

Company No 355987
Registered Charity No 226334

THE OXFORD GROUP
ANNUAL REPORT AND ACCOUNTS
31 DECEMBER 2009

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COMPANY INFORMATION

Members of the Board of Trustees

Mrs A E Tooms (Chair) (resigned from the Board on 23rd June)
Dr S M Andren MB ChB MRCP (UK) AFOM DRCOG (Deputy Chair)
Dr P C Boobbyer PhD
Mrs C A Elliott
C F Evans (Elected Chair, 23rd June)
F Evans BSc FRSA
Mrs M R Neal BA
N Mackay BA BEd MA

Secretary K E Noble BSc ARCS

Executive team

K E Noble
K E Monkhouse BSc Hons, DipM, FRSA
P Devos BSc MA

Charity number Registered as a charity under the Charities Act 1960,
number 226334

Company number 355987 Registered in England and Wales

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CHAIR'S INTRODUCTION

Like maths classes at school, the work of Initiatives of Change (IofC) can be divided into 'pure' and 'applied'.

A 'pure IofC' programme reaches out to people wherever they are, and helps them to find the purpose for which they are on this earth, whatever that may be. The impact of such work on society is powerful, but unpredictable. Its agenda is to enable each person to discover their God-given destiny.

For me, IofC's central quest at the moment is to enable today's generation in this way, meeting them at their points of need and interest.

I look to see IofC in the next decade building up a strong, satisfying and sustainable programme of 'pure IofC'. Strong because we choose to unite behind it; satisfying because it offers a rounded menu of support and experience, from an initial encounter with IofC right through to full commitment to God's purposes; sustainable because I believe many people will want to take part in such a programme, and it will call forth renewed generosity and sacrifice from those who experience it.

The School for Changemakers which we are planning for 2010 (see p.10) will, I trust, be an example of this. In fact, in the 2010 budget, in which the Trustees are concerned to reduce IofC's structural deficit, a programme for young people built around the School for Changemakers is the one area where we plan to increase spending. In the Trustees' view, introducing more people, especially young people, to the values and life of IofC is a top priority.

But 'pure IofC' also needs to be connected with God's purpose for society, and in these dangerous times, for the world itself. This is where the other side of IofC's activity – 'applied IofC' – comes in, and this report is full of examples.

In all sorts of ways, guiding convictions can come to lodge deep in our guts. We all know people who are driven on by the desire that no-one should feel rejected or excluded; or that no-one should be stuck in unemployment; or that everyone should have enough to eat; or that we should respect the planet we live on. Finding God's purpose can mean a lifetime working intelligently at any of these and more. It gives far greater point and purpose to the changing of lives.

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

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What is Initiatives of Change?

Initiatives of Change (IofC) is a world-wide network of people committed to a transformation in society based on change in individuals, starting with themselves.

It affirms that there is a divine purpose for the world and each person in it.

It encourages people to seek this purpose through listening to the inner voice of conscience and in discussion with friends they trust, making what they know of God and eternal moral values central in their lives.

It proposes standards of absolute honesty, purity, unselfishness and love as guidelines for private and public decision-making.

These ideas and their effects spread from person to person. They have given rise to an international fellowship of people at work in more than 70 countries, with programmes which include:

- bringing reconciliation and co-operation where there is conflict;
- tackling the root causes of corruption, poverty and social exclusion;
- strengthening the moral and spiritual foundations for democracy.

IofC is open to all. For many Christians it represents a practical application of the Lord's Prayer. People of other major faiths find the emphasis on moral standards and divine guidance to be in tune with their own tradition. For those who do not profess a religious belief, as well as those who do, a starting point can be an honest look at where change is needed in the world and what this means for oneself.

In the UK, Initiatives of Change is the operating name of the charity, The Oxford Group (Registered in England and Wales no. 226334), which was incorporated as a company limited by guarantee in 1939. The charity exists for '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'. Following Buchman, an American Lutheran pastor, the Group has always encouraged people to obey what they believe to be God's will, while examining their actions and motives in the light of absolute moral values. Buchman was in many ways a pioneer. He reached many people who were agnostic or even militantly anti-God. He often expressed his truths in ways that were unconventional and certainly not religious-sounding – but they all sprang from his deep personal Christian faith. His ultimate aim was always to bring individuals to a living 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.

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The Board of Trustees presents its report with the audited accounts of The Oxford Group/Initiatives of Change ('The Group') for the year ended 31 December 2009. The financial statements have been prepared in accordance with relevant accounting policies and in compliance with the company's governing document and applicable law.

Constitution and objects

The Oxford Group was constituted as a company limited by guarantee which was incorporated on 15 August 1939 (Company no. 355987). It is a registered charity in England and Wales, number 226334. The good governance of The Group is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association, and who serve as members of the Board.

The Trustees who have served during the year and since the year-end are set out on pages 3 and 29.

The Objects of the charity, 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'.

In line with these objects, the principal activity of The Group during the year continued to be encouraging individuals to turn towards God and seek his will, in the context of the needs of his world.

The charity is a member of Initiatives of Change International, registered in Switzerland.

The Charities Act 2006 requires the Trustees to explain how the activities of the Charity benefit the public. 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. However, more specific areas of benefit to the public are highlighted under the various sections of the report of activities.

Report of activities during 2009

IofC Productions Board

FLTfilms is the specialist film-making and distribution division of Initiatives of Change. It operates as a trading fund of the charity under the management of the IofC Productions Board, whose members are appointed by the Trustees of The Oxford Group. Don de Silva, environmental campaigner, author and businessman, joined during the year. The Production Board's mandate, which had been due to expire at the end of 2009, was extended for a further year.

The Productions Board has a modest grant-making capacity and can fund media projects which advance the charitable objects of The Oxford Group. During 2009, funds were granted for the purchase of new film-making equipment and for book printing and launch costs.

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

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are vital to conflict prevention and post-conflict healing – such as forgiveness, acknowledging ones 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.

The most recent, award-winning, documentary film, *The Imam and the Pastor*, shows the peace-building work of Imam Muhammad Ashafa and Pastor James Wuye, who fought in opposing militias during a period of inter-religious violence in northern Nigeria. During 2009, an Arabic version of this film was launched in Lebanon and Egypt. The charitable foundation, Pro Victimis, based in Geneva, funded the translation and contributed to the costs of the launch.

The Lebanese première of the film took place in the Jesuit-founded St Joseph's University, Beirut, in March. It was launched under the slogan 'Together in service of sustainable Reconciliation'. The event was part of a Reconciliation Programme organized by ADYAN, the Lebanese foundation for interfaith studies and spiritual solidarity, under the patronage of the President of the Republic, represented by Ibrahim Shamseldeen, Minister of Development. Also present was Tariq Mitri, the Minister of Information. The 650 seat capacity hall was over-filled with members of the media, spiritual and religious leaders, politicians, national organizations working for dialogue and peace, academics and students as well as invited members of the public. The protagonists of the film and the film makers, Dr Imad Karam and Dr Alan Channer, visited the country to mark the launch and dissemination of the film and to engage with local and national audiences.

In Egypt the first screening of the film took place in May at the Bibliotheca Alexandrina Library (the oldest in the world), hosted by the Moral Re-Armament Association-Egypt, the Institute for Peace Studies, the Arab Society for Reform and the Arab Dialogue Forum. In the audience were many practitioners or specialists in peace studies and reconciliation. Further screening took place at Cairo University and the American University of Cairo. Wuye, Ashafa and Karam were present and engaged audiences in discussion.

In Paris, on 6 November, the Jacques Chirac Foundation awarded its first Conflict Prevention Prize to Ashafa and Wuye, in recognition of their work. Among those present were former UN Secretary General, Kofi Annan; the President of France, Nicolas Sarkozy; Mohamed Sahnoun, Chairman of the Caux Forum for Human Security and former President of Initiatives of Change International; and Channer. The two religious leaders thanked Initiatives of Change International for their support and made reference to their present and future partnership with FLT*films*. Former President of France Chirac, referring to the imam and the pastor, praised these 'trailblazers' who 'prove to us that the best is possible' and 'show that we can change the world [The two men] were able to call into question the use of violence.' He stressed the importance of 'extinguishing the smouldering embers of hatred' and 'helping all those who can defuse misunderstandings and bring about reconciliation'.

The Imam and the Pastor continued to be shown widely in the UK. Twenty young men – ten Muslims and ten Christians – at Her Majesty's Young Offenders Institution, Rochester, were selected in March by the prison's chaplaincy team to watch the film with five members of the team. When the film ended, Shaffiq Din, Muslim chaplain, took the chair, and invited thoughts or comments. Hands went up immediately:

- 'This DVD has taught me not to pre-judge people.'
- 'You can learn from each other.'

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- 'I've learnt that you shouldn't separate yourself from others until you know what they are about.'
- 'Deep down I don't believe I can do that [forgiveness], but it's good to see that it can happen.'

Shaffiq thanked those who contributed. He said that for him 'this film sums up what Islam teaches and it sums up what Christianity teaches'.

Also during 2009, a follow-up film about the imam and the pastor's peace-building methodology was filmed and the first stage of editing completed. This new production, *An African Answer*, is due to be launched in early 2010. The United States Institute of Peace has given \$35,000 (£23,000) towards this project.

Further use of both films in conflict situations and elsewhere is planned during 2010, including a launch of the Arabic version of *The Imam and the Pastor* in Sudan in January. *FLTfilms* also plans to develop its web site and to produce more short films with simple messages about trust-building following *Two Boys and an Orange*, completed in late 2009. The Board of The Oxford Group has approved in its 2010 budget support from its general fund for *FLTfilms* of up to £43,000. This will cover all production costs and expenses as well as the remuneration of the directors and production staff.

Creators of Peace UK

Activities planned for 2009

Creators of Peace is an international women's initiative. One of its 'tools' is to run 'Peace Circles' where women meet to 'explore the role of personal transformation in creating peace' and to talk about the deeper issues in their lives with the aim of building trust and mutually supportive relationships. In 2009 the leaders of the Creators of Peace programme in the UK had two aims - to enable women, particularly those already familiar with IofC, to experience a 'Creators of Peace Circle' and to train them in how to run and facilitate further Peace Circles.'

Achievements during the year

To start the introduction of the 'Creators of Peace Circle' nationwide, the core team held four events. Two, both in March, were residential 'introduction and training' weekends, one in Edinburgh for seven women, and one in Oxford for 12 women.

In November there was a residential 'Experience the Creators of Peace Circle' weekend in Oxford, and another took place over six consecutive Wednesday evenings at Greencoat Place, central London.

The team developed a training plan, and this schedule was also delivered at a 'Facilitating the Circle' workshop in Caux, Switzerland in August 2009.

A local Peace Circle initiative took place in Liverpool during June.

In October three of the core team - Su Riddell, Mary Lean and Monica McIntosh - took part in the Creators of Peace international conference in Sydney, Australia. Its theme was, 'Creating a Culture of Peace'.

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There, the UK contingent benefited from the wide diversity of the participants, hearing stories from women who had transcended suffering and pain to work for healing and justice. Su Riddell and Monica McIntosh were also part of Facilitation Training over two days in Kuala Lumpur, Malaysia, and in Sydney after the conference.

The three women came back with many practical ideas as well as inspiration for the work here. They particularly valued 'a strong awareness of and friendships with women working all over the world with Creators of Peace'.

Overall, they noted that their 'Introduction and training' weekends were too short and that it is necessary for people first to experience the Creators of Peace Circle over 2-3 days, and then train to facilitate separately. It is essential that in order to have the best preparation for delivering the Peace Circle experience, facilitators should first have gone through the process themselves.

Outcomes and benefits from activities

Creators of Peace is a grass-roots initiative committed to peace-making. Not only does it help women find their own peace potential, it helps to build trust-based relationships. Rather than simply blaming the 'other', questions are asked of Circle participants such as 'Could the problem be me?' One participant wrote, 'For many years, I have been studying women's activism for peace in different parts of the world, mainly in areas of violent, long-lasting conflicts. But for who and what for? Through taking part in a peace circle I really understood what a culture of peace is. I felt it. And I learned that if I want to help creating a world of peace, I need to start with myself.'

As these questions are faced with honesty, humility and grace, women pull together to see how they can make a difference in their lives and in their communities. Participants have included women from different communities in Liverpool and London, including refugees, in particular from the Somali community.

Another participant said, 'The peace circles are simple and yet deal with complex issues, they promote understanding, learning and healing amongst people who come with differences. My experience is that the differences are put aside and the common goal of understanding is promoted.'

The organisers are often asked 'Why only women?' One participant recently wrote, 'The Creators of Peace Circle is a good platform for women to have open and honest dialogue without fear of being over-powered by the opposite sex. Certain energy comes out of initiatives taken by women. In the Peace Circle we felt free to talk without fear of being judged, or not allowed to say certain things.'

Many participants say that their lives have been affected by the Peace Circle gathering points on inner peace, inner listening, and forgiveness. After a recent Circle one spoke of how her inner pain had led her to hurt other people, 'What I will say to friends is: I have hurt a little, please hugely forgive me.'

Through offering the Creators of Peace Circle experience and training on a residential basis, the initiators are enabling its spread across the country. In particular this tool addresses the needs of inner cities.

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Plans for 2010

In 2010 the plan is to enable up to 100 women across the UK to experience the Peace Circle either in their local community or over a three-day weekend at a residential location, and then offer two follow-up training weekends for those who wish to start their own Peace Circles. The leaders are developing an infrastructure which will offer support to those who wish to be further involved. They will also contribute to other IofC events.

Public benefit

As more members of the public take part in the Peace Circles, not only will they benefit in terms of finding peace and fellowship in their own lives, they will be equipped to spread these much needed qualities among their communities. The fact that the Peace Circles bring together women from different ethnic and social origins helps weave together threads that can bind society, especially in areas where tensions are real.

Partnership with Learn to Lead

The Group continued to partner with the Sheffield-based organisation, Learn to Lead, to implement the Faith in Leadership (FiL) programme. This is a national leadership programme for outstanding individuals who are broadly in their mid-twenties to thirties from the different faith communities in Britain. It aims to develop the skills needed for them to become 'effective, thoughtful and outward-looking leaders of the future'. The Archbishop of Canterbury, the Chief Rabbi, the Cardinal Archbishop of Westminster and the Imam of the Karimia Institute are enthusiastic supporters and Patrons of FiL.

In 2009, more than 30 took part in the programme, some of which was filmed. In 2010 a trailer and a mini-documentary about FiL will be available from the website, www.faithinleadership.org. The participants were selected through a competitive process that filters lay, clerical or other active members of faith communities who have a record of proven leadership within their faith community, want to learn more about leadership, and have a deep faith that is central to their lives.

The FiL curriculum has been developed by respected thinkers, academics and practitioners of leadership development from around the world. The programme is experiential and focuses on:

- enabling participants to discover what their tendencies are like in group situations
- team dynamics
- coaching
- Introducing participants to key actors in the fields of management, faith-based diplomacy, civic action, governance and community cohesion.

FiL 2009 culminated in a reception at Lambeth Palace at the invitation of Archbishop Rowan Williams. Thirty-two young faith leaders spent the day together, affirming what they had learnt from being part of the course and looking to the future.

FiL also ran an Alumni programme throughout 2009 which will continue in 2010. The Alumni project aims to support all FiL graduates and the communities they represent. FiL staff and graduates worked together to serve these communities by offering training and coaching. For example in 2009 they accepted invitations to partner and teach on: The Muslim Council of Britain Young Leaders Programme, The Limmud Festival (the largest Jewish conference), the Global Peace and Unity Conference, and the ISSO (Hindu) youth-mentoring programme among others.

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The Group continues to fund the FiL programme because it enables young people of all faiths to work together to meet the needs of their communities. Although the selection process is rigorous it is open to suitable members of the public who can access application information on the FiL website. No charge is made so the opportunity is available to people of limited means.

Agenda for Reconciliation

Agenda for Reconciliation (AfR) is a hub for a variety of initiatives carried out by individuals, groups and organisations who work in partnership. They meet weekly at IofC's London centre to plan and take part in peace-making and conflict-prevention activities.

The following activities were planned for 2009:

- broadening of weekly AfR meetings to include leading figures from the *diasporas* of the Horn of Africa region;
- the extension of the support team for the Somali and the Eritrean initiatives, including the involvement of a part-time member of staff and increasing fundraising;
- in conjunction with Somali Initiative for Dialogue and Democracy (SIDDD) to continue support for reconciliation within the Somali *diaspora* in Britain; holding monthly evening meetings from October; to hold three courses in Dialogue Facilitation (including one Training for Trainers); to arrange for a group of 15 to attend IofC conferences in Caux, Switzerland; to arrange visits to Somali communities in other cities by small groups of Somalis and IofC personnel;
- to increase support for reconciliation within the Eritrean *diaspora*; to organise one-day training courses in Team-work/leadership;
- to support the vision of Imam Ajmal Masroor by working with him to hold an 11-day programme for young European Muslims in Caux combining training in the Islamic approach to peace-making, and the IofC Tools for Change programme; to seek the support of an intern; to carry out fund-raising activities.

Achievements and shortfalls

- The AfR team grew with greater participation by the Somali, Sudanese and Eritrean communities. The support team was strengthened with more experienced management and two interns. Every Thursday, the AfR group met at 24 Greencoat Place to share experiences and develop new initiatives based on individuals finding new attitudes and motives. Every Thursday afternoon, Don de Silva gave his time to train a team of five people in fund-raising, project management and project development. An AfR project management team was created.
- The Somali initiative was consolidated with regular monthly meetings. Five Somalis participated in Caux conferences. A 10-minute extract of *The Imam and the Pastor*, translated into Somali, was broadcast twice on Universal Somali satellite TV in August 2009.
- AfR also supported a SIDDD initiative, entitled 'Peace begins at home', to promote healing and understanding between old and young Somalis in the London boroughs of Brent, Harrow and Islington. During 2010, the project will organise three two-day workshops. The aim is to create a network of 90 people to take leadership in facilitating inter-generational understanding. The project is led by Amina Khalid, an Outreach Associate
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- of Initiatives of Change-UK, and Zahra Hassan, a Trustee of SIDD. Planning for the project started in December 2009.
- Following one of the SIDD Dialogue Facilitation courses, Zahra Hassan has set up a group in west London called Women of the Horn. It has 300 members from the Djibouti, Eritrean, Ethiopian, Kenyan and Somali communities. AfR supported Women of the Horn in organising a further Dialogue Facilitation workshop for women. They discussed how to bring change to societies, starting with personal change. An example of how the workshops have empowered the participants was given by one of them. She heard a serious argument taking place between the husband and wife living next door. She asked if she could help and told the couple that, instead of arguing, they should sit down and listen to each other. After some hours of dialogue and discussion, the issue was resolved.
- The Eritrean Initiative was sustained through the year with meetings of a group of prominent Muslims and Christians who identified a serious 'trust-gap' within the *diaspora* community in Britain and abroad, and took steps towards bridging it.
- The 'Learning to be a Peacemaker' programme in Caux, attracted 65 participants from the UK, France, the Netherlands, Sweden and Germany, and was reported on the BBC Radio 4 *PM* programme as well as on the World Service. The funding for the programme was contributed primarily by IofC bodies in these countries and Switzerland.

Impact on people's lives

- The project management team workshops of AfR and SIDD helped to build the confidence and capacity of several participants of AfR. The budget for the AfR programme was revised and received increased funding from IofC-UK and the Irene Prestwich Trust. The Somali and Eritrean initiatives gathered leading figures of different tribal, clan and religious backgrounds around an agenda of relationship-building. Women are playing a leadership role in the Somali initiatives.
- The feedback from the 'Learning to be a Peacemaker' sessions in Caux was that it empowered young Muslims to feel both fully Muslim and fully part of European society.

Public benefit

- Equipping young European Muslims to be effective peace-makers is at the crux of dealing with one of the most urgent challenges facing western countries. The Trustees recognise that this is only one side of the equation – we also need to challenge western perceptions so that people are willing to recognise and welcome the participation of Muslims as equals in our countries.
- AfR is demonstrating how people from different ethnic and religious backgrounds can work together to bring positive action and change in Britain. The experiences of the Somalis in dealing with tensions within their community could be a model for other communities in Britain.

Challenges and Plans for 2010

- Ensure that all those participating in AfR programmes feel fully welcome as part of the IofC fellowship
- Create greater awareness about the history of IofC and the opportunities available within the IofC-UK secretariat to facilitate initiatives of change by the AfR community

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- Somali initiatives: three Intergenerational Dialogues on the theme 'Peace begins at home' for Somali communities in Brent, Harrow and Islington will be supported by AfR; monthly meetings of the Somali group will continue; another film will be translated for Somali satellite TV broadcast; some will participate in an international IofC conference in Kenya.
- Eritrean initiative: a meeting of a wider group of Christians and Muslims will take place in the spring with follow-up.
- AfR members will take part in the IofC all-Africa conference in Kenya in May and the summer conference in Caux.
- Learning to be a Peacemaker: 30 of last summer's alumni will be trained to be Host Facilitators for a second programme in 2011.

Hope in the Cities

Hope in the Cities (HiC) seeks to 'create inclusive communities and trust-based relationships where all are valued and everyone is empowered to fulfil their potential'. During 2009 the team aimed to achieve this in a number of different venues.

London

Hope in the Cities has an office base in London and in October 2009 they fulfilled one of their aims for the year by engaging three graduates to increase the outreach of HiC's work. The graduates are acting as 'Co-ordinators – Projects for Sustainable Change' and each one takes responsibility for key parts of HiC's work. HiC is very conscious of the high level of worklessness afflicting the country at this time and they are pleased to be in a position to address this in a modest way. They plan to extend this engagement in 2010.

Liverpool

The broadest growth of HiC's outreach during 2009 has been in Liverpool. As part of their plan for a sustainable outcome to the 'city dialogue', held in 2007, HiC has been working in partnership with leading business groups, the City Council and the Black and Racial Minority Network. They have been involved in dialogue with local employers to look at 'how to build a workforce in the city which reflects the diversity of its people'. One participant said, 'Hope in the Cities are the only people able to take the role of neutral facilitator in this ground-breaking venture.' The project is gaining momentum and HiC is now talking to national agencies about funding the next phase, which will include conferences and engagement with more businesses in Merseyside.

Hope in the Cities has also been participating in on-going 'honest conversations' in Liverpool on related issues with the Merseyside Police and in particular with the Merseyside Black Police Association. At the same time, contacts are developing with representatives of the Liverpool Muslim community, who are using the DVD *The Imam and the Pastor*, seeking to improve Muslim-Christian relations in the city.

At the request of Liverpool Hope University, HiC is helping to build links between students and the wider Liverpool community. This is for their personal development, so that they learn that 'building community' is as important as academic qualifications. This will continue in 2010.

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Nottingham

Much of the work in Nottingham in 2009 was planned around the IofC conferences in Caux, Switzerland, and the regular attendance there of diverse teams from the city. Four people attended the session entitled, 'Learning to Live in a Multicultural World' and 13 attended 'Tools for Change - Learning to be Peacemakers'. This is being consolidated with follow up-work in the communities.

A subsequent evaluation meeting led to engagement in local community-building and to planning an 'Honest Conversation Community Dialogue' in spring 2010. Another outcome was the setting up of a constituted group, Bringing People Together. This will raise bursary funds for participation in the 2010 Caux conferences and organise a local youth project.

South Africa

Hope in the Cities (UK) continued to build their partnership with Ikhaya Labantu Homeless Shelter and Eyabantu Crèche in Langa, one of the less privileged areas of Cape Town. They undertook two visits to offer their skills. They built and planted a vegetable garden with the people of the shelter. As part of an international HiC group, they worked on building relationships and supporting the leadership there to work on governance issues. They see this as being pivotal to their work and they want to give similar opportunities to others, particularly recent graduates, in 2010. One participant said, 'I feel like I have been on the most profound journey of my life.'

Public benefit

All the HiC projects are of public benefit as they seek to strengthen community ties and mitigate against injustice, for example in how businesses recruit from different ethnic groups. The public benefits from the outcomes of the work but also members of the public are engaged in many of the projects – for example in attending the conferences in Caux or taking part in Bringing People Together. Fund-raising is undertaken so that people of limited means can have a part.

Caux Initiatives for Business

Thirty-six British people, including students and faculty members from Liverpool Hope University's (LHU) Department of Business Studies, took part in the fourth annual conference on 'Trust and Integrity in the Global Economy' (TIGE), held at the IofC centre in Caux, Switzerland, from 24th – 29th July. It was organised by Caux Initiatives for Business (CIB), one of the programmes of Initiatives of Change, and attracted 160 people from 38 countries.

CIB engages people in 'honest conversations' on issues concerning the global economy and the human face of economics. It encourages conscience-based decision-making and personal integrity in business and economic life.

London-based social entrepreneur Joe Swann, founder of the charity My Social Innovations, was one of the main facilitators of the TIGE conference, while the plenary sessions were moderated by Don de Silva, founder and Director of the UK-based IT company Changeways International. He asserted that the world needed a 'moral bailout' at a time of financial bailouts following the credit crunch and global economic crisis of 2008. The task was to 'bring about a civilisation change in values and belief systems in economics, finance, food and sustainable development'.

LHU student Adam Foxall said he was surprised by the optimism of the older generation he met in Caux. 'This feeling of positivity is what will stay with me most of all from the TIGE

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conference,' he wrote afterwards. Charlotte Sawyer, a law and theatre studies student, observed that 'all those attending had an evident desire to generate solutions that are practical, attainable and will stand the test of real business life'.

This was echoed by a British social entrepreneur who told the TIGE conference that he would incorporate the Caux Round Table group's *Principles for Business*, first published in the 1990s, into his company's practices and would encourage all the people in his supply chain to follow suit.

Jonathan Herman, a media and politics student from LHU, wrote afterwards: 'Among men and women of undeniable integrity and humility, all I could often wonder was how the world or I could have ever done without such places [as Caux]. I mourn that so few of us show the strength to live the way we all know to be right and true, if we only dare to enquire of the depths of silence. But I am so glad, hopeful and inspired because Caux is proof that this truth is alive and well in the world.'

Following the global banking and economic crisis, CIB organised round-table discussions in the London centre of Initiatives of Change. One was addressed by Paul Moore, the former head of group regulatory risk at HBOS, who became known as the HBOS whistleblower after testifying before a Treasury Select Committee in Parliament. Moore called for:

- an ethical framework for the financial services, including a possible code of integrity for bankers;
- ethical training for staff with more intensive training for the higher echelons;
- the removal from positions of power of individuals who personify a dangerous culture;
- subsidiarization of business so that it is not allowed to self-regulate;
- improved teaching of ethics in business schools.

He quoted from the Enron whistleblower Sherron Watkins who had become convinced that a 'faith-based' change was needed to alter the ethics and mentality of the financial sector.

The introduction of Christian values - such as honesty, unselfishness and listening to the demands of conscience - remains at the heart of CIB's strategy. Everyone will benefit as more businesses recognise their social responsibilities – and as companies put the needs of employees and customers ahead of short-term gain.

CIB-UK plans to continue round-table discussions on the ethics and values needed in banking and financial services during 2010. British facilitators will play a part in the fifth annual conference on trust and integrity in the global economy in Caux in August.

Foundations for Freedom

Foundations for Freedom (F4F) is a programme that develops people through encouraging them to search for values-centred decision making in personal and professional life whilst creating positive change in their communities and countries. Originally developed for Central and East Europe, its main activity is still in that region.

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One of F4F's aims for 2009 was to register as an independent NGO in Ukraine. The application succeeded in September and, therefore, with the blessing of the Trustees of The Oxford Group, F4F ceased to be a programme of IofC-UK.

Those responsible for F4F wrote of their 'extreme gratitude' for all the help and support that F4F had received from IofC-UK since it began in 1993. Even though F4F is now independent it will continue running courses; keep its strong links with IofC-UK; seek to become affiliated to IofC International; and promote IofC's values at every opportunity.

The new mission statement is: 'To promote the development of truly free, democratic and fair society where citizens understand and practice the values on which freedom thrives, in particular honesty, integrity, personal responsibility and servant leadership

The main goals are to:

- Bring reconciliation and build trust across the personal and social divides caused by inter-ethnic, inter-religious and inter-community tension/conflicts as well as seeking the prevention of corruption, indifference and violence.
- Develop in young adults/youth leaders a sense of purpose and the commitment to become initiators of positive change.
- Support the development of civil society networks across the region of Eastern and Central Europe and beyond that are able to address the challenges facing their communities, countries and regions.

2009 highlights have included numerous follow up visits to course participants; completing the training of new course leaders; running a 'Visiting course' in Crimea and other training sessions or courses in Kharkiv, Ukraine and Strasheni, Moldova. F4F also ran four 'Ethical Leadership Workshops' and a concluding conference after receiving a grant from the US Embassy in Kiev. The courses were well received and the following are some of the comments made at the conference:

- 'I even felt some sort of discomfort, when one of the guests was speaking with such inspiration about his beliefs, about the God. I understood that the way I lead my life is not the only way'.
- 'You see a new person, discover something new in him and wonder that each one is so amazing'.
- 'Once again I convinced myself that I need to stick to my moral values.'
- 'What inspired me the most is the fact here you can receive something special from each individual.'
- 'I would be searching for a balance between global and something specific, meaning not only doing something big for the state, but more often to help a specific real person.'
- 'That [Ethical Leadership Workshop] has changed my life. Atmosphere that surrounds us here is invisible, but influences each one.'

Sierra Leone

Keith Neal has continued to work as a volunteer for Hope-Sierra Leone (H-SL), a peace and development NGO affiliated to Initiatives of Change International. As a member of H-SL's international support group, he visited Sierra Leone twice and travelled to Copenhagen three times for discussions on organisational and fund-raising matters. A new edition of the Moral Foundations for Democracy (MFD) training handbook, which is central to H-SL's training

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programmes, was published in March. The National Commission for Social Action chose H-SL as an implementing partner in a challenging symbolic reparations programme. This significant work was carried out in 17 chiefdoms over a period of eight months. Two reports can be accessed on the IofC International website. With funding now in place, H-SL looks forward, in the next two years, to facilitating a series of peace-building dialogues, based on the MFD programme, in key parts of the country. The Trustees appreciate this work, which involves minimal funding in the current year, as it seeks to bring reconciliation and healing to a country that was devastated by civil war for ten years until 2002.

Harambee leadership programme

The Oxford Group supported the fifth Harambee Leadership Training Programme, which was held near Addis Ababa, Ethiopia for six weeks from mid-October. It was designed to guide young people in Africa towards unselfish living and ethical leadership. The 17 participants came from countries as far apart as South Africa, Nigeria and Sudan, with seven from Ethiopia itself. Harambee also aims to build, course by course, a growing network of young people across Africa who will support and maintain contact with each other.

The first two weeks consisted of an intensive classroom experience, a mix of lectures and interactive sessions run by trained facilitators. Eric Mafuna, a renowned South African leadership specialist, in keeping with most African traditions uses story-telling to get his lessons across. Many were struck by his axiom: 'If you want to go quickly, go alone, but if you want to go far, go together.'

Ndoni Khanyile, a South African performing artist and documentary film producer, said that it was an 'incredibly empowering exercise because we were articulating a very huge vision... we were not just speaking about "pie in the sky" ideas. We are putting the ideas out there with the knowledge that we are choosing to make it live as a reality in our lives. Since we are from such different countries and circumstances, it forced us to think about the root causes of our challenges and how to identify the interconnectedness that will provide umbrella solutions for our needs.'

The outreach programme that followed took the group around the country where they met civic, political and business leaders.

In their evaluation, the Ethiopian hosts said, 'We set out to train young people with an inclination to work for positive change in society, knowing that it is a unique training scheme founded on the core values of IofC.'

The Trustees supported this initiative because they feel that it is investing in people who can play a constructive role in the future of their countries. The members of the African public who take part benefit directly from the training they receive. The wider public benefit from what they will be able to contribute to their societies is long-term. Much of the money raised for this initiative is used to fund those who could not otherwise afford to take part.

Farmers' Dialogue

During 2009 Farmers' Dialogue has been focussing on capacity building among farmers. The following activities received support from British farmers:

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- In the Ukraine, with the support of Foundations for Freedom (F4F), farmers from across Europe met to share best practice. This led to visits to France to discover how French farmers work so closely together in sharing machinery and marketing their products.
- In India there has been activity in Jharkhand and also at Asia Plateau, the IofC centre in Panchgani. Here the emphasis is on reaching out to people in the villages. This encompasses Ecology and Environmental work and is incorporated in ELL (Effective Living and Leadership) training programmes. This work is extending to Pune through Union Biblical Seminary and Medical Mission Sisters.
- In Kampala the Ugandan, Tanzanian, and Kenyan Farmers' Dialogue teams met and have prepared National and Africa-wide constitutions to enable them to seek funding for future operations. This will enable other African countries (especially Rwanda, Burundi, Madagascar, Ethiopia, Democratic Republic of Congo, Somalia and, Sudan) to participate and hold Dialogues of their own. We have supported the management team as they make plans for an African Farmers' Dialogue that is due to take place in Uganda in May 2010.
- Farmers' Dialogue is also working to develop the Food Security Network (FSN) that was launched during the 'Trust and Integrity in the Global Economy' conference in Caux.

IofC-UK does not fund the Farmers' Dialogue other than to reimburse some personal expenses of Jim Wigan, a long-term volunteer with IofC, to pursue this initiative. The public can find out how to become involved through the Dialogue's website at www.fd.iofc.org. The site carries the Dialogue's Charter, which emphasises that farmers should be open and honest – and that their calling is to feed the world. It concludes: 'The land does not belong to us. We receive it from our parents, and pass it on to future generations. We are part of the work of Creation.'

Greencoat Forums

During the year, eight evening 'Greencoat Forums' were held at the IofC centre in London. These explored the changes of attitude needed to make an inclusive society and a just world possible:

- Declaring that the earth is not a 'limitless larder', the Rt Rev James Jones, Bishop of Liverpool, called for action on a 'personal, parochial and political level' to tackle the challenges of climate change.
- Sue Riddlestone and Pooran Desai, co-founders of the award-winning charity BioRegional Development, spoke of the need to reduce unnecessary consumption and live more sustainably. The husband and wife team spoke about their mission to create working solutions, as a response to the growing crisis of environmental degradation.
- East London teenagers told how they are tackling gang culture and violence in their borough of Newham. Andres Ilves, Chair of Peace Direct, introduced four members of Truce 2020, a conflict resolution charity. Fiaza Muhammad, 20, Jasmine Simeron, 18, Sohail Karim, 17, and Isha Khan, 20, told what they had learned through Truce 2020 and of the importance of taking their peace building skills into the community. Karim said that gang culture used to be a part of his life. 'I grew up on a council estate in an area where there was a lot of violence between gangs of white and Asian youths. I started to become involved in gangs and I wasn't the best student at school either.' But then he completed a Truce 2020 peace-building course. 'I went back to my old school to share what I had learned and show my teachers that I had changed and was doing something positive'. He had the chance to put his conflict resolution skills into practice when a

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confrontation between white and Asian gangs threatened to spill into violence. 'One of the gang member's younger brothers was getting bullied. So I arranged a meeting with the two gang leaders and the three of us managed to reach an agreement. I helped them to see the situation from a bigger perspective.'

- Jan Arriens spoke about 'Life Lines', the pen pal-matching organisation which he founded that encourages people to write letters to prisoners on Death Row.
- Sir Iqbal Sacranie, founding secretary-general of the Muslim Council of Britain, spoke of the common values shared in multi-cultural Britain and of his hope that communities of all faiths will work together to end discrimination and extremism.
- John Armitage CBE, Chairman of the Olympic Delivery Authority, spoke on 'Trust and integrity in the Olympic ideal'. He highlighted the unique social and cultural opportunities that the 2012 London Olympic Games present.
- Emmanuel de Lutz, head of international microfinance at the French bank BNP Paribas, spoke of the power of microfinance to lift people out of poverty and create a lasting social impact.
- Clare Short, Independent MP for Birmingham Ladywood, spoke of the need to profoundly transform society to tackle climate change and create a more just and sustainable world.

As well as providing moral and spiritual perspectives on important themes, these forums serve as a 'gateway' to introduce members of the public to the work of Initiatives of Change. No charge is made for these forums, so that members of the public who have little money can benefit. But collections are taken to help cover the costs to the charity.

No enemy to conquer

IofC worker Michael Henderson's latest book, *No enemy to conquer*, was launched in London at the St Ethelburga's Centre for Reconciliation and Peace and in Washington, DC, at the U.S. Institute of Peace. It is published by Baylor University Press and has a foreword by the Dalai Lama. An Imam, a Rabbi and Christian leaders spoke at the St Ethelburga's event. Simon Keyes, Director of the centre, said that Henderson had had 'a huge influence on the development of our work' at the centre and that his earlier book, *Forgiveness—breaking the chain of hate*, was one of its 'foundation texts'.

The Archbishop of York, John Sentamu, writes, 'Jesus Christ teaches us all about the power of forgiveness. Michael Henderson's book highlights that power in action.' Imam Musharraf Hussain al-Azhari, Co-Chair of the Christian Muslim Forum, describes it as 'a tour de force of extraordinary stories, remarkable encounters between victims and offenders, soul-stirring tales of human goodness' and the Jewish magazine *Tikkun* calls it 'a serious, thoughtful and at times compelling book'. Places where Henderson spoke this year range from the National Interfaith Week in Brighton to a session on forgiveness at the Parliament of the World's Religions in Melbourne, Australia.

Emel, the Muslim lifestyle magazine wrote that *No enemy to conquer* was 'ideal for those who wish to grasp how human nature can be so forgiving in an unforgiving world. It gives you a strong dose of hope that is much needed in an increasingly cynical world'. A Muslim reader of the magazine wrote to the publisher, expressing appreciation for what the book had meant for her

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life: 'Please convey my heartfelt tears to Michael – I used the book as self-therapy; my past is nothing compared to the inspirational stories of the people's past depicted in the book.'

The Trustees are grateful for Henderson's continuing commitment to spreading a message of forgiveness which is so needed in today's world. In March 2010, Henderson was due to give an evening forum at the Greencoat Place IofC centre.

Other activities

In addition to the projects and programmes outlined above, many individuals and groups further the aims of the charity by seeking to live out the core values of their faith in obedience to God. As the Chairman said in his introduction, this can bear fruits in all sorts of ways. The Trustees would like to express their gratitude for the commitment of all who further the Group's work in this way – as well as recording their thanks to all who support Initiatives of Change financially.

Method of appointment of Trustees

Between general meetings of the Group, the Board of Trustees appoints 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 of the Group, one-third of the Trustees must retire from office, but may be re-elected by members of the Association.

The induction and training of new Trustees

In 2006, the Board of Trustees appointed a Nominations Committee to identify and nominate potential new Trustees. During 2009, although several possible candidates were sounded out, no new Trustees were appointed. It is hoped that new Trustees will be appointed during 2010. 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. The Nominations Committee also has the responsibility of assessing the Board's skill-set and identifying areas which need strengthening. Throughout the year the members of this Committee were: Sheila Andren, 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 meet more frequently to plan, assess and review the Group's activities as necessary. These committees and working groups report to the Board of Trustees. During 2009 the Trustees delegated most management tasks to the Executive Team.

The Executive Team was appointed in February 2008 for a two-year term of office, with a mandate to take responsibility for the day-to-day running of the charity (see the 2008 Annual Report). So their mandate will expire early in 2010. It was originally envisaged that, before the end of their period of appointment, the Executive Team would be responsible for designing and implementing a system of management that would be sustainable in the longer term. In the event, the Trustees decided that this would best be achieved by forming a 'Think-Tank' who would meet regularly and consult widely with IofC-UK's supporters and activists. The outcome of this process was that the Board decided to appoint someone to head up a new Management Team, provisionally for a five-year period. By the end of 2009, applications had been received for this

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position and it was hoped to appoint someone early in 2010. The new Chair of the Management Team will then appoint his or her team in consultation with the Board. The three members of the Executive Team were offered short extensions to their contracts to ensure a smooth hand-over of responsibilities and to see through certain tasks.

Name

The charity continues to be registered and incorporated in the UK as The Oxford Group. It is more widely known as 'Initiatives of Change'.

Properties

At the start of 2009, the Group owned five houses in addition to its headquarters building at 24 Greencoat Place, Victoria, London. Three of these houses are used as centres for the work of the charity and provide a base for outreach and a venue for meetings and fellowship. The Trustees had intended to sell the property near Godalming, Surrey, during 2008. However, on the professional advice of estate agents, the Trustees decided that it was more advantageous to lease the property to a paying tenant until market conditions improved. This happened in 2009 and the property was sold in accordance with the relevant charity legislation. The final residential property, in Wandsworth, south-west London, has been made available for the use of a senior couple who devoted their full time to voluntary Christian work throughout their working lives. It has sometimes been possible to rent out the ground-floor of the property, which is a semi-autonomous flat, to recover some of the costs.

The Executive Team continued to make efforts to raise income by letting out parts of the Greencoat Place centre. A new lease agreement was signed by the Institute of Business Ethics, with effect from 1st October; two ground-floor offices have been leased to a public relations agency; and there has been a limited number of room rentals. The Trustees hope to develop this source of income further during 2010 to maximise the benefits of this valuable asset. The Trustees are also planning to take more seriously their environmental responsibilities by seeking to reduce the building's carbon footprint where this can be done cost effectively.

Archives

During 2009, the collection of historical archives about The Group's work continued to be housed in a building belonging to one of the Trustees, Christopher Evans, under the care of his wife. This involved the dedicated use of over 600 square feet of floor space. In accordance with a decision made in Mr Evans' absence, the Board of Trustees decided in 2007 to pay Anne Evans £3,000 rent per year for this space, recognising that such payment is below what would have to be paid at a market rate. The Board would like to record its gratitude to Mrs Evans for her meticulous work in keeping the archives in good order. Mrs Evans was able to assist various authors with photographs and information for their work. The quantity of papers and other materials held continues to increase.

Risk Assessment and Sustainability

The Trustees have continued to take seriously their responsibility to assess any potential risks to the charity, reviewing the areas of 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. Lack of succession planning combined with failure to involve a younger generation
3. Negative impact of current UK economic situation
4. Failure to engage new donors/legators

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5. Failure to achieve enough 'buy in' to an agreed strategic direction
6. Lack of 'marketable projects'

In the Board's view, risks 1 and 3 are beyond their control – in the short to medium term at least. The Board has taken steps to ensure that the Group's assets are as well safe-guarded as possible. (See section, investment powers and policies, below.)

Risk 2: It was stated in last year's report that the Board would employ a youth outreach worker with the aim of involving a younger generation in the work and vision of the charity. In the event, no suitable candidate was found. However, the Board continues to take this risk seriously and is pursuing a new initiative in co-operation with Liverpool Hope University during 2010 which it is hoped will enable more young people to find a sense of vocation for their lives. In addition, the Board will continue to support the Faith in Leadership project which has already shown considerable potential in developing the leadership skills of young people of faith. The Group continued to engage three 'interns' during 2009, who were of significant assistance in its programmes. The Trustees hope that the experience of working with IofC will also enable them to develop a close identification with the aims of the Group. It is also hoped that the recruitment of the new management team, referred to above, will mean more younger people stepping forward to take responsibility.

Risk 5: It is a continuing challenge to move beyond a series of excellent initiatives to a unified strategy which will have a maximum benefit within the UK and beyond. One of the tasks for the new management team will be better to integrate the considerable skills of a significant number of highly motivated individuals. One step that has been taken in this direction is to form a Project Review Panel, with a budget and an authority delegated by the Board of Trustees. This means that more people are involved in strategic planning of outreach activities, with more chance of achieving consensus on what are priority initiatives.

Risk 6: The Executive Team has made a priority of developing a business-like approach to project planning and fund-raising. This requires continuing the process of transformation that is seeing a formerly volunteer-run charity build a professional core appropriate to the more competitive and resource-poor environment in which The Group is now operating.

Risk 4 will be reduced as risk 5 is addressed. It is planned to make more specific efforts in 2010 to fund-raise for individual projects, particularly those that address risk 2.

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. And, of course, the Trustees are constantly grateful for all those who contribute time and money to the work of the charity.

Staff

Amina Dikedi-Ajakaiye spent 2009 on Sabbatical leave, partly funded by the Group. She used some of the year to support the Harambee programme in Ethiopia designed to develop moral and spiritual leadership in Africa (see p17). In 2010, she will be an outreach worker on a part-time basis with the Group.

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A number of interns worked with IofC on a temporary basis, making valuable contributions to Agenda for Reconciliation in particular. Owen Lean was subsidised by a grant from the Frits Philips Fund (see below) in order to work with Kate Monkhouse on various communications and research projects. It is hoped that more opportunities for including interns and young volunteers will arise in 2010.

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 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 2009 was 22%.

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, Paul Devos, David Curtis, Campbell Leggat and Abrahaley Mebrahtu.

Frits Philips Fund

The Frits Philips Fund (FPF) is an allocated fund of The Oxford Group. 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 2009, its second year of operation, the FPF granted funds totalling US\$94,500 to 27 people working within the International IofC network. Initiatives taken included community building across race and religion, women's peace initiatives through the Creators of Peace conference and network, and youth leadership and capacity-building in Africa through the Harambee Programme. Several grant recipients worked full-time with IofC in their local countries building networks between government, business, the NGO sector and the community, promoting good governance, anti-corruption campaigns, inclusive communities and value-based leadership. Grants were distributed to people working across the Americas, Asia, Africa and Europe.

The FPF Committee aimed to increase awareness of the fund through regional networks to encourage more people who meet the selection criteria to apply. There has been a steady increase in applicants of high quality. In the last round the fund received 27 applications (as at 30 November 2009), a significant increase from the 16 applications received in the first round in June 2008. Since beginning operations in 2008 the FPF has received a total of 72 applications.

The FPF Committee also sought to target funds better by refining the selection criteria. These include: the potential to impact the world/national/local situation; being in line with the global

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strategy and priorities of IofC; personal leadership qualities and development potential; IofC core values and life changing experience; commitment and integrity to these values; partnership with local/regional IofC teams; the potential to develop a team; plans for sustainability; and clear and transparent aims, methods and proposed outcomes.

Explorations began to find new funding models so that resources are matched better with needs within the world-wide IofC Community. This will be a focus for 2010 and beyond.

2010

There is a shortage of funds to support the valuable work being done by many in the IofC Community. The FPF Committee will seek to build its capacity through fund-raising initiatives.

The FPF Committee will maintain high standards of governance and transparency, selecting grant recipients based on a full range of information available, including scorecards to assess how well each applicant meets the selection criteria, feedback from support people, feedback from the local IofC teams the person has worked in, information provided in the application form and the capacity of the applicant to access funds from other sources.

The FPF Committee will continue to work on feedback received from our grant recipients and their support people as well as continue discussions with the formal International IofC network to explore ways to improve the IofC funding environment.

In the January/February 2010 Round of grants the FPF Committee will provide further funds to five of the previous grant recipients and will support another 17 grant recipients, distributing approximately US\$100,000.

Reserves policy

In order to cater for The Oxford Group's long-term needs, and to provide additional defence against the anticipated fall 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 charity and the support and co-ordination of its work. This was not achieved in 2009, with a short-fall of £460,904. This was mainly due to a significant increase in salary costs and the reduced level of legacy and investment income during the deep recession. In comparison, the deficit in 2008 was £386,437. The Board plans to reduce the amount paid in salaries during 2010 as the Executive Team finishes their contracts.

During the year, the Board reviewed its Reserves Policy. In summary, the Board has decided to 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 advisors as to the best way of doing so. The Board has treated as designated assets to the value of £10,947,686 to ensure the long term sustainability of the charity's activities.

Achievements and Performance

The legal objects of the charity are 'the advancement of the Christian religion, and in particular by the means and in accordance with the principles of the Oxford Group movement...'. As already explained, many initiatives have been carried out to this end. These included the weekend event at Liverpool Hope University, designed to develop an appreciation of the importance and methodology of trust-building among university students; lectures and group meetings, such as the Greencoat Forums; and a variety of courses and events, all of which aim to provide settings in which people can examine their own life-goals, motives and actions. One

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example, not mentioned earlier was a morning led by Bishop Michael Marshall on 'get out of the driving seat'. The Bishop was encouraging people to let the Holy Spirit direct their lives. His colleague, the Rev Soon Han Choi, performed a number of meditative hymns which he had written himself.

During 2009, more than 30 different courses and workshops were organized. In addition, IofC's outreach workers and volunteers played a major role in the annual conferences at Caux. They also made dozens of outreach visits every month around the UK.

Financial Review

The Group began 2009 with an anticipated shortfall of £402,853 between budgeted expenditure and anticipated income. In the event, the shortfall was £497,692. 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 charity continued. The Executive Team continued to work with staff to develop fundable projects, and to seek funding in a more consistent way. We are grateful to the Irene Prestwich Trust for generous grants during the year.

Targets of The Oxford Group for 2010

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 2010. Details are given above under the various programme headings.

The charity will continue to market and promote the documentary film, *The Imam and the pastor*, including producing other language versions, and plans to launch a new training film on the Imam and the Pastor's peace-building methodology.

The charity is expecting to see further results from the 'Faith in Leadership' training programme for young people in conjunction with Learn to Lead.

The new management team will continue to develop an effective strategy in co-operation with stakeholders. This will include fund-raising.

During the year, the charity 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.

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The charity's budget for 2010 shows an anticipated deficit of £295,507 with an income of £854,143 and expenditure of £1,149,650. This assumes a) a modest income from legacies and b) that we will start to see more 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.

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:

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:

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Members of the Board of Trustees/directors

Members of the Board of Trustees who served as directors during 2009 were:

Mrs A E Tooms (Chair) (resigned 23rd June)
Dr S M Andren MB ChB MRCP(UK) AFOM DRCOG (Deputy Chair)
Dr P C Boobbyer PhD
C F Evans (elected Chair, 23rd June)
F Evans BSc FRSA
Mrs A Elliott
N Mackay BA BEd MA
Mrs M R Neal BA

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 company 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 company 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 company 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 charity'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 charity's auditors are aware of that information.

Auditors

In accordance with Section 385 of the Companies Act 1985, a resolution proposing that UHY Hacker Young LLP be appointed as auditors of the Company 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
15 May 2010

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 2009 ("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 members of the charitable company, as a body, in accordance with Section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the members those matters we are required to state to them as 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

As described on page 29, the Members of the Board of Trustees, who are the directors of the company for the purposes of Company law and the charity trustees for the purposes of charity law, are responsible for the preparation of the Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 in accordance with the relevant financial reporting framework and are properly prepared in accordance with the Companies Act 1985 and whether the Directors' Report is consistent with those financial statements. We also report to you if, in our opinion, the charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and transactions with the company is not disclosed.

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

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 directors 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, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the affairs of the charitable company as at 31 December 2009 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 Companies Act 1985; and
- the information given in the Directors' Report is consistent with the financial statements.

Quadrant House
17 Thomas More St., Thomas More Square London E1W 1YW
17 May 2010

UHY Hacker Young LLP
Registered Auditor

THE OXFORD GROUP

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2009**

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Endowment Fund £	Total 2009 £	Total 2008 £
Incoming resources							
Incoming resources from generated funds:							
<i>Voluntary income</i>	3	178,986	-	102,698	-	281,684	509,969
<i>Activities for generating funds:</i>							
Letting & catering income	6	55,423	-	-	-	55,423	52,167
<i>Investment income</i>	9	260,651	-	9,449	7,574	277,674	373,777
Incoming resources from charitable activities:							
Income from training & sale of film	4	-	-	56,303	-	56,303	17,815
Other incoming resources:							
Other income		3,656	-	44	-	3,700	1,353
Total incoming resources		<u>498,716</u>	<u>-</u>	<u>168,494</u>	<u>7,574</u>	<u>674,784</u>	<u>955,081</u>
Resources expended							
<i>Costs of generating funds</i>							
Fund managers' fees		432	-	-	-	432	436
Letting and catering costs	6	33,271	-	-	-	33,271	40,151
<i>Charitable activities:</i>							
Campaigns, programmes & other activities	5	726,104	-	259,032	-	985,136	1,080,844
Trading expenses	4	-	-	84,282	-	84,282	101,770
<i>Governance costs</i>		112,435	-	-	-	112,435	82,558
Total resources expended	10	<u>872,242</u>	<u>-</u>	<u>343,314</u>	<u>-</u>	<u>1,215,556</u>	<u>1,305,759</u>
Net (outgoing)/incoming resources before transfers							
		(373,526)	-	(174,820)	7,574	(540,772)	(350,678)
Gross transfers between funds		(11,018,508)	10,947,686	78,396	(7,574)	-	-
Net (outgoing)/incoming resources before other recognised gains & losses		<u>(11,392,034)</u>	<u>10,947,686</u>	<u>(96,424)</u>	<u>-</u>	<u>(540,772)</u>	<u>(350,678)</u>
Other recognised gains and losses							
Losses on disposal of properties		(16,895)	-	-	-	(16,895)	-
Gains on investments:							
Realised		78,687	-	-	-	78,687	(30,860)
Unrealised	12	878,344	-	(12,698)	11,622	877,268	(2,093,409)
Difference on exchange		(141)	-	(18,571)	-	(18,712)	2,679
Net movement in funds		<u>(10,452,039)</u>	<u>10,947,686</u>	<u>(127,693)</u>	<u>11,622</u>	<u>379,576</u>	<u>(2,472,268)</u>
Reconciliation of Funds							
Total funds brought forward at 1 January 2009		10,867,895	-	1,471,356	130,788	12,470,039	14,942,307
Total funds carried forward at 31 December, 2009		<u>415,856</u>	<u>10,947,686</u>	<u>1,343,663</u>	<u>142,410</u>	<u>12,849,615</u>	<u>12,470,039</u>

THE OXFORD GROUP

SUMMARY INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2009

	Note	2009 £	2008 £
Gross income from continuing operations		667,210	945,139
Expenditure on continuing operations	10	<u>(1,215,556)</u>	<u>(1,305,759)</u>
Net outgoing for the year before transfers and investment asset disposals		(548,346)	(360,620)
Income from endowment fund		<u>7,574</u>	<u>9,942</u>
Net outgoing before investment asset disposals		(540,772)	(350,678)
Gain/(loss) on disposal of investments		78,687	(30,860)
Loss on disposal of properties and contents		(16,895)	-
Difference on exchange		<u>(18,712)</u>	<u>2,679</u>
Net deficit for the year		<u><u>(497,692)</u></u>	<u><u>(378,859)</u></u>

The gross income comprises £498,716 for unrestricted funds and £168,494 for restricted funds, and the net outgoing before investment asset disposals of £540,772 comprises a net outgoing of £373,526 from unrestricted funds, an outgoing of £174,820 from restricted funds and a balance of £7,574 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 31 which, together with the notes on pages 35 to 52, 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 2009

	Notes	2009 £	2008 £
Fixed assets			
Tangible assets	11	4,786,426	5,289,457
Investments	12	7,419,374	6,339,166
		<hr/>	<hr/>
		12,205,800	11,628,623
		<hr/>	<hr/>
Current assets			
Stocks	13	61,796	17,156
Debtors	14	142,552	71,157
Short term deposits		351,903	669,651
Cash at bank and in hand		219,222	161,055
		<hr/>	<hr/>
		775,473	919,019
		<hr/>	<hr/>
Liabilities: Amounts falling due within one year	15	(131,658)	(77,603)
		<hr/>	<hr/>
Net current assets		643,815	841,416
		<hr/>	<hr/>
Total assets less current liabilities		12,849,615	12,470,039
		<hr/> <hr/>	<hr/> <hr/>
Funds			
Unrestricted		415,856	10,867,895
Designated		10,947,686	-
Restricted	16	1,343,663	1,471,356
Endowment	17	142,410	130,788
		<hr/>	<hr/>
Total charity funds		12,849,615	12,470,039
		<hr/> <hr/>	<hr/> <hr/>

The accounts on pages 31 to 52 were approved by the Board of Trustees on 15th May 2010 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 2009**

	Notes	£	2009 £	2008 £
Net cash outflow from operating activities	19		(781,667)	(635,258)
Returns on investments and servicing of finance				
Dividends received		275,910		310,132
Interest received		1,764		63,645
Net cash inflow from returns on investments and servicing finance			277,674	373,777
Capital expenditure and financial investment				
Payments to acquire tangible fixed assets		(16,510)		(42,295)
Payments to acquire investments		(1,695,605)		(1,712,942)
Receipts from sale of investments		1,553,461		825,880
Receipts from sale of properties & contents		403,067		-
Net cash inflow/(outflow) from capital expenditure and financial investment			244,413	(929,357)
Net cash outflow before management of liquid resources and financing			(259,580)	(1,190,838)
Management of liquid resources				
Increase in investment in short-term deposits			317,747	1,187,750
Increase/(decrease) in cash in the year			58,167	(3,088)
Net cash resources at 1 January 2009			161,055	164,143
Net cash resources at 31 December 2009	20		219,222	161,055

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2009**

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 2009, there were 78 members (2008: 71). During the year ten people served as Trustees, none of whom received any remuneration for their services. Expenses by five Trustees totalling £6,265 (2008: £8,755 to eight Trustees) mainly for travelling, were reimbursed for the year. In addition £3,000 (2008: £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 charity 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.

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.

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2009**

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.

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.

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2009**

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.

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 2009**

3. Voluntary income

Donations and gifts

	Unrestricted Funds	Restricted Funds	Total 2009	Total 2008
	£	£	£	£
Legacies	94,900	-	94,900	273,407
Gifts under covenant	10,520	-	10,520	14,403
Kenya	-	3,632	3,632	9,795
Foundations For Freedom	-	20,101	20,101	5,251
Gift for seminars and conferences	-	2,116	2,116	15,020
Flt films	-	1,376	1,376	10,172
Gift for global consultation work	-	-	-	10,000
Gift for training young people – Int’l (AfL)	-	7,436	7,436	40,090
Gift for Clean Africa Campaign	-	19,907	19,907	7,710
Gift for IofC work in Africa	-	3,200	3,200	2,615
Gift for reconciliation work	-	11,167	11,167	5,853
Gift for Applied leadership support work	-	2,052	2,052	14,564
Gift for Creators Of Peace initiatives –Int’l	-	2,400	2,400	12,000
Spiritual Renewal	-	284	284	-
School Service	-	656	656	-
Caux School Project	-	3,465	3,465	-
Keswick to Caux spiritual journey	-	-	-	13,690
Gifts for projects	7,361	-	7,361	-
Gifts for international work	-	-	-	1,824
Donations for travel and overseas work	4,479	-	4,479	2,773
Hope in the Cities campaign	-	13,786	13,786	2,490
Gifts for general purposes	45,140	-	45,140	37,639
Gifts for Tools for Change	-	11,120	11,120	10,188
Other gifts (including towards hospitality received)	16,586	-	16,586	20,485
	<u>178,986</u>	<u>102,698</u>	<u>281,684</u>	<u>509,969</u>
	=====	=====	=====	=====

Of the total donations £23,838 (2008: £81,500) was raised from charitable trusts in UK.

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2009**

4. Activities to further the charity's objects

	Hope in the Cities	MRA/Flt films	Total 2009	Total 2008
	£	£	£	£
Income				
<i>Trading income</i>				
Income from training	10,000	-	10,000	1,907
Sale and hire of videos	-	46,303	46,303	15,908
	<u>10,000</u>	<u>46,303</u>	<u>56,303</u>	<u>17,815</u>
<i>Donations and gifts</i>				
<i>Other income (including interest)</i>	-	1,377	1,377	10,172
	-	60	60	133
Total income	<u>10,000</u>	<u>47,740</u>	<u>57,740</u>	<u>28,120</u>
Expenses				
<i>Direct costs</i>	7,805	68,287	76,092	75,428
<i>Overheads</i>	1,171	7,019	8,190	26,342
	<u>8,976</u>	<u>75,306</u>	<u>84,282</u>	<u>101,770</u>
Total costs	<u>8,976</u>	<u>75,306</u>	<u>84,282</u>	<u>101,770</u>
Operating profit/(loss)	<u>1,024</u>	<u>(27,566)</u>	<u>(26,542)</u>	<u>(73,650)</u>

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 38.

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2009**
5. Costs of campaigns, programmes & other activities

	Unrestricted Funds £	Restricted Funds £	Total 2009 £	Total 2008 £
UK campaigns:				
Pastoral work, training and development	87,969	471	88,440	100,500
Trust building conferences and seminars	10,780	11,030	21,810	10,916
Education and the schools service	9,415	930	10,345	13,163
Work connected with industry	10,288	-	10,288	17,311
Forums and public meetings at 24 Greencoat Place	28,431	-	28,431	19,947
UK website costs	9,592	-	9,592	10,408
Support for IC Production Division	9,271	-	9,271	9,663
Support for film, Art & drama initiatives	7,596	6,602	14,198	26,084
Cost of literature	22,922	-	22,922	26,642
Cost of newsletters and world bulletin	31,210	-	31,210	19,970
Interns	9,980	-	9,980	-
Others	374	-	374	242
Special programmes				
Ireland	11,805	5,239	17,044	31,505
Foundations For Freedom	2,666	25,729	28,395	33,591
Agenda for Reconciliation	30,929	8,213	39,142	52,694
Hope in the Cities campaign	48,820	9,600	58,420	77,342
Film production	15,547	-	15,547	27,609
Faith in leadership project	45,000	-	45,000	26,948
Projects				
Women Peace Circle Initiatives	4,865	5,430	10,295	10,423
Trust and integrity in the global economy	7,260	-	7,260	-
Learning to be a peace maker	8,630	-	8,630	-
Other projects	1,194	-	1,194	-
Overseas campaigns:				
Work connected with Caux	63,203	1,339	64,542	101,094
Work other than Caux for:				
Central, Eastern Europe	10,003	-	10,003	26,651
West Europe	10,537	-	10,537	11,548
Africa	24,078	39,361	63,439	73,128
Middle East	21,694	2,726	24,420	15,924
Asia	20,401	-	20,401	22,288
North America	8,830	-	8,830	10,223
Amount carried forward	573,290	116,670	689,960	775,814

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2009**

	Unrestricted Funds £	Restricted Funds £	Total 2009 £	Total 2008 £
5. Costs of campaigns, programmes & other activities (continued)				
Amount brought forward	573,290	116,670	689,960	775,814
Overseas campaigns continued				
South America	9,620	-	9,620	11,552
Australia/Pacific	9,271	-	9,271	21,816
Media and communication forums	9,271	-	9,271	9,838
Training campaign for young people (Action for Life)	-	48,521	48,521	9,968
Keswick to Caux spiritual journey	-	-	-	15,314
IC International Website	18,075	-	18,075	28,418
Farmers Dialogue	1,164	1,000	2,164	3,263
Tools for change	-	14,693	14,693	38,763
International Consultation	-	4,319	4,319	13,160
Caux school project	-	5,550	5,550	-
Other expenses	25	-	25	474
Other Global Activities				
Work connected with international organisations such as UN	63,365	-	63,365	64,979
Work connected with governance & leadership of world IofCs	42,023	-	42,023	35,995
Applied leadership support	-	5,518	5,518	16,217
Frits Philips support	-	62,761	62,761	35,273
Amount carried forward	726,104	259,032	985,136	1,080,844

THE OXFORD GROUP

NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2009

6. Activities for generating funds

	Total 2009 £	Total 2008 £
Income:		
Letting office space	38,572	28,266
Catering service	486	3,501
Letting residential space	16,365	20,400
	<hr/>	<hr/>
Total income	<u>55,423</u>	<u>52,167</u>
Expenses:		
Related costs incurred	<u>33,271</u>	<u>40,151</u>
Operating profit for the year	<u>22,152</u>	<u>12,016</u>
	=====	=====

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2009**

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.

Cost type:	Charitable Activities £	Governance costs £	2009 Total £	2008 Total £
Marketing and publicity	16,960	-	16,960	26,312
Forums and meetings	26,329	-	26,329	29,842
Administration costs	135,593	112,867	248,460	216,039
Total	178,882	112,867	291,749	272,193

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.

	2009 £	2008 £
UK campaigns	62,116	58,479
Overseas campaigns	54,339	70,296
Special programmes	34,722	38,616
Other international activities	27,705	21,808
	178,882	189,199

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

	2009 £	2008 £
This is stated after charging:		
Auditors remuneration - statutory audit	11,750	11,750
Depreciation	99,579	104,409

9. Investment income and interest

	UK £	Outside UK £	2009 Total £	2008 Total £
Interest receivable	1,763	-	1,763	63,645
Dividends receivable from:				
Fixed interest securities	55,999	27,364	83,363	85,437
Equity shares	92,374	52,454	144,828	175,191
Investment & unit trusts	46,720	1,000	47,720	49,504
	196,856	80,818	277,674	373,777

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2009**

10. Total resources expended

	Staff Costs	Depreciation	Other Costs	Total 2009	Total 2008
	£	£	£	£	£
<i>Cost of generating funds:</i>					
Fund management fees			432	432	436
Letting and catering costs	9,282	5,358	18,631	33,271	40,151
<i>Charitable activities:</i>					
Campaigns, programmes & other activities	406,638	76,632	501,866	985,136	1,080,844
Trading costs	22,292	17,589	44,401	84,282	101,770
<i>Governance costs</i>	46,411	-	66,024	112,435	82,558
	<u>484,623</u>	<u>99,579</u>	<u>631,354</u>	<u>1,215,556</u>	<u>1,305,759</u>
	=====	=====	=====	=====	=====

Staff costs	2009	2008
	£	£
Wages and salaries	442,908	460,357
Social security costs	40,305	44,411
Pension costs	1,410	1,747
	<u>484,623</u>	<u>506,515</u>

Analysis of other costs:

Premises	146,928	164,020
Direct campaign cost- travelling, accommodation, telephones	255,075	271,008
Ex-gratia payments	-	-
Administration costs	229,351	259,807
	<u>631,354</u>	<u>694,835</u>
	=====	=====

No employee earns more than £60,000 per annum (2007: Nil).

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

	Number of employees	
	2009	2008
Finance and administration	7.0	7.5
Maintenance management	1.0	1.0
Catering management	1.0	1.0
Campaigns	6.5	7.0
Film production and management	2.5	2.5
	<u>18</u>	<u>19</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 2009

11. Tangible fixed assets

	<u>Freehold land & Buildings</u>	<u>Contents of Properties</u>	<u>Plant Machinery & Video Masters</u>	<u>Furniture & Fixtures</u>	<u>Total</u>
	£	£	£	£	£
Cost or valuation on acquisition:					
At 1 January 2009	5,534,266	208,646	196,470	1,258	5,940,640
Additions	-	14,676	1,834	-	16,510
Disposals	(435,759)	-	-	-	(435,759)
At 31 December 2009	<u>5,098,507</u>	<u>223,322</u>	<u>198,304</u>	<u>1,258</u>	<u>5,521,391</u>
Accumulated depreciation:					
At 1 January 2009	388,016	118,424	143,652	1,091	651,183
Provision for the year	51,678	30,312	17,470	119	99,579
Disposals	(15,797)	-	-	-	(15,797)
At 31 December 2009	<u>423,897</u>	<u>148,736</u>	<u>161,122</u>	<u>1,210</u>	<u>734,965</u>
Net book amount:					
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>
At 31 December 2008	<u>5,146,250</u>	<u>90,222</u>	<u>52,818</u>	<u>167</u>	<u>5,289,457</u>

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 2009

12. Fixed asset investments

	2009	2008
	£	£
Market value at 1 January 2009	6,339,166	7,576,374
Additions at cost	1,695,605	1,712,942
	<u>8,034,771</u>	<u>9,289,316</u>
Disposals	(1,474,773)	(856,741)
	<u>6,559,998</u>	<u>8,432,575</u>
Unrealised investment losses		
General fund	878,344	
Special purposes funds	(12,698)	
Endowment fund	11,622	
	<u>877,268</u>	<u>(2,093,409)</u>
Loss due to difference on exchanges	(17,892)	
Market value at 31 December 2009	<u>7,419,374</u>	<u>6,339,166</u>

Investments at market value comprise:

	2009	2008
	£	£
Listed		
British Government	725,006	1,311,697
Commercial and industrial	6,500,647	4,845,707
Kenyan investments	193,721	181,762
	<u>7,419,374</u>	<u>6,339,166</u>

	<u>Investment assets in</u>		<u>2009</u>	<u>2008</u>
	<u>UK</u>	<u>outside UK</u>	<u>Total</u>	<u>Total</u>
	£	£	£	£
Listed				
Fixed interest securities	1,317,616	826,236	2,143,852	2,049,552
Equity shares	2,674,208	1,095,427	3,769,635	3,174,149
Investment trusts and unit trusts	1,380,427	125,460	1,505,887	1,115,465
	<u>5,372,251</u>	<u>2,047,123</u>	<u>7,419,374</u>	<u>6,339,166</u>

There was no individual investment held at 31 December 2009 which amount to over 5% of the portfolio by value.

THE OXFORD GROUP

NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2009

13. Stocks

	2009	2008
	£	£
Work in progress – film production	54,546	10,298
Videos	1,294	825
Stores	5,956	6,033
	<u>61,796</u>	<u>17,156</u>
	=====	=====

14. Debtors (amounts falling due within one year)

	2009	2008
	£	£
Sundry debtors	132,790	60,178
Prepayments	9,762	10,979
	<u>142,552</u>	<u>71,157</u>
	=====	=====

15. Creditors (amounts falling due within one year)

	2009	2008
	£	£
Taxation and social security costs	11,280	13,209
Accruals	26,501	12,239
Deferred income	-	1,401
Other creditors	93,877	50,754
	<u>131,658</u>	<u>77,603</u>
	=====	=====

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2009**

16. Restricted funds

	Balance at 1-Jan-2009 £	From/(to) unrestricted £	Movement in Resources		Balance at 31-Dec-2009 £
			Incoming £	Outgoing £	
Special Purposes Funds:					
Kenya	232,130	-	9,583	39,936	201,777
Ireland	364,523	-	3,465	5,239	362,749
Foundations For Freedom	7,082	5,000	20,104	25,729	6,457
Hope in the Cities	31,511	-	23,801	18,576	36,736
FLT <i>films</i>	86,340	41,834	47,739	75,307	100,606
Seminars and Conferences	8,914	-	2,116	11,030	-
Art initiatives-films, books & Publication	8,843	10,308	-	4,102	15,049
Global Consultation	9,728	-	-	4,319	5,409
Training of Young People – International (AFL)	67,664	-	7,436	48,521	26,579
Clean Africa Campaign	10,288	-	19,907	18,022	12,173
Neville Cooper Scholarship	7,710	-	-	1,339	6,371
Film production reserve	75,528	-	-	-	75,528
Agenda for Reconciliation	11,763	-	11,167	8,213	14,717
Schools & Young People Service – UK	9,832	-	656	930	9,558
Frits Philips Fund	504,977	1,101	-	62,761	443,317
Applied Leadership Support	5,452	-	2,052	5,518	1,986
Friends of Africa Fund	2,744	12,600	2,224	12,099	5,469
Africa-Zimbabwe Fund	5,864	500	976	573	6,767
Africa-Uganda Fund	1,100	-	-	-	1,100
Middle East (Dumreicher) Fund	4,185	2,000	-	2,726	3,459
Farmers Dialogue Fund	1,095	1,000	-	1,000	1,095
Tools For Change Fund	1,573	2,000	11,120	14,693	-
Phyllis Konstam Memorial Fund	2,073	2,053	-	2,500	1,626
Book publication reserve	1,501	-	-	-	1,501
Creators of Peace-International	3,030	-	2,400	5,430	-
Caux school project	2,085	-	3,465	5,550	-
Spiritual Renewal Fund	3,821	-	284	471	3,634
	1,471,356	78,396	168,495	374,584	1,343,663
	1,471,356	78,396	168,495	374,584	1,343,663

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.

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2008**

16. Restricted fund – description continued

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.

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

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.

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2008**

16. Restricted fund – description continued

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

	Balance at 1-Jan-2009	Movement in Resources		Balance at 31-Dec-2009
		Incoming	Outgoing	
Endowment fund	130,788	19,196	7,574	142,410
	=====	=====	=====	=====

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 £7,574 and the outgoing resources include the unrealised gain of £11,622.

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2009**
18. Analysis of net assets between funds

	Tangible Fixed Assets £	Investments £	Net Current Assets £	Total £
Restricted funds:				
<i>Special Purpose funds:</i>				
Kenya	-	193,721	8,056	201,777
Ireland	-	356,930	5,819	362,749
Foundations for Freedom	-	-	6,457	6,457
Hope in the Cities	-	-	36,736	36,736
Flt films	37,230	-	63,376	100,606
<i>Other funds</i>			-	-
Art initiatives-films, books & Publications	-	-	15,049	15,049
Global Consultation	-	-	5,409	5,409
Training of Young People– International (AFL)	-	-	26,579	26,579
Clean Africa Campaign	-	-	12,173	12,173
Neville Cooper Scholarship-Caux	-	-	6,371	6,371
Film production reserve	-	-	75,528	75,528
Agenda for Reconciliation	-	-	14,717	14,717
Schools & Young People Service- UK	-	-	9,558	9,558
Frits Phillips Fund	-	-	443,317	443,317
Applied Leadership Support	-	-	1,986	1,986
Friends of Africa Fund	-	-	5,469	5,469
Africa-Zimbabwe Fund	-	-	6,767	6,767
Africa-Uganda Fund	-	-	1,100	1,100
Middle East (Dumreicher) Fund	-	-	3,459	3,459
Farmers Dialogue Fund	-	-	1,095	1,095
Phyllis Konstam Memorial Fund	-	-	1,626	1,626
Book publication reserve	-	-	1,501	1,501
Spiritual Renewal Fund	-	-	3,634	3,634
	<u>37,230</u>	<u>550,651</u>	<u>755,782</u>	<u>1,343,663</u>
Endowment fund	-	142,410	-	142,410
Designated funds	4,749,196	6,198,490	-	10,947,686
Unrestricted funds	-	527,823	(111,967)	415,856
	<u>4,786,426</u>	<u>7,419,374</u>	<u>643,815</u>	<u>12,849,615</u>
	=====	=====	=====	=====

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2009**

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

	2009	2008
	£	£
Net outgoing resources before revaluation and investment asset disposals	(540,772)	(350,678)
Depreciation charges	99,579	104,409
(Increase)/decrease in stocks	(44,640)	(8,402)
Increase in debtors	(71,395)	(22,700)
Increase/(decrease) in creditors	54,055	13,211
Dividends received	(275,910)	(310,132)
Interest received	(1,764)	(63,645)
Difference on exchange	(820)	2,679
	<u>(781,667)</u>	<u>(635,258)</u>
	=====	=====

20. Analysis of net cash resources

	2009	2008
	£	£
Balance at 1 January 2009	161,055	164,143
Net cash outflow	58,167	(3,088)
	<u>219,222</u>	<u>161,055</u>
	=====	=====

21. Capital commitments

There were no capital commitments at 31 December 2009 (2008: Nil)

SUMMARISED ACCOUNTS

**Statement of Financial Activities
For the year ended 31 December 2009**

	Total funds 2009 £' 000s	Total funds 2008 £' 000s
Incoming resources		
Gifts	187	237
Bequests	95	273
Investment income and interest	278	374
Income from office letting and catering service	55	52
Trading income	56	18
Surplus on disposal of fixed assets	-	-
Other income	4	1
	<hr/>	<hr/>
	675	955
	<hr/>	<hr/>
Resources expended		
Charitable activities	985	1,081
Governance costs	113	83
Costs of letting and catering service	33	40
Trading expenses	85	102
	<hr/>	<hr/>
	1,216	1,306
	<hr/>	<hr/>
Net outgoing resources	(541)	(351)
Gain on disposals of investments	79	(31)
Loss on disposals of properties & contents	(17)	
Change in market value of investments held	878	(2,093)
Difference in exchange rate	(19)	3
	<hr/>	<hr/>
Net movement in funds	380	(2,472)
	<hr/> <hr/>	<hr/> <hr/>

THE OXFORD GROUP

SUMMARISED ACCOUNTS

Balance Sheet
As at 31 December 2009

	2009 £' 000s	2008 £' 000s
Property and other tangible fixed assets	4,787	5,290
Investments	7,419	6,339
Net current Assets	644	841
	<hr/>	<hr/>
	12,850	12,470
	=====	=====
Unrestricted funds	11,364	10,868
Restricted funds	1,344	1,471
Endowment fund	142	131
	<hr/>	<hr/>
	12,850	12,470
	=====	=====

These accounts are a summary of information extracted from the full annual financial statements, which were approved by the Board of Trustees on 15th May 2010.

Chris Evans
On behalf of the Board of Trustees

The summarised accounts on pages 53 to 54 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 53 and 54. 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 15th May 2010.

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 2009.

Quadrant House
17 Thomas More St.,
Thomas More Square, London E1W 1YW

UHY Hacker Young LLP
Registered Auditor
17th May 2010

FOR FURTHER INFORMATION

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

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, the UK section of IofC's global website.

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.

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*

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

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

Links

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