is below the market rate. The Board would like, once again, to record its gratitude to Anne Evans for her meticulous work in keeping the archives in good order. She was able to answer enquiries from authors and researchers as well as assimilating further material.

### ***Risk Assessment and Sustainability***

The Trustees have given consideration to the major risks to which The Group is exposed. They are satisfied that systems and procedures are established to manage those risks that can be managed or to ameliorate the effects of those which cannot. In carrying out a risk review, the Trustees looked at governance, operations, finance, compliance, external threats and others.

The risks which were considered to have the greatest potential impact were as follows:

1. Downward trend in legacy giving continues.
2. Need for improved succession planning combined with challenges of involving a younger generation.
3. Negative impact of a UK economy that is only tentatively emerging from recession.
4. Difficulty of engaging new donors and legators.
5. Possible lack of buy-in from The Group's stakeholders to an overall strategic direction.
6. The challenge of making projects attractive to external funders.

The Board has taken steps to ensure that The Group's investments are well-managed regardless of the economic circumstances. It remains to be seen whether the economic climate will have a significant impact on giving by individual donors (down by some 30% in 2010) and income from room lettings. The management team is taking steps to communicate with potential donors, legators and project funders. A fund-raising committee has begun work in 2011, reporting to the Board, and four 'young people's champions' have volunteered to work as part of the management team to ensure the

## **DIRECTORS' REPORT**

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relevance of The Group's activities to their generation. It is a continuing challenge to move beyond a series of isolated initiatives, often dependent on individual volunteers, to an effective strategy which will have a maximum public benefit within the UK and beyond. The new Head of Strategy, Krish Raval, is working in an inclusive way to agree clear priorities and align The Group's resources accordingly. The Trustees recognise that in a largely voluntary organisation where many have devoted a life-time to following an individual sense of calling, this cannot be just a top-down process. The Trustees will continue to support the Management Team in strengthening the fellowship of IofC as they believe that a spirit of unity is essential to first agreeing and then achieving a common purpose.

In addressing these risks, The Group is not losing sight of its belief, born out by experience over 80 years, that when people seek to undertake God's work, solutions to such problems can often be provided in unexpected ways. These are therefore matters for prayer as well as for responsible planning. In particular, the Board urges all involved with Initiatives of Change to pray for new life in people, which will lead to new initiatives and unlock new resources.

### ***Staff and volunteers***

Paul Devos and Kate Monkhouse completed their terms as members of the Executive Team and left The Group during the year. The Trustees wish them well in their future careers.

Several existing members of staff and volunteers took on additional responsibilities as part of the new Management Team following an internal recruitment process. There was one external appointment, that of James van Werven as Centre Manager for Greencoat Place.

2010 also saw the retirement of Marie MacGowan who has been a stalwart of the finance office in recent years, handling most of the day-to-day expenses claims of staff and volunteers as well as dealing with many other aspects of the work. She had been in the employment of The Group or related companies for some 40 years. The Trustees express their great appreciation to her for all that she has contributed over this time and wish her well in her retirement.

Several interns worked with IofC during the year. We would like to thank all of them for their individual contributions and to wish them well for the future.

The Board gave significant salary increases to some low-paid staff as a result of a decision to rationalise the Charity's salary structure. On the other hand, all senior staff had their salaries frozen for the second year running in view of the difficult economic conditions within which the Charity is operating. The Board is grateful for the loyalty of its staff and for their understanding of the constraints under which it operates.

Reference is made in various places within this Report to the notable contribution of volunteers to the work of The Group. This is difficult to quantify but volunteer activities range from promoting and helping to organize public events to offering individual counselling, fellowship and spiritual direction; from introducing people to the work of The Group to contributing money. It is no exaggeration to say that Initiatives of Change is hugely dependent on the goodwill, generosity and inspiration of more than 100 volunteers. As stated previously, the Trustees are grateful to all of them.

### ***Investment powers and policy***

The Board of Trustees has powers to invest in stocks, shares and property as it sees fit. During the year The Group's investment portfolio was managed by Speirs and Jeffrey Ltd. The Group's

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investment aim is to protect the real value of the investments over time, whilst generating as much income as is compatible with that aim. The gross return on The Group's investments in the year 2010 was 12.7%.

The Group's policy in its portfolios is to avoid investing in companies that are primarily involved in tobacco, alcohol, gambling and armaments.

The Board received regular reports from the Investment Working Group and did its utmost to ensure that its assets were being protected as far as possible during the continuing recession. The Investment Working Group consisted of Sheila Andren (until her resignation as a Trustee), Paul Devos (until the end of his contract), David Curtis, Campbell Leggat and Abrahaley Mebrahtu.

### ***Frits Philips Fund***

The Frits Philips Fund (FPF) is a designated fund of The Oxford Group set up using money released by the sale of a property original donated by the Dutch industrialist of that name. It exists to support the work of Initiatives of Change (IofC) worldwide, and in particular to support people, especially young people, who feel called to give sustained leadership in the work of IofC, who might be prevented from doing so by lack of resources. Two distributions of funds are made each year, following meetings in January/February and July/August. These are reviewed by The Group's representatives and monitored by the Board of Trustees.

During 2010, its third year of operation, the Fund supported 32 people working within the International IofC network, with grants totalling US\$144,300. Some recipients were involved in community-building initiatives across race and religion, others gave their time and energy to working with the Creators of Peace network, and several were key organisers of 'The Gandhi Voyage of Dialogue and Discovery'. This was a three-month journey undertaken by Rajmohan Gandhi, President of IofC International, accompanied by several younger people.

In addition, several grant recipients worked full time with IofC in their own countries, building networks between government, business, the NGO sector and the community. Their work involved promoting good governance, inclusive communities and values-based leadership. Grants went to individuals working across the Americas, Asia, Australia, Africa and Europe.

From October 2009 – October 2010 Wadiaa Khoury from Lebanon took a sabbatical and worked full-time with IofC. Looking back she says that it was 'one of the richest years of my life. For the first time I can say that I know what it means to be "part of this big network" of people working for a better world'.

Since beginning operations in 2008 the Fund has received 104 grant applications. High priority is given to applicants from developing countries where there are few or no resources, and those who are working with IofC on an on-going, long-term basis.

### ***Reserves policy***

In order to cater for The Oxford Group's long-term needs, and to provide additional defence against the long-term downwards trend in legacy income, The Group's policy is to build up its investments to the point where they generate sufficient income to cover the administration of The Group and the support and co-ordination of its work. This was not achieved in 2010, with a short-fall of £162,591 (2009: shortfall of £208,330). The Trustees have agreed a Reserves Policy that strikes a balance between responsibility for the Charity's capital and willingness to use its assets for the furtherance of

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its charitable objects. It states that the Board will ensure that there will always be the equivalent of at least two months' expenditure in liquid form. Should the need arise to realise assets, the Board will consult its advisers as to the best way of doing so. The Board has designated £510,969 this year which brings the total designated fund to £11,458,655. This is the value of all properties and the majority of long-term investments which are essential for the continuation of The Group's activities.

With effect from February, 2011, the Board's policy is to invest 75 per cent of all legacy income above what is needed in the year of receipt, to build up the Charity's investment base. This will help ensure that The Group is able to continue to fulfil its objects in the future.

### **REPORT OF ACTIVITIES DURING 2010**

#### **FLTfilms and related activities**

FLTfilms is the award-winning film-making and distribution division of Initiatives of Change. It operates as a trading fund under the management of the IofC Productions Board, whose members are appointed by the Trustees. The Productions Board is also authorised to support other films and publications that serve The Group's objects.

FLTfilms makes and disseminates documentary films which explore, among other issues, faith-based approaches to reconciliation and peace-building, and social renewal after conflict. These films are shown in many countries and have the benefit to the public of promoting values which are vital to conflict prevention and post-conflict healing – such as forgiveness, acknowledging one's own need for change and making restitution for past wrongs – as well as providing pointers on how to take initiatives that will bring healing to society, in line with The Group's Christian objects.

The most recent film, *An African Answer*, was launched in Kenya in May. It is a 'fly on the wall' documentary following the work of reconciliation and peace-building carried out by two Nigerians, Imam Muhammad Ashafa and Pastor James Wuye, in the wake of serious violence in Kenya. It gives graphic insights into their approach to mediation work. It was filmed in Burnt Forest and Eldoret in the Rift Valley. This was the epicentre of the violence which rocked Kenya after the December 2007 elections which left thousands dead or displaced. The Imam and the Pastor brought together representatives of the Kikuyu and Kalenjin people, exploring the depth of their mutual distrust and developing strategies to help them work together for healing.

In the 1990s, Ashafa and Wuye led rival militias during clashes in Northern Nigeria between Christians and Muslims which cost thousands of lives. The story of how they moved from being sworn enemies to peacemakers is told in an earlier FLTfilms documentary, *The Imam and the Pastor*.

The launch of *An African Answer* in Nairobi was attended by Kenyan dignitaries including the Permanent Secretary for Internal Security and leaders in public affairs and civil society. Another launch occasion was held in Eldoret at the invitation of the International Organization for Migration (IOM), which has a programme of peace-building and social rehabilitation in the district. The film is now being shown widely throughout the country both privately and also with the backing of the Ministry of Provincial Administration and Internal Security.

Kofi Annan, former Secretary-General of the United Nations, says of *An African Answer*: 'This is a very important film. We need to learn, indeed, from Imam Ashafa and Pastor James and multiply in a thousand places their experiences of healing and reconciliation.'

## DIRECTORS' REPORT

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In November Pastor James and Imam Ashafa came to Britain for a series of events to launch the film. An invited audience gathered at the Royal Society of Arts in London for the UK première of the film, chaired by Sir Richard Jolly, a former Assistant Secretary-General of the United Nations. Vernon Ellis, Chair of the British Council, commented: 'This film underlines the importance of dialogue in reconciliation; in particular the importance of listening and seeking to understand. It is inspiring to see this process at work, led by leaders from different faiths working together.' Other screenings were held for Parliamentarians at Westminster; at Sussex University for students of international development and in an Oxford college.

The main UK public launch was held in Friends House, London on 13 November. The evening was chaired by BBC world affairs correspondent, Mike Wooldridge. He said of the film, 'To say that it is remarkable is an understatement. There is nothing sentimental about that film. It is absolutely raw.' Wooldridge had reported the violence in Kenya in December 2007. 'I too was there. I saw the victims, the violence and the displacement and I saw the faces of anger and of fear.' Francesca Holloway wrote for *The Times*, 'Although the film only documents the two men's peacemaking methods in one community its title *An African Answer* indicates the true scope of their movement. Their solution is not a governmental one but one from the grassroots and it is successful. By the end of the documentary a divided community has been united.'

Meanwhile the earlier film, *The Imam and the Pastor*, continued to have widespread use in Britain and elsewhere. The Arabic version was launched in Khartoum, Sudan, in January, in partnership with the Sudan Inter-religious Council. Both the Arabic and English versions were publicly launched in south Sudan in November in the run-up to the potentially explosive referendum on secession held in South Sudan in January 2011.

The film has been shown several times in the Rochester Young Offenders Institution by the Muslim and Christian chaplains. When Imam Ashafa and Pastor James came to Britain in November, they spent a day there. There was a screening of *The Imam and the Pastor* for prison chaplains from across south-east England, as well as a session with a group of young offenders who had seen the film the previous week. Out of the conviction that the film should be used as a resource in the diversity training of statutory agency staff (for example, police, prison and probation officers, military personnel and health workers), a group of former police trainers, Paul Pickering, Rajendra Joshi and Ruwan Uduweregga-Perera, have produced a model one-day training course which can now be offered to train trainers, or to deliver to practitioners. IofC expresses its gratitude to these three who gave their services free of charge.

FLTfilms' training video *Two Boys and an Orange* has also been used in the Rochester YOI and elsewhere. Overseas it is being used widely in Sri Lanka. A second video in the series has been launched, entitled *The Prisoner's Dilemma*.

It seems to the Trustees self-evident that the production of these films is of great public benefit. Many people's lives in such countries as Kenya, Nigeria, Sudan and the UK will be better if people take to heart the peace-building principles demonstrated so graphically in these films. They advance the objects of the Charity as people start the process of inner change and searching for ways of becoming reconciled with their enemies.

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### **Creators of Peace**

Creators of Peace (CoP) is an international programme of IofC, established in the UK since 2007. It aims to engage women in their role as creators of peace at every level of society. Its primary tool is the 'Creators of Peace Circle' – small gatherings where women meet to 'explore the role of personal transformation in creating peace'. These 'circles' provide opportunities for women to talk about the deeper issues in their lives with the aim of building trust and mutually supportive relationships. The participants benefit from new skills, new opportunities to understand people who are different from themselves and the opportunity to build bonds of friendship at a deep, personal level. These circles are being expanded as resources allow to enable more and more members of the public to benefit.

In 2010 Creators of Peace aimed to expand its team of facilitators who can deliver 'Creators of Peace Circle' events. Six women from London, Edinburgh, and Bath took part in a facilitation training weekend in May. Three of them were involved in setting up 'Creators of Peace Circles' later in the year, in Edinburgh and London.

CoP's UK Co-ordinator, Su Riddell, was part of the international Creators of Peace team which compiled the training course for facilitators. This led to her being on the faculty at the Training in Initiatives of Change session in Caux, in July. This valuable international experience has both been supported by, and fed back into, the training process here in the UK. One of the Oxford CoP team was able to attend the same Caux session, where she received more grounding in the ideas and values of IofC.

Four 'Creators of Peace Circles' were held this year, in London, Edinburgh and Oxford, with between 8 and 10 participants in each. All were successful, with participants expressing a wish to continue meeting occasionally, and some ready to undertake facilitation training.

The two Circles in Scotland, one in the spring and one in the autumn, were much appreciated. The food brought by people of different ethnic backgrounds was adjudged to be one of many highlights. One of the facilitators writes, 'The more diverse the group, the wider the understanding of "Peace". So with participants aged from early 20s to 70s, from the Baltic and Portugal, from Sri Lanka and North India, from Palestine and the UK, Hindu, Christian, Jewish and Muslim, we learnt to listen to each other's pains and struggles, hopes and joys. And as we ate our way through two lots of six weeks, we became great friends... [we] hope to continue meeting to share the friendship and to learn more skills relevant to peace-making in our communities. Times of silence, where we can search for God's will and inspiration, were practised, and gave a new sense of peace in individual lives.'

In October, a 'taster' and training weekend was held in Liverpool for a small group of students, with a Circle planned for early 2011 as a result. In evaluation, one participant wrote, 'It was a chance to meet different people from different faiths and beliefs. However, with the differences that we have like religion, language or skin colour we all still share the same goal: how to go for change and make peace, or even feel peaceful with ourselves. I liked the food, which is different from mine, and for that I made up my mind to learn how to cook as long as I'm in England.'

'Creators of Peace' representatives spoke at two public events this year: a Greencoat Forum in April and a One World Week event in Oxford in October.

New 'Creators of Peace Circles' are being planned for early 2011 in London, Edinburgh, Glasgow and Oxford, as well as Liverpool. Another facilitation training weekend will take place in January, for nine women from London, Oxford and the Netherlands. The main events for 2011 will be the

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planning of further Peace Circles in the spring and autumn; a fundraising meal; participation in the 'Training by IofC' conference in Caux in July; and a public event at Greencoat Place to mark International Day of Peace in September.

### **The School for Changemakers**

The School for Changemakers (SfCM) is a partnership between Initiatives of Change UK and Liverpool Hope University (LHU) aiming to 'bring the spirit of Caux [the IofC centre in Switzerland] to the life of a UK university campus'. It is designed for younger people, and attempts to revive a sense of vocation and moral and spiritual responsibility to people across Britain. In 2010 it brought together over 80 people, including 65 aged from 18 – 30, to think about vocation, spirituality, and the values by which we live our lives. The majority of participants live in Britain but there was a significant number who travelled from as far as Australia, giving the conference a truly international feel.

The five-day conference took place at the Liverpool Hope Campus from 18 - 22 June. Each day started with a shared time of quiet, followed by small facilitated groups to debrief the previous day and prepare for the theme of the day ahead. Mid-morning, participants gathered for interactive sessions addressing international issues of moral and spiritual change. They also heard from speakers such as John Battle (former MP) and Jonathan Bartley (Co-Director of Ekklesia, a think-tank which 'examines the role of religion in public life and advocates transformative theological ideas and solutions'). During the afternoon participants explored their chosen 'tracks' on topics such as the heart of IofC, education, business, and community. There was also time for facilitated reflection, free time in the afternoons to experience the city of Liverpool and enjoy the English summer, and creative evening programmes such as talent shows, debates, films and discussions.

The following comments come from participants:

- 'This came at a great point in my life. I am developing as a person. [It has given me] perspectives about life relating to other people.'
- 'I will think a lot more, thinking inwards that will help in life. I will just be more self aware in what I am doing myself.'
- 'Take my goals more seriously and apply more self-discipline and effort, especially in the areas of spiritual/moral development.'
- 'I will take time to get to know myself more – think more! Also I want to pursue an idea I have and really make change.'
- 'I will continue changing myself and the world around me.'
- '[I will] not think that I am too small, powerless to make a change. Made me think about what I've always wanted to do for others but haven't made the time to do.'

In addition to the experience of the conference, participants were invited to found an Alumni Association, which they enthusiastically undertook. This is now a vibrant body with its own board and programme of activities. It aims to create a peer-support system for SfCM alumni as they begin living out the truths of IofC. The alumni have so far held one reunion at the IofC centre in London, and a second one was scheduled for February 2011. There was also a follow-up programme which

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include further training in subjects such as interviewing skills, mentoring and opportunities to explore IofC further. In 2011 we plan to build on the success of the first SfCM. We are currently planning the 2011 summer conference, developing and implementing ambitious funding and recruitment strategies.

This year we hope to welcome 120 people to the Liverpool conference. They will include university-aged people from across Britain and the rest of the world, inspiring speakers from the IofC fellowship and experts in the fields of spirituality, business, education and the environment. Further details can be found at [www.schoolforchangemakers.org](http://www.schoolforchangemakers.org).

The Trustees hope that many more young people, representing a wide cross-section of the public, will benefit from taking part in this unique learning opportunity. It is with this in mind that The Group endeavours to raise funds so that some of the participants can be offered bursaries.

### **Agenda for Reconciliation**

Agenda for Reconciliation (AfR) is a team of people engaged, individually or collectively, in a variety of peacemaking initiatives, both in Britain and abroad.

The renewal of relationships, from personal to international, has been a fruit of living out IofC values from its inception. Frank Buchman, who started Initiatives of Change, believed that peace starts in individual hearts – by clearing one's conscience and putting relationships right with those around us – and that there is no limit to the changes that can arise from such steps. AfR continues in that tradition. It is coordinated through a weekly meeting, held in the London centre of Initiatives of Change. Although these planning meetings are private, members of the public take part in many of the activities and programmes that result. As stated previously, the Trustees believe that all peace-making work is central to its mission and fully in line with Christ's endorsement of peace-making.

AfR staff and volunteers took part in a wide range of programmes and projects, and also supported initiatives by other groups with similar aims – playing a significant part in, for example, many of the outreach initiatives with *FLTfilms*. Some of these are described below:

- Five people from AfR participated in the IofC All-Africa conference in Kenya in May on the theme 'Africa, do I care?' The context was IofC-Kenya's efforts to heal the causes and effects of the post-election violence two years earlier. As already described, the launch of the film *An African Answer* was one of the highlights. The participation of *diaspora* Africans from the UK was an important element. One of them, Amina Khalid, described the challenges she had faced as a refugee in Britain and her decision to take the initiative rather than being a victim. Her talk challenged the sometimes unrealistic view of life in the West.
- Osman Jama Ali was one of many British participants in the Caux Forum for Human Security, held in the IofC centre in Switzerland during the summer. The former Somali deputy Prime Minister briefed prominent personalities on the situation in Somalia and gave a speech on 'just governance'.
- Amina Dikedi-Ajakaiye, a Nigerian based in the UK working with AfR, hosted a women's 'Creators of Peace circle' in Sudan for women from Khartoum, Darfur and the South. During this, Angelina Teny, former Sudanese Minister of Mining and Energy, gave a briefing on the situation in the South and its relationship with the North.

## DIRECTORS' REPORT

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- The weekly AfR meetings were briefed during the year by General Joseph Lagu (Adviser to the President of South Sudan and former Vice-President of Sudan); Angelina Teny; and Horn of Africa specialists from the Department of International Development and the Foreign Office.
- AfR personnel gave essential support to an initiative of the Somali Initiative for Dialogue and Democracy (SIDD). This comprised three weekend intergenerational 'dialogues' on the theme, 'Peace begins at home' in Brent, Harrow and Islington. A follow-up meeting took place at the IofC centre in Greencoat Place in June. In all 146 participants received training. As with many refugee communities, differences among Somalis of different generations are often acute – children go through the British school system and adopt cultural values which are not always accepted by their parents. The participants came from the older and younger age-groups in equal numbers.
- 22 Somali women from different backgrounds attended a course in Dialogue Facilitation in Brent. This was organised in April by Zahra Hassan, Director of the Women of the Horn support group. The second day was led by Abdi Gure, a specialist in mental health issues, which can be a serious problem for people in refugee communities. All the participants were refugees who had fled from war zones. The stories they told each other were moving and heart-opening. As a result a Support Mothers group was set up, which had a follow-up meeting with the police to talk about gangs and other issues.
- In preparation for the second *Learning to be a Peacemaker* programme for young European Muslims to be held in Caux in 2011, Imam Ajmal Masroor trained 16 young Muslims to be facilitators. The first part of the training took place during the *Everybody Counts – intergenerational dialogue* in Caux in July, and the second part in Amsterdam over the weekend of 12 - 14 November. The programme is a partnership between IofC (Caux and UK) and Communities in Action Enterprises.

### Hope in the Cities

During 2010 the Hope in the Cities (HiC) team continued its work of creating inclusive communities in a range of locations.

#### Liverpool

The work in Liverpool has primarily been in the field of relationship-building between people who would not normally meet and talk together. This is done through carefully facilitated dialogues to address the issues affecting the city. The HiC team say that it has been a privilege to continue their work with their partners in the city's business sector and to link individuals with those from minority communities. This has resulted in joint ventures providing work experience and offering opportunities that are ground-breaking in Merseyside. The former Chair of the Merseyside Black Police Association commented recently that 'Hope in the Cities is a multi-faith organisation that I would certainly endorse, whose role is likely to become crucial as we move forward into even more challenging times'.

In liaison with Liverpool Hope University, HiC facilitated opportunities for student volunteers to move beyond a purely academic approach to engage in trust-building work in the community.

HiC has worked closely with the City Council advising them on issues relating to diversity through the honest sharing of personal experience of change. HiC has been asked to continue this work, which the city authorities say must be sustainable and not seen as a one-off event.

## **DIRECTORS' REPORT**

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### Nottingham

'St. Ann's the best place to live, work, play and socialise.' This was the focus of an Honest Conversation Dialogue at the Robin Hood Chase Neighbourhood Centre in Nottingham on 20 March. It was facilitated by the Hope in the Cities team of Phoebe Gill and Lawrence Fearon supported by Sabrina Jantuah. Finance was provided by the Irene Prestwich Trust, to whom the HiC team express thanks.

The diversity in the area (only 73 per cent white British) was clearly seen through the range of participants – local residents from different faiths and cultures as well as refugees and Council and community workers. Together the participants identified a wide range of positives and negatives about the area – key messages that were passed on to local city councillors. Many of those present were subsequently involved in planning the seventh annual Unity Day on 17 July with the theme of 'Holding Hands/Sing St. Ann's'. These have been a sustainable outcome from an earlier Hope in the Cities Dialogue.

Over several years groups of mainly young people have attended the Caux conferences. To sustain this the HiC team formed a diverse Constituted Group called 'Bringing People Together'. It raised funding to provide bursary assistance and carry out community-building activity. It continues to make progress.

### The Future

Our aim is to continue this work of community building and increase the diversity of people actively engaged in the work of IofC, particularly through further HiC dialogues and relationship-building. Relationship-building and encouraging change in individuals will be our priority through 2011. We will welcome opportunities to facilitate conversations on this theme with other groups, wherever they are needed, involving as many members of the public as we can. The trustees believe that this sensitive work of deepening relationships between individuals, who do not always understand or trust each other, is fulfilling the Christian exhortation to love your neighbour as yourself.

### **Business and the economy**

Caux Initiatives for Business aims to strengthen the motivations of care and moral commitment in economic life. The programme held three round-table forums during the year aimed at addressing the crisis in banking and financial services. Two were addressed by Paul Moore, former head of group regulatory risk at Halifax Bank of Scotland, who became internationally known as 'the HBOS whistleblower' after he appeared before a Treasury select committee in Parliament. His testimony exposed the bank's culture of excessive risk-taking in order to meet its sales targets.

In the first forum, held at IofC's London centre in March, Lord Phillips of Sudbury gave a robust critique of the causes of the banking crisis, including 'overarching, rampant materialism that is undermining our society'. Lord Phillips, who is the Chancellor of Essex University and the founder of Bates, Wells and Braithwaite law firm, said that the financial crisis had been caused by a 'materialist fundamentalism', insatiable acquisitiveness and widespread corruption. 'The tom toms of reputation no longer beat in the City, so as to curtail anti-social behaviour.'

James Featherby, a partner at Slaughter and May law firm, said that the issue was 'the idolatry of money' - an altar on which all other considerations were sacrificed. His booklet, *The White Swan Formula*, published by the London Institute for Contemporary Christianity, is a call for ethical values and common purpose in the corporate world.

## **DIRECTORS' REPORT**

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The second forum, held in association with *The Industrial Pioneer* in April, was addressed by TUC General Secretary Brendan Barber, who called for 'fundamental changes in the core values of banking'. He criticised what he called the 'quick buck' mentality of hedge fund managers, and urged the need for greater financial regulation.

At the third forum, on 'Capitalism towards the common good: regulation or culture and character?' held in November, Moore said that banks and boardrooms needed 'iconic leaders' of personal integrity if the world was to avoid further economic crises. The financial crisis of 2008 was caused by 'failures in organizational culture and ethics' rather than technical failures, he said. Good banking and financial services were 'impossible without upright men and women; without financiers and politicians whose consciences are finely attuned to the requirements of the common good.... You can have the best governance processes in the world but if they are carried out in a culture of greed, unethical behaviour and an indisposition to challenge, they will fail.'

Professor Roger Steare, Corporate Philosopher in Residence at the Cass Business School of City University in London, told the forum: 'Our addiction to economic growth has created a poverty of the soul that is corrupting our family lives, our friendships and our communities. This philosophy of growth for its own sake is as addictive as tobacco, alcohol and crack cocaine. It is also just as deadly.' There was a need to redefine economy as 'thrift and fairness - the moral virtues of temperance and justice'.

This third forum was reported on the website of *The Times*, in its Faith section, on 2 December under the headline 'Leaders with good ethics are the key to changing irresponsible banking'.

All these events aim to apply Christian values to an area of need – that of finding new ways to manage public and private finance with integrity, professionalism and self-restraint.

### **Public events**

'Forgiveness is the key to bringing peace in Northern Ireland' was the headline on *The Times* website on 10 March. The article, by Cheryl Gallagher, reported Michael Henderson speaking at the launch of his latest book on forgiveness, *No enemy to conquer* (Baylor University Press, USA, 2009). 'Peace initiatives in Ireland and Nigeria are of special significance to Henderson who has dedicated a chapter to each country,' wrote Gallagher. 'He told inspiring stories of forgiveness that he has encountered in people of all faiths and cultures and spoke of the many people who had influenced his writing on forgiveness.' The occasion was one of six Greencoat Forums held at London's IofC centre, 24 Greencoat Place, during the year.

Sir Richard Jolly emphasised that 'people matter and ideas matter' when he addressed a forum on 'UN success – an untold story', in May. This was the conclusion reached by a 10-year project, he said, which produced a 17-volume history of the UN's contributions to economic and social development. Asked what sustained him, Sir Richard replied, 'the richness of humanity and the goodness I've seen in all sorts of people. The UN story sustains me. To me, it's a creation of a vision – a human commitment to create something special and universal.'

The Rev Dave Bookless, co-founder of the Christian nature conservation charity, A Rocha UK, gave a moving account of how he and his family had come to live a greener, 'ecologically lighter' life in urban Southall, when he addressed a forum in September. *God doesn't do waste* is the title of his latest book. It covers not only his family's eco-epiphany but also their struggles, through his wife's

## **DIRECTORS' REPORT**

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chronic illness, to realise that down periods in life aren't 'wasted' years. In our results-driven, economic society, we can be quick to write off life's difficulties as 'rubbish experiences', he said. But they could also be a way to rethink what is often considered 'waste' in other areas of life.

Another moving forum was addressed by south London campaigners Barry and Margaret Mizen. They told the harrowing story of the murder of their son Jimmy, the day after his 16<sup>th</sup> birthday in 2008. They remembered him as 'a sparkle of hope'. Thrust into the media limelight, they had launched the Jimmy Mizen Foundation in his memory which promotes the development of young people, through supporting youth organizations and apprenticeship placements.

Although voluntary contributions are requested towards the cost of holding these public events, no charge is made so that no member of the public is excluded because of lack of means.

### ***Financial Review***

The Group began 2010 with an anticipated shortfall of £295,507 between budgeted expenditure and anticipated income. In the event, the shortfall was £66,521. This shortfall would have been even greater were it not for several generous legacies. The Trustees would like to record their gratitude to all those who remembered The Group in this way, and to their families.

Efforts to break the reliance on legacies and to secure the long-term financial future of The Group continued. The Management Team worked with project managers to develop fundable projects, and to seek funding in a more consistent way. We are grateful to the Irene Prestwich Trust, the United States Institute of Peace and the *Pro Victimis* charitable trust for grants received during the year. 2010 also saw concerted efforts to market the facilities at Greencoat Place, The Group's London headquarters, including a dedicated website and marketing materials. A number of new clients were secured and these efforts will continue in 2011.

### ***Targets of The Oxford Group for 2011***

The charity is looking to increase its impact in the UK, while continuing to support initiatives in countries where it has a clear benefit.

In addition to supporting the annual conference and meetings at Caux, and continuing the series of Greencoat Forums and group meetings at Greencoat Place, we plan to run more workshops and courses, along similar lines to those described in the report of activities.

Our outreach work will continue in 2011. Some details are given above under the various programme headings.

The charity will continue to market and promote the documentary films, *The Imam and the pastor* and *An African Answer*, including producing other language versions.

The charity will hold another School for Change makers at Liverpool Hope University and will continue to develop the Alumni association.

The new management team will continue the process of developing an effective strategy in co-operation with stakeholders. This will include fund-raising.

During the year, The Group will continue to implement its environmental policy as funds allow. The Board is also seeking more actively to promote diversity in all areas of its work.

## **DIRECTORS' REPORT**

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The charity's budget for 2011 shows an anticipated deficit of £315,831 with an income of £791,750 and expenditure of £1,107,581. This assumes a) a modest income from legacies and b) that we will see increasing returns from the fund-raising strategy. The Board of Trustees envisages that the shortfall will be made up through spontaneous gifts, and hopes that others who value the work of IofC will join them in praying for what is needed.

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## Legacies

Income from legacies is crucial to maintaining and expanding The Group activities. The Trustees remember with deep gratitude all those who have supported The Group's work in this way. For anyone wishing to leave a legacy, the best wording to use in drafting a will is: *'I leave to the incorporated association known as The Oxford Group/Initiatives of Change, of 24 Greencoat Place, London SW1P 1RD, ..... for its general purposes.'*

If you would like to know more about the possibilities of leaving a legacy to The Oxford Group, or any other aspect of this report, please clip out the request form below and return it to the address in the previous paragraph.

-----

I would like to know more about leaving a legacy to The Oxford Group/Initiatives of Change

I would like more information about The Oxford Group/Initiatives of Change's Report and Accounts (Please state what information you would like).

Name:

Address:

Email address:

**Phone number:**

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**Gift Aid**

In recent years the procedure under which a charity such as The Oxford Group/Initiatives of Change can reclaim tax on donations, which is known as Gift Aid, has been greatly simplified. Any gift received from a UK taxpayer now qualifies for Gift Aid, provided the donor's agreement is obtained. The Oxford Group/Initiatives of Change can claim a tax rebate of 25% of the donation received. The simplest way to give your agreement is to sign a Gift Aid form such as the one below, and return it to The Treasurer, The Oxford Group/Initiatives of Change, 24 Greencoat Place, London SW1P 1RD.

**Gift Aid declaration  
for donations to The Oxford Group/Initiatives of Change**

**Donor's name** .....

**Address** .....

.....

.....

**To: The Oxford Group/Initiatives of Change,  
24 Greencoat Place, London SW1P 1RD.  
Registered charity number 226334.**

Please treat all donations to The Oxford Group/Initiatives of Change which I make on or after this date as Gift Aid donations, until further notice. I will notify you if I cease to pay UK tax sufficient to cover my donation.

**Donor's signature:** .....

**Date:** .....

## **DIRECTORS' REPORT**

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### ***Members of the Board of Trustees/directors***

Members of the Board of Trustees who served as directors during 2010 were:

C F Evans (Chair)  
Dr S M Andren MB ChB MRCP (UK) AFOM DRCOG (Deputy  
Chair, resigned 28<sup>th</sup> January)  
P C Boobbyer PhD  
Mrs M Cosens (from 28<sup>th</sup> September)  
R Edwards (from 11<sup>th</sup> February)  
Mrs C A Elliott  
F Evans BSc FRSA  
S Hicks (from 11<sup>th</sup> February)  
Mrs M R Neal BA (retired 24<sup>th</sup> June)  
N Mackay BA BEd MA  
Dr N Pillay (from 1<sup>st</sup> December)

### ***Statement of Financial Responsibilities of the Board of Trustees***

Company and Charity Law requires the members of the Board of Trustees, who are also directors of the company, to prepare accounts for each financial year which give a true and fair view of the state of affairs of The Group as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for that year. It is also the Trustees' responsibility to maintain adequate accounting records, safeguard the assets of The Group and take reasonable steps in preventing and detecting fraud and other irregularities.

The Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts
- Prepare the accounts on the going concern basis unless it is inappropriate to presume that The Group will continue to operate.

### ***Statement of disclosure to auditors***

So far as the Board of Trustees is aware:

- (a) there is no relevant audit information of which The Group's auditors are unaware; and
- (b) they have taken all steps that they ought to have taken as trustees and in order to make themselves aware of any relevant audit information and to establish that The Group's auditors are aware of that information.

### ***Auditors***

In accordance with Section 485 of the Companies Act 2006, a resolution proposing that HW Fisher & Company be appointed as auditors of The Group and that the Directors be authorised to fix their remuneration will be put to the Annual General Meeting.

*By the order of the Board of Trustees*

Chris Evans,  
The Oxford Group

12 May 2011

## **INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF THE OXFORD GROUP**

We have audited the financial statements of The Oxford Group for the year ended 31 December 2010 ("the financial statements") which comprise the Statement of Financial Activities, Summary Income and Expenditure Account, Balance Sheet, Cash Flow Statement and the related notes. The financial statements have been prepared under the accounting policies set out therein.

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. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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 and the members as a body, for our audit work, for this report, or for the opinion we have formed.

### ***Respective responsibilities of the Board of Trustees and Auditors***

The trustees' (who are also the directors of the company for the purpose of company law) responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and for being satisfied that the financial statements give a true and fair view are set out in the Statement of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view, have been properly prepared in accordance with the United Kingdom Generally Accepted Accounting Practice, and have been prepared in accordance with the Company Act 2006. We also report to you whether, in our opinion, the information given in the Trustees' Annual Report is consistent with those financial statements.

In addition we report to you if, in our opinion, the charitable company has not kept proper accounting records, if the charity's financial statements are not in agreement with accounting records and returns, if we have not received all the information and explanations we require for our audit, or if certain disclosures of Trustees' remuneration specified by law are not made.

We read other information contained in the Annual Report and Accounts and consider whether it is consistent with the audited financial statements. This other information comprises only the Chairman's Statement. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to other information.

## **INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF THE OXFORD GROUP**

### ***Basis of opinion***

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Trustees' in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

### ***Opinion***

In our opinion:

- the financial statements give a true and fair view of the state of the charity's affairs as at 31 December 2010 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the financial statements have been properly prepared in accordance with the United Kingdom Generally Accepted Accounting Practice;
- the financial statements have been prepared in accordance with the Companies Act 2006; and
- the information given in the Directors' Annual Report is consistent with the financial statements.

F W Fishers  
Acre House, 11-15 William Rd  
London NW1 3ER  
13 May 2011

THE OXFORD GROUP

**STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 DECEMBER 2010**

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Endowment Fund £	Total 2010 £	Total 2009 £
<b>Incoming resources</b>							
<b>Incoming resources from generated funds:</b>							
<i>Voluntary income</i>	3	471,383	-	353,980	-	825,363	281,684
<i>Activities for generating funds:</i>							
Letting & catering income	6	61,651	-	-	-	61,651	55,423
<i>Investment income</i>	9	253,395	-	4,956	7,588	265,939	277,674
<b>Incoming resources from charitable activities:</b>							
Income from training & sale of film	4	-	-	12,943	-	12,943	56,303
<b>Other incoming resources:</b>							
Other income		1,939	-	315	-	2,254	3,700
<b>Total incoming resources</b>		<u>788,368</u>	<u>-</u>	<u>372,194</u>	<u>7,588</u>	<u>1,168,150</u>	<u>674,784</u>
<b>Resources expended</b>							
<i>Costs of generating funds</i>							
Fund managers' fees		436	-	-	-	436	432
Letting and catering costs	6	27,076	-	-	-	27,076	33,271
<i>Charitable activities:</i>							
Campaigns, programmes & other activities	5	773,175	-	329,779	-	1,102,954	985,136
Trading expenses	4	-	-	96,075	-	96,075	84,282
<i>Governance costs</i>		50,382	-	-	-	50,382	112,435
<b>Total resources expended</b>	10	<u>851,069</u>	<u>-</u>	<u>425,854</u>	<u>-</u>	<u>1,276,923</u>	<u>1,215,556</u>
<b>Net (outgoing)/incoming resources before transfers</b>							
		(62,701)	-	(53,660)	7,588	(108,773)	(540,772)
Gross transfers between funds		(587,953)	510,969	84,572	(7,588)	-	-
<b>Net (outgoing)/incoming resources before other recognised gains &amp; losses</b>		<u>(650,654)</u>	<u>510,969</u>	<u>30,912</u>	<u>-</u>	<u>(108,773)</u>	<u>(540,772)</u>
<b>Other recognised gains and losses</b>							
Losses on disposal of properties		-	-	-	-	-	(16,895)
Gains on investments:							
Realised		42,252	-	-	-	42,252	78,687
Unrealised	12	618,136	-	121,618	10,433	750,187	877,268
Difference on exchange		52	-	(1,460)	-	(1,408)	(18,712)
<b>Net movement in funds</b>		<u>9,786</u>	<u>510,969</u>	<u>151,070</u>	<u>10,433</u>	<u>682,258</u>	<u>379,576</u>
<b>Reconciliation of Funds</b>							
Grant for fixed asset		-	-	47,541	-	47,541	-
Total funds brought forward at 1 January 2010		415,856	10,947,686	1,343,663	142,410	12,849,615	12,470,039
<b>Total funds carried forward at 31 December, 2010</b>		<u>425,642</u>	<u>11,458,655</u>	<u>1,542,274</u>	<u>152,843</u>	<u>13,579,414</u>	<u>12,849,615</u>

## THE OXFORD GROUP

### SUMMARY INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2010

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	Note	2010 £	2009 £
Gross income from continuing operations		1,160,562	667,210
Expenditure on continuing operations	10	<u>(1,276,923)</u>	<u>(1,215,556)</u>
Net outgoing for the year before transfers and investment asset disposals		(116,361)	(548,346)
Income from endowment fund		<u>7,588</u>	<u>7,574</u>
Net outgoing before investment asset disposals		(108,773)	(540,772)
Gain on disposal of investments		42,252	78,687
Loss on disposal of properties and contents		-	(16,895)
Difference on exchange		<u>(1,408)</u>	<u>(18,712)</u>
Net deficit for the year		<u><u>(67,929)</u></u>	<u><u>(497,692)</u></u>

The gross income comprises £788,368 for unrestricted funds and £372,194 for restricted funds and the net outgoing before investment asset disposals of £180,773 comprises a net outgoing of £62,701 from unrestricted funds, an outgoing of £53,660 from restricted funds and a balance of £7,588 from endowment fund income, as shown in the Statement of Financial Activities.

The Summary Income and Expenditure Account is derived from the Statement of Financial Activities on page 23 which, together with the notes on pages 28 to 47, provides full information on the movements during the year on all the funds of the charity and includes the Statement of Total Recognised Gains and Losses.

Overall the company's operation in the year remained the same with no acquisition or disposal of activities during the year.

THE OXFORD GROUP

BALANCE SHEET AS AT 31 DECEMBER 2010

	Notes	2010 £	2009 £
<b>Fixed assets</b>			
Tangible assets	11	4,800,703	4,786,426
Investments	12	8,161,268	7,419,374
		<hr/>	<hr/>
		12,961,971	12,205,800
		<hr/>	<hr/>
<b>Current assets</b>			
Stocks	13	14,167	61,796
Debtors	14	42,119	142,552
Short term deposits		470,090	351,903
Cash at bank and in hand		167,399	219,222
		<hr/>	<hr/>
		693,775	775,473
		<hr/>	<hr/>
<b>Liabilities:</b> Amounts falling due within			
One year	15	(76,332)	(131,658)
		<hr/>	<hr/>
<b>Net current assets</b>		617,443	643,815
		<hr/>	<hr/>
<b>Total assets less current liabilities</b>		<b>13,579,414</b>	<b>12,849,615</b>
		<hr/> <hr/>	<hr/> <hr/>
<b>Funds</b>			
Unrestricted		425,642	415,856
Designated		11,458,655	10,947,686
Restricted	16	1,542,274	1,343,663
Endowment	17	152,843	142,410
		<hr/>	<hr/>
<b>Total charity funds</b>		<b>13,579,414</b>	<b>12,849,615</b>
		<hr/> <hr/>	<hr/> <hr/>

The accounts on pages 23 to 46 were approved by the Board of Trustees on 12<sup>th</sup> May 2011 and signed on its behalf by:

Chris Evans  
Chair of the Board of Trustees

THE OXFORD GROUP

**CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 DECEMBER 2010**

	Notes	£	2010 £	£	2009 £
<b>Net cash outflow from operating activities</b>	19		(195,821)		(781,667)
<b>Returns on investments and servicing of finance</b>					
Dividends received		264,971		275,910	
Interest received		968		1,764	
<b>Net cash inflow from returns on investments and servicing finance</b>			265,939		277,674
<b>Capital expenditure and financial investment</b>					
Payments to acquire tangible fixed assets		(54,299)		(16,510)	
Payments to acquire investments		(840,016)		(1,695,605)	
Receipts from sale of investments		890,561		1,553,461	
Receipts from sale of properties & contents		-		403,067	
<b>Net cash (outflow)/inflow from capital expenditure and financial investment</b>			(3,754)		244,413
<b>Net cash outflow before management of liquid resources and financing</b>			66,364		(259,580)
<b>Management of liquid resources</b>					
Increase in investment in short-term deposits			(118,187)		317,747
<b>Increase/(decrease) in cash in the year</b>			(51,823)		58,167
Net cash resources at 1 January 2010			219,222		161,055
<b>Net cash resources at 31 December 2010</b>	20		<b>167,399</b>		<b>219,222</b>

## THE OXFORD GROUP

### NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

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#### 1. The Oxford Group

The Oxford Group is a company limited by guarantee (number 355987), the liability of the members of the company being limited to £1 each. At December 2010, there were 79 members of the Association (2009: 78). During the year eleven people served as Trustees, none of whom received any remuneration for their services. Expenses incurred by six Trustees totalled £6,895 (2009: £6,265 by five Trustees) mainly for travel, were reimbursed during the year. The Trustees have decided to publish their expenses and remuneration which are as follows.

C F Evans	£ 3,701	R Edwards	£ 504
Dr S M Andren	£ 63	F Evans	£1,330
P C Boobyer	£ 666	Mrs M R Neal	£ 631

In addition £3,000 (2009: £3,000) was paid to the wife of a trustee as rent for the space in which The Group's historical archives are kept and managed. Such payment is below the market rate and The Group appreciated the personal knowledge and attention, which continued to be given to the archives in this setting. The Oxford Group is a registered charity number 226334.

#### 2. Principal accounting policies

##### a) Basis of preparation

The financial statements are prepared under the historic cost convention as modified by the inclusion of investments at market value and in accordance with applicable accounting standards and the Companies Act 1985. In preparing the financial statements The Group follows the best practice in the United Kingdom as set out in the Accounting and Reporting by Charities: Statement of Recommended Practice issued in March 2005.

##### b) Incoming resources

Income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

In accordance with this policy, legacies are included when the charity is advised by the personal representative of an estate that payment will be made or property transferred and the amount involved can be quantified. Gifts-in-kind are included at valuation where their value is ascertainable and material.

##### c) Resources expended and basis of allocation of costs

Expenditure is included when incurred.

The majority of the costs are directly attributable to specific activities. Certain shared costs are apportioned to activities in furtherance of the objects of the charity. Rates, insurance, electricity, repairs and cleaning for the Head Office have been allocated as follows: 25% to Administration, 40% to campaigns, 25% to Support and co-ordination and 10% to Establishment costs of unused space at 24 Greencoat Place. 1% was also allocated to Governance costs from administration overheads.

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2010**

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**d) Costs of campaigns, programmes and other activities**

These costs represent costs incurred for UK and overseas campaigns. They also include costs incurred to support and co-ordinate these campaigns.

**e) Governance costs**

This represents all costs attributable to ensuring the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to the statutory audit together with an apportionment of overhead costs.

**f) Capitalisation and depreciation of tangible assets**

All assets costing more than £1,000 are capitalised.

Freehold land is not depreciated but the depreciation of other tangible fixed assets is provided at the following rates calculated on a straight-line basis to write off the cost of assets over their estimated useful life:

Freehold property (excluding land) -	2%
Plant and machinery -	10% to 25%
Fixtures and fittings -	10% to 25%
Video masters -	20%
Motor vehicles -	25%

No depreciation is provided for some contents of the properties because in the opinion of the Board of Trustees their overall value is likely to increase, rather than decrease, as the result of good maintenance and the antique importance of many of the items.

Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

**g) Fixed asset investments**

Fixed asset investments are included at market value at the balance sheet date. Any gain or loss on revaluation is taken to the Statement of Financial Activities.

**h) Stocks**

Stocks of literature and stores are valued at the lower of cost and estimated realisable value. Where costs are incurred in advance for film production they are carried forward as stock.

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2010**

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**i) Foreign currency translation**

Monetary assets and liabilities denominated in foreign currencies are translated into pound sterling at the rate of exchange ruling at the balance sheet date. Translations in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are taken to the Statement of Financial Activities.

**j) Fund accounting**

Funds held by the charity are:

*Unrestricted funds* – these are funds, which can be used in accordance with the charitable objects at the discretion of the Board of Trustees.

*Restricted funds* – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

*Designated funds* – This is the value of all properties and the majority of long-term investments which are essential for the continuation of The Group's activities.

Further explanation of the nature and purpose of each fund is included in the notes to the accounts (Note 16).

**k) Pensions**

The charity has approved for its employees the 'Stakeholder Pension Scheme', a unit linked contract issued under the rules of the 'Friends Provident Pension Limited' approved under Chapter IV Part IV ICTA 1988.

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2010**
**3. Voluntary income**
**Donations and gifts**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2010</b>	<b>Total 2009</b>
Legacies	409,776	199,372	609,148	94,900
Gifts under covenant	18,168	-	18,168	10,520
Kenya	-	39,462	39,462	3,632
Foundations For Freedom	-	-	-	20,101
Gift for seminars and conferences	-	-	-	2,116
Flt films	2,050	28,404	30,454	1,376
Gift for global consultation work	-	398	398	-
Gift for training young people – Int'l (AfL)	-	5,557	5,557	7,436
Gift for Clean Africa Campaign	-	8,925	8,925	19,907
Gift for IofC work in Africa	-	2,650	2,650	3,200
Gift for reconciliation work	-	1,573	1,573	11,167
Gift for Applied leadership support work	-	-	-	2,052
Gift for Creators Of Peace initiatives –Int'l	-	-	-	2,400
Spiritual Renewal	-	162	162	284
School Service	-	610	610	656
Caux School Project	-	-	-	3,465
Gifts for projects	429	1,565	1,994	7,361
Gifts for international work	-	4,725	4,725	-
Donations for travel and overseas work	5,279	7500	12,779	4,479
Hope in the Cities campaign	-	10,010	10,010	13,786
Gifts for general purposes	16,644	-	16,644	45,140
Gifts for Tools for Change	-	-	-	11,120
Gift Aid Tax recovered	13,477	-	13,477	-
Launch of An African Answer Film	-	6,410	6,410	-
Colswell Musicians visit to CAUX	-	4,545	4,545	-
Rajomhan Gandhi's visit to countries	-	13,595	13,595	-
Gift for Governance and Leadership	-	8,180	8,180	-
School for change makers	-	10,337	10,337	-
Other gifts (including towards hospitality received)	5,560	-	5,560	16,586
	<u>471,383</u>	<u>353,980</u>	<u>825,363</u>	<u>281,684</u>
	=====	=====	=====	=====

Of the total donations £20,573(2009: £23,838) was raised from charitable trusts in UK.

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2010**

**4. Activities to further the charity's objects**

	<b>Hope in the Cities</b>	<b>MRA/Flt films</b>	<b>Total 2010</b>	<b>Total 2009</b>
	£	£	£	£
<b>Income</b>				
<i>Trading income</i>				
Income from training	5,000	-	5,000	10,000
Sale and hire of videos	-	7,943	7,943	46,303
	5,000	7,943	12,943	56,303
<i>Donations and gifts</i>	-	28,404	28,404	1,377
<i>Other income (including interest)</i>	-	327	327	60
Total income	5,000	36,674	41,674	57,740
<b>Expenses</b>				
<i>Direct costs</i>	4,500	59,114	63,614	76,092
<i>Overheads</i>	-	32,461	32,461	8,190
	4,500	91,575	96,075	84,282
Total costs	4,500	91,575	96,075	84,282
<b>Operating profit/(loss)</b>	<b>500</b>	<b>(54,901)</b>	<b>(54,401)</b>	<b>(26,542)</b>

Hope in the Cities – in addition to provision of training as shown above, Hope in the cities is also involved in campaign activities. Donations relating to the campaign are shown in note 3 page 30.

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2010**
**5. Costs of campaigns, programmes & other activities**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total 2010 £</b>	<b>Total 2009 £</b>
<b>UK campaigns:</b>				
Pastoral work, training and development	60,499	277	60,776	88,440
Trust building conferences and seminars	-	-	-	21,810
Education and the schools service	9,495	283	9,778	10,345
Work connected with industry	11,836	1,487	13,323	10,288
Forums and public meetings at 24 Greencoat Place	37,387	-	37,387	28,431
UK website costs	5,696	-	5,696	9,592
Support for IC Production Division	9,107	8,604	17,711	9,271
Support for film, Art & drama initiatives	2,219	1,500	3,719	14,198
Cost of literature	24,713	1,443	26,156	22,922
Cost of newsletters and world bulletin	38,746	-	38,746	31,210
Interns	1,014	-	1,014	9,980
Others	43	-	43	374
<b>Special programmes</b>				
Ireland	9,177	10,256	19,433	17,044
Foundations For Freedom	3,686	6,457	10,143	28,395
Agenda for Reconciliation	46,146	24,020	70,166	39,142
Hope in the Cities campaign	49,628	48,762	98,390	58,420
Film production	14,797	11,440	26,237	15,547
Faith in leadership project	63,237	-	63,237	45,000
<b>Projects</b>				
School for change-makers	49,165	10,337	59,502	-
Women Peace Circle Initiatives	3,622	2,730	6,352	10,295
Trust and integrity in the global economy	7,004	-	7,004	7,260
Learning to be a peace maker	3,857	-	3,857	8,630
Launch of An African Answer Film	3,965	6,410	10,375	-
Other projects	-	-	-	1,194
<b>Overseas campaigns:</b>				
Work connected with Caux	54,304	10,621	64,925	64,542
Work other than Caux for:				
Central, Eastern Europe	9,656	-	9,656	10,003
West Europe	10,084	-	10,084	10,537
Africa	35,973	55,698	91,671	63,439
Middle East	21,046	584	21,630	24,420
Amount carried forward	586,102	200,909	787,011	660,729

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2010**

	Unrestricted Funds £	Restricted Funds £	Total 2010 £	Total 2009 £
<b>5. Costs of campaigns, programmes &amp; other activities (continued)</b>				
Amount brought forward	586,102	200,909	787,011	660,729
<b>Overseas campaigns continued</b>				
Asia	19,182	-	19,182	20,401
North America	9,213	-	9,213	8,830
South America	9,158	-	9,158	9,620
Australia/Pacific	9,135	-	9,135	9,271
Rajmohan Gandhi's Tour	-	13,595	13,595	-
Media and communication forums	9,107	-	9,107	9,271
Training campaign for young people (Action for Life)	-	738	738	48,521
IC International Website	22,784	-	22,784	18,075
Farmers Dialogue	-	1,095	1,095	2,164
Tools for change	-	-	-	14,693
International Consultation	-	2,880	2,880	4,319
Governance and leadership support	-	8,180	8,180	-
Caux school project	-	-	-	5,550
Other expenses	-	-	-	25
<b>Other Global Activities</b>				
Work connected with international organisations such as UN	66,591	-	66,591	63,365
Work connected with governance & leadership of world IofCs	41,903	-	41,903	42,023
Applied leadership support	-	1,986	1,986	5,518
Frits Philips support	-	100,396	100,396	62,761
	<u>773,175</u>	<u>329,779</u>	<u>1,102,954</u>	<u>985,136</u>
	=====	=====	=====	=====

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2010**

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**6. Activities for generating funds**

	<b>Total 2010 £</b>	<b>Total 2009 £</b>
<b>Income:</b>		
Letting office space	49,635	38,572
Catering service	11,257	486
Letting residential space	759	16,365
	<hr/>	<hr/>
Total income	<u>61,651</u>	<u>55,423</u>
<b>Expenses:</b>		
Related costs incurred	<u>27,076</u>	<u>33,271</u>
<b>Operating profit for the year</b>	<b><u>34,575</u></b>	<b><u>22,152</u></b>
	=====	=====

THE OXFORD GROUP

NOTES FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2010

7. Allocation of support costs

Overhead and support costs are allocated first between charitable activities and governance on a basis consistent with the usage of resources. Those relating to charitable activities are further apportioned on a pro rata basis.

<b>Cost type:</b>	<b>Charitable Activities £</b>	<b>Governance costs £</b>	<b>2010 Total £</b>	<b>2009 Total £</b>
Marketing and publicity	17,891	-	17,891	16,960
Forums and meetings	28,353	-	28,353	26,329
Administration costs	115,488	50,818	166,306	248,460
Total	<u>161,732</u>	<u>50,818</u>	<u>212,550</u>	<u>291,749</u>
	=====	=====	=====	=====

Governance costs include a fund management fee of £436.

The total support costs attributable to charitable activities are then apportioned pro rata to campaigns and other activities as follows.

	<b>2010 £</b>	<b>2009 £</b>
UK campaigns	42,742	62,116
Overseas campaigns	43,883	54,339
Special programmes	52,397	34,722
Other international activities	22,710	27,705
	<u>161,732</u>	<u>178,882</u>
	=====	=====

8. Net incoming/(outgoing) resources before other recognised gains and losses

	<b>2010 £</b>	<b>2009 £</b>
This is stated after charging:		
Auditors remuneration - statutory audit	11,316	11,750
Depreciation	87,563	99,579
	<u>=====</u>	<u>=====</u>

9. Investment income and interest

	<b>UK £</b>	<b>Outside UK £</b>	<b>2010 Total £</b>	<b>2009 Total £</b>
Interest receivable	968	-	968	1,763
Dividends receivable from:				
Fixed interest securities	42,330	28,750	71,080	83,363
Equity shares	91,369	49,404	140,773	144,828
Investment & unit trusts	<u>53,118</u>	<u>-</u>	<u>53,118</u>	<u>47,720</u>
	<u>187,785</u>	<u>78,154</u>	<u>265,939</u>	<u>277,674</u>
	=====	=====	=====	=====

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2010**

**10. Total resources expended**

	Staff Costs £	Depreciation £	Other Costs £	Total 2010 £	Total 2009 £
<i>Cost of generating funds:</i>					
Fund management fees	-	-	436	436	432
Letting and catering costs	11,361	5,122	10,593	27,076	33,271
<i>Charitable activities:</i>					
Campaigns, programmes & other activities	362,390	61,821	678,743	1,102,954	985,136
Trading costs	41,458	20,620	33,997	96,075	84,282
<i>Governance costs</i>	17,403	-	32,979	50,382	112,435
	<u>432,612</u>	<u>87,563</u>	<u>756,748</u>	<u>1,276,923</u>	<u>1,215,556</u>
	=====	=====	=====	=====	=====
				<b>2010</b>	<b>2009</b>
<b>Staff costs</b>				<b>£</b>	<b>£</b>
Wages and salaries				395,268	442,908
Social security costs				32,721	40,305
Pension costs				4,623	1,410
				<u>432,612</u>	<u>484,623</u>
				=====	=====
<b>Analysis of other costs:</b>					
Premises				272,768	255,075
Direct campaign cost- travelling, accommodation, telephones				438,326	301,207
Administration costs				45,654	75,073
				<u>756,748</u>	<u>631,355</u>
				=====	=====

No employee earns more than £50,000 per annum (2009: Nil).

The average weekly number of employees during the year, as calculated on a full time equivalent basis, was as follows:

	<b>Number of employees</b>	
	<b>2010</b>	<b>2009</b>
Finance and administration	5.5	7.0
Maintenance management	1.0	1.0
Catering management	1.0	1.0
Campaigns	6.5	6.5
Film production and management	2.5	2.5
	<u>16.5</u>	<u>18</u>
	=====	=====

All employees contributed to campaigns and management and administration of the charity.

THE OXFORD GROUP

NOTES FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2010

11. Tangible fixed assets

	Freehold land & <u>Buildings</u> £	Contents of <u>Properties</u> £	Plant Machinery & Video Masters £	Furniture & Fixtures £	<u>Total</u> £
Cost or valuation on acquisition:					
At 1 January 2010	5,098,507	223,322	198,304	1,258	5,521,391
Additions	-	8,951	92,890	-	101,841
Disposals	-	(4000)	-	-	(4,000)
At 31 December 2010	<u>5,098,507</u>	<u>228,273</u>	<u>291,194</u>	<u>1,258</u>	<u>5,619,232</u>
Accumulated depreciation:					
At 1 January 2010	423,897	148,736	161,122	1,210	734,965
Provision for the year	47,865	19,079	20,572	48	87,564
Disposals	-	(4000)	-	-	(4000)
At 31 December 2010	<u>471,762</u>	<u>163,815</u>	<u>181,694</u>	<u>1,258</u>	<u>818,529</u>
Net book amount:					
At 31 December 2010	<u>4,626,745</u>	<u>64,458</u>	<u>109,500</u>	<u>-</u>	<u>4,800,703</u>
At 31 December 2009	<u>4,674,610</u>	<u>74,586</u>	<u>37,182</u>	<u>48</u>	<u>4,786,426</u>

The net book amount of land and building comprises:

	2010 £	2009 £
Freeholds	4,626,745	4,674,610

Land and buildings includes the following at valuation when acquired:

	£
1985	66,500
1999	550,000
2003	220,000
	<u>836,500</u>

The market value of Freehold land and buildings is estimated to be more than twice the cost shown above.

THE OXFORD GROUP

NOTES FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2010

12. Fixed asset investments

		<b>2010</b>	<b>2009</b>
		<b>£</b>	<b>£</b>
Market value at 1 January 2010		7,419,374	6,339,166
Additions at cost		<u>840,017</u>	<u>1,695,605</u>
		8,259,391	8,034,771
Disposals		(848,310)	(1,474,773)
		<u>7,411,081</u>	<u>6,559,998</u>
Unrealised investment losses			
General fund	618,136		
Special purposes funds	121,618		
Endowment fund	<u>10,433</u>		
		750,187	877,268
Loss due to difference on exchanges		-	(17,892)
		<u>8,161,268</u>	<u>7,419,374</u>
		=====	=====
Investments at market value comprise:			
		<b>2010</b>	<b>2009</b>
		<b>£</b>	<b>£</b>
<b>Listed</b>			
British Government		842,324	725,006
Commercial and industrial		7,028,218	6,500,647
Kenyan investments		290,726	193,721
		<u>8,161,268</u>	<u>7,419,374</u>
		=====	=====
		<b>2010</b>	<b>2009</b>
		<b>Total</b>	<b>Total</b>
		<b>£</b>	<b>£</b>
Listed			
Fixed interest securities	1,487,708	655,694	2,143,402
Equity shares	2,839,827	1,322,036	4,161,863
Investment trusts and unit trusts	1,856,003	-	1,856,003
	<u>6,183,538</u>	<u>1,977,730</u>	<u>8,161,268</u>
	=====	=====	<u>7,419,374</u>
		=====	=====

There is an investment on Treasury 2.5% Index-linked stock 26/07/2016 which comprise 5.5% of the total value of the investment portfolio as at 31 December 2010.

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2010**

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**13. Stocks**

	<b>2010</b>	<b>2009</b>
	£	£
Work in progress – film production	6,865	54,546
Videos	2,515	1,294
Stores	4,787	5,956
	<u>14,167</u>	<u>61,796</u>
	=====	=====

**14. Debtors (amounts falling due within one year)**

	<b>2010</b>	<b>2009</b>
	£	£
Sundry debtors	30,672	132,790
Prepayments	11,447	9,762
	<u>42,119</u>	<u>142,552</u>
	=====	=====

**15. Creditors (amounts falling due within one year)**

	<b>2010</b>	<b>2009</b>
	£	£
Taxation and social security costs	-	11,280
Accruals	12,830	26,501
Deferred income	30,324	64,674
Other creditors	33,178	29,203
	<u>76,332</u>	<u>131,658</u>
	=====	=====

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2010**

**16. Restricted funds**

	Balance at 1-Jan-2010	Movement in Resources From/(to)		Balance at 31-Dec- 2010
	£	unrestricted	Incoming	Outgoing
	£	£	£	£
Special Purposes Funds:				
Kenya	201,777	-	168,475	32,580
Ireland	362,749	-	2,477	10,256
Foundations For Freedom	6,457	-	-	6,457
Hope in the Cities	36,736	6,470	15,031	53,263
FLT <i>films</i>	100,606	43,664	-	91,574
			36,673	
Art initiatives-films,books & Publication	15,049	7,488	-	8,604
Global Consultation	5,409	-	398	2,880
Training of Young People – AFL	26,579	-	5,557	738
Clean Africa Campaign	12,173	-	8,925	6,362
Neville Cooper Scholarship	6,371	-	-	1,487
Film production reserve	75,528	-	-	11,440
Agenda for Reconciliation	14,717	11,814	1,573	24,020
Schools & Young People Service -UK	9,558	-	-	283
			610	
Frits Philips Fund	443,317	-	-	100,396
Applied Leadership Support	1,986	-	-	1,986
Friends of Africa Fund	5,469	10,080	1,160	15,100
Africa-Zimbabwe Fund	6,767	400	1,490	1,942
Africa-Uganda Fund	1,100	-	-	1,100
Africa- LOCH Fund	-	-	51,982	5,022
Middle East (Dumreicher) Fund	3,459	1,600	-	584
Farmers Dialogue Fund	1,095	-	-	1,095
Young People's fund	-	-	147,390	-
Phyllis Konstam Memorial Fund	1,626	1,643	-	1,500
Book publication reserve	1,501	-	-	1,443
Creators of Peace-International	-	1,413	1,565	2,730
International Association	-	-	-	-
			4,725	
Spiritual Renewal Fund	3,634	-	162	277
Human Security & Colswells at Caux	-	-	12,045	10,621
Launch of film – An African Answer	-	-	6,410	6,410
Rajmohan Gandhi's tour for reconciliation	-	-	13,595	13,595
School for Change-Makers	-	-	10,337	10,337
Governance and leadership support fund	-	-	8,180	8,180
Grant for fixed assets-AAA DVD	-	-	47,541	-

1,343,663	84,572	546,301	432,262	1,542,274
=====	=====	=====	=====	=====

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2010**

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**16. Restricted fund – description continued**

**Kenya Fund and Ireland Fund** – these funds arose from legacies. Under the terms of the bequests, the funds are to be used only for the work of Initiatives of Change in Kenya and Ireland respectively.

The Kenya fund: the outgoing resources of £ 39,936 include £12,698 of unrealised loss from investment and £18,570 a loss due to foreign exchange difference.

**Hope in the Cities, Foundations For Freedom and Agenda for Reconciliation** – these funds support initiatives in the field of developing inclusive communities, values for democracy and reconciliation work. These are initiated by gifts restricted to be used for the work of Hope in the Cities, Foundation For Freedom and Agenda for Reconciliation respectively.

**FLTfilms fund** – these funds arose from donations and sales proceeds, and the use of such monies is restricted to the production and distribution of films, DVDs and videos.

**Seminars and conferences fund** – these funds are received from a trust which restricted its use to finance IofC initiated seminars and conferences which are beyond the capacity of The Oxford Group’s own venues.

**Art initiatives, films books & publications** – this fund is used to support people or groups who produce films, books and publications for the advancement of IofC objectives.

**Global Consultation fund** – this fund is restricted to finance global consultation meetings of representatives of the IofC international work to bring cohesion to a diverse network and to formulate shared strategic points of focus for IofC.

**Training for Young People, International (AFL)** – this fund arose from donations of individuals and support from other IofC centres and its use is restricted for the training of young people from different countries, especially through the training programme Action for Life.

**Clean Africa Campaign** - this is a fund used to help IofC to run ethical leadership training programmes and to campaign for corruption-free elections in Africa.

**Neville Cooper Scholarship** - this fund arose from donations made in memory of Mr Neville Cooper and is restricted to support people who would like to participate in IofC business or industry related seminars. This fund is normally used for the stay at and fares to/from Caux summer conferences.

**Film production reserve** – is a fund which arose as donation from an individual and is restricted for the production of IofC related films.

**Schools and young people’s service UK** – this fund is restricted for IofC outreach work with schools and young people in the UK.

**Friends of Africa Fund** – this fund is restricted to cover accommodation and travel costs of Africans participating in IofC related seminars, conferences and meetings.

## THE OXFORD GROUP

**Africa funds – Zimbabwe and Uganda** – funds restricted to support IofC work in Zimbabwe and Uganda respectively.

### NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

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#### 16. Restricted fund – description continued

**Middle East Fund** – is a fund restricted to finance IofC activities in the Middle East.

**Farmers’ Dialogue** – is a fund for IofC work with farmers and agriculturalists throughout the world.

**Tools for Change** - this fund is restricted to supporting Caux conferences that provide training and skills for those with a passion to be peacemakers and trust-builders.

**Phyllis Konstam Memorial Fund** – this fund is restricted to supporting artistic initiatives with an emphasis on stage presentations.

**Books publication reserve** – is a fund restricted to supporting the production and publication of IofC related books.

**Creators of Peace, international** – is a fund restricted to supporting an international network of women committed to create peace in every part of the world in the spirit of IofC.

**Frits Philips Fund & Applied Leadership Support Fund** – these funds are restricted to support people, particularly young, who feel called to give leadership in the work of Initiatives of Change anywhere in the world who might be prevented by lack of money. Support is decided by the board of trustees at the recommendation of international committee. As from 2009 the Applied Leadership support fund is replaced by the Frits Philips fund.

**Caux School Project** – is a fund restricted to financing the publication of a book about a school which was run at the IofC centre in Switzerland in the 1960s.

**Spiritual Renewal Fund** – to finance events which promote spiritual growth and renewal.

#### 17. Endowment fund

	<b>Balance at 1-Jan-2010</b>	<b>Movement in Resources</b>		<b>Balance at 31-Dec-2010</b>
		<b>Incoming</b>	<b>Outgoing</b>	
Endowment fund	142,410	18,021	7,588	152,843
	=====	=====	=====	=====

This fund consists of gifts received for a permanent endowment, and is represented by 13,282 units of M & G Equities Fund for Charities. The investment income for the year was £7,588 and the incoming resources include the unrealised gain of £10,433.

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2010**
**18. Analysis of net assets between funds**

	<b>Tangible Fixed Assets £</b>	<b>Investments £</b>	<b>Net Current Assets £</b>	<b>Total £</b>
Restricted funds:				
<i>Special Purpose funds:</i>				
Kenya	-	290,726	46,946	337,672
Ireland	-	342,398	12,572	354,970
Foundations for Freedom	-	-	-	-
Hope in the Cities	-	-	4,974	4,974
Flt films	61,959	-	27,410	89,369
<i>Other funds</i>			-	-
Art initiatives-films, books & Publications	-	-	13,933	13,933
Global Consultation	-	-	2,927	2,927
Training of Young People– AFL	-	-	31,398	31,398
Clean Africa Campaign	-	-	14,736	14,736
Neville Cooper Scholarship-Caux	-	-	4,884	4,884
Film production reserve	-	-	64,088	64,088
Agenda for Reconciliation	-	-	4,084	4,084
Schools & Young People Service-UK	-	-	9,885	9,885
Frits Phillips Fund	-	-	342,921	342,921
Friends of Africa Fund	-	-	1,609	1,609
Africa-Zimbabwe Fund	-	-	6,715	6,715
Middle East (Dumreicher) Fund	-	-	4,475	4,475
Phyllis Konstam Memorial Fund	-	-	1,769	1,769
Book publication reserve	-	-	58	58
Creators of Peace – International	-	-	248	248
Spiritual Renewal Fund	-	-	3,519	3,519
Africa Fund - LOCH	-	-	46,960	46,960
Fund for young people	-	-	147,390	147,390
Fund for International Association	-	-	4,725	4,725
Fund for CAUX Human Security	-	-	1,424	1,424
Grant for fixed assets – AAA DVD	47,541	-	-	47,541
	<u>109,500</u>	<u>633,124</u>	<u>799,650</u>	<u>1,542,274</u>
Endowment fund	-	152,843	-	152,843
Unrestricted funds	-	607,849	(182,207)	425,642
Designated funds	4,691,203	6,767,452		11,458,655
	<u><u>4,800,703</u></u>	<u><u>8,161,268</u></u>	<u><u>617,443</u></u>	<u><u>13,579,414</u></u>

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2010**

**19. Reconciliation of net incoming resources to net cash outflow from operating activities**

	<b>2010</b>	<b>2009</b>
	£	£
Net outgoing resources before revaluation and investment asset disposals	(108,773)	(540,772)
Depreciation charges	87,563	99,579
Decrease/(increase) in stocks	47,629	(44,640)
Decrease/(increase) in debtors	100,433	(71,395)
(Decrease)/Increase in creditors	(55,326)	54,055
Dividends received	(264,971)	(275,910)
Interest received	(968)	(1,764)
Difference on exchange	(1,408)	(820)
Net cash outflow from operating activities	<u>(195,821)</u>	<u>(781,667)</u>
	=====	=====

**20. Analysis of net cash resources**

	<b>2010</b>	<b>2009</b>
	£	£
Balance at 1 January 2010	219,222	161,055
Net cash outflow	(51,823)	58,167
Balance at 31 December 2010	<u>167,399</u>	<u>219,222</u>
	=====	=====

**21. Designated fund**

	<b>Balance at 1-Jan-2010</b>	<b>Movement of Resources</b>		<b>Balance at 31-Dec-2010</b>
		<b>Incoming</b>	<b>Outgoing</b>	
Properties	4,674,610	-	47,865	4,626,745
Investments	6,273,076	558,834	-	6,831,910
	<u>10,947,686</u>	<u>558,834</u>	<u>47,865</u>	<u>10,458,655</u>
	=====	=====	=====	=====

**21. Capital commitments**

There were no capital commitments at 31 December 2010(2009: £Nil)

**SUMMARISED ACCOUNTS**

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**Statement of Financial Activities  
For the year ended 31 December 2010**

	<b>Total funds 2010 £' 000s</b>	<b>Total funds 2009 £' 000s</b>
<b>Incoming resources</b>		
Gifts	216	187
Bequests	609	95
Investment income and interest	266	278
Income from office letting and catering service	62	55
Trading income	13	56
Surplus on disposal of fixed assets	-	-
Other income	2	4
	<hr/>	<hr/>
	1,168	675
	<hr/>	<hr/>
<b>Resources expended</b>		
Charitable activities	1,103	985
Governance costs	51	113
Costs of letting and catering service	27	33
Trading expenses	96	85
	<hr/>	<hr/>
	1,277	1,216
	<hr/>	<hr/>
<b>Net outgoing resources</b>	<b>(109)</b>	<b>(541)</b>
Gain on disposals of investments	42	79
Loss on disposals of properties & contents	-	(17)

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Change in market value of investments held	750	878
Difference in exchange rate	(1)	(19)
	<hr/>	<hr/>
<b>Net movement in funds</b>	<b>682</b>	<b>380</b>
	<hr/> <hr/>	<hr/> <hr/>

## THE OXFORD GROUP

### SUMMARISED ACCOUNTS

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#### Balance Sheet As at 31 December 2010

	<b>2010</b> <b>£' 000s</b>	<b>2009</b> <b>£' 000s</b>
Property and other tangible fixed assets	4,801	4,787
Investments	8,161	7,419
Net current Assets	617	644
	<hr/>	<hr/>
	13,579	12,850
	=====	=====
Unrestricted funds	11,884	11,364
Restricted funds	1,542	1,344
Endowment fund	153	142
	<hr/>	<hr/>
	13,579	12,850
	=====	=====

These accounts are a summary of information extracted from the full annual financial statements, which were approved by the Board of Trustees on 12<sup>th</sup> May 2011.

Chris Evans  
On behalf of the Board of Trustees

The summarised accounts on pages 45 to 46 are not statutory accounts but a summary of information relating to both the Statement of Financial Activities and the Balance Sheet. The full annual financial statements have been externally audited and the auditor issued an unqualified report. These summarised accounts may not contain sufficient information to allow a full understanding of the financial affairs of the charity. For further information, the full financial statements, the Auditors' Report and the Directors' Report should be consulted. Copies of these are available from the Treasurer, The Oxford Group, 24 Greencoat Place, London SW1P 1RD.

#### **INDEPENDENT AUDITOR'S STATEMENT TO THE BOARD OF TRUSTEES OF THE OXFORD GROUP**

We have examined the summarised accounts set out on pages 45 and 46. You are responsible as Directors for the preparation of the summarised accounts in accordance with applicable United Kingdom law. Our responsibility is to report to you our opinion on the summarised accounts with the full annual financial statements, and its compliance with the relevant requirements of section 427 of the Companies Act 2006. On which we reported to you on 12<sup>th</sup> May 2011.

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. Our report on the company's full annual financial statements describes the basis of our opinion on those financial statements.

In our opinion the summarised accounts are consistent with the full annual financial statements of The Oxford for the year ended 31 December 2010.

HW Fisher & Company  
Acre House  
11-15 William Road, London NW1 3ER

17th May 2010

## **FOR FURTHER INFORMATION**

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### **Books**

**No enemy to conquer – forgiveness in an unforgiving world**, by Michael Henderson; foreword by the Dalai Lama (Baylor University Press, 2009, ISBN 978-1-60258-140-1 / 1-60258-140-1).

**World changing through life changing – the Frank Buchman revolution**, by T Willard Hunter (Regina Books, Claremont California, 2009, ISBN 1-930053-62-2 / 978-1-930053-62-5).

**Forgiveness – breaking the chain of hate**, by Michael Henderson (Grosvenor Books, London, 2002, ISBN: 1 85239 031 X).

**Trust and integrity in the global economy**, by Michael Smith (Caux Edition, Switzerland, 2008, ISBN 10: 2880375169)

**Faith in diplomacy**, by Archie Mackenzie (Grosvenor Books, London, 2002, ISBN: 1 85239 032 8).

**Frank Buchman: a life**, by Garth Lean (Constable, London 1985, ISBN: 0 09 466650 4; Fount Paperbacks, London 1988). Authoritative biography of Frank Buchman, by one of his colleagues. Described by *The Sunday Telegraph* as 'well-documented and fair-minded'.

**The world-wide legacy of Frank Buchman**, by Archie Mackenzie (Caux Edition, Switzerland, ISBN 2-88037-517-7) This 320-page book opens with Archie Mackenzie's answer to a young person who asked him, 'Why is Frank Buchman important?' - followed by 19 chapters that have been contributed by 33 committed carriers of his legacy. *NEW*

Also available at [www.iofc.org/frank-buchman-legacy](http://www.iofc.org/frank-buchman-legacy)

**The morning quiet time** by the Rev Jack Winslow (John Faber, 2005, ISBN: 1 85239 035 2; originally published 1938 by Hodder & Stoughton London, under the title, 'When I awake') – 'Refreshment for the spirit day by day'.

**The sound of silence – how to find inspiration in an age of information**, by Michael Smith. This 16-page booklet aims to express the core values of IofC for today's web-surfing generation.

### **Other resources**

**UKinitiatives**, a newsletter keeping you up-to-date with IofC around the UK.

[www.uk.iofc.org](http://www.uk.iofc.org), the UK section of IofC's global website.

[www.forachange.net](http://www.forachange.net), an archive of articles published in IofC's magazine over nearly 20 years.

### **Videos and DVDs**

**The Imam and the Pastor**, produced by Alan Channer. A dramatic story of peace-making between rival Muslim and Christian groups following communal violence in northern Nigeria.

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**The Cross and the Bodhi Tree – two Christian encounters with Buddhism**, produced by Alan Channer. The film portrays the spiritual journeys of a French Catholic priest who works in Cambodia and an English Anglican nun who leads a life of prayer in a convent in Oxford.

**For the love of tomorrow**, produced by David Channer. One woman's experience of the liberating power of forgiveness. The story of Irène Laure and the reconciliation between French and German people after World War II. Available in 15 languages

## THE OXFORD GROUP

### FURTHER INFORMATION *continued*

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**Breaking the Chain of Hate**, produced by David Channer. A record of the visit to Britain of four Lebanese former militiamen, Muslim and Christian, from different sides of their country's civil war, who are now working for their country's reconciliation.

*Books and UK Initiatives can be ordered from: Initiatives of Change, 24 Greencoat Place, London SW1P 1RD or from [www.initiativesofchange.org](http://www.initiativesofchange.org)*

*Videos and DVDs are available from FLTfilms at the same postal address.*

#### Links

<i>Initiatives of Change – International</i>	<a href="http://www.iofc.org">www.iofc.org</a>
<i>Hope in the Cities</i>	<a href="http://www.uk.iofc.org/hope-in-the-cities">www.uk.iofc.org/hope-in-the-cities</a>
<i>FLTfilms</i>	<a href="http://www.fltfilms.org.uk">www.fltfilms.org.uk</a>
<i>Caux</i>	<a href="http://www.caux.ch">www.caux.ch</a>
<i>Caux Initiatives for Business</i>	<a href="http://www.cib.iofc.org">www.cib.iofc.org</a>
<i>Agenda for Reconciliation</i>	<a href="http://www.afr-iofc.org">www.afr-iofc.org</a>
<i>Foundations for Freedom</i>	<a href="http://www.iofc.org/foundations-for-freedom">www.iofc.org/foundations-for-freedom</a>
<i>British Arab Exchanges</i>	<a href="http://www.bax.org.uk">www.bax.org.uk</a>
<i>Faith in Leadership</i>	<a href="http://www.faithinleadership.org">www.faithinleadership.org</a>
<i>Somali Initiative for Dialogue and Democracy</i>	<a href="http://www.sidd.org.uk">www.sidd.org.uk</a>
<i>Farmers' Dialogue</i>	<a href="http://www.fd.iofc.org">www.fd.iofc.org</a>

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