

Company No 355987
Registered Charity No 226334

**THE OXFORD GROUP
OPERATING AS**

INITIATIVES OF CHANGE
ANNUAL REPORT 2017

**INCLUDING ACCOUNTS FOR THE YEAR
ENDED 31 DECEMBER 2017**

Copies of this and previous Annual Reports and Accounts are available for download at
www.uk.iofc.org/annual-report

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Members of the Board of Trustees at 31 December 2017

Dr Philip Boobbyer (Chair)
Charles Aquilina
Nathalie Chavanne
Margaret Cosens
Claire Leggat
The Rev Lusa Nsenga-Ngoy
Edward Peters
Dr Nirmala Pillay

Secretary Kenneth Noble

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Company number 355987 Registered in England and Wales

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CHAIR'S INTRODUCTION

Britain's potential role in the world

One of the highlights of 2017 was the visit to the UK of Professor Rajmohan Gandhi and his wife Usha as guests of Initiatives of Change. Rajmohan is a peace-builder and historian. His many books include an authoritative biography of his grandfather, Mahatma Gandhi. Rajmohan is a past President of Initiatives of Change International.

'Listening, seeing ourselves in the other, and the other in us, and, with God's grace, forgiving. If there are better ways for building a better tomorrow, I would like to be told what they are,' he declared to the 400 people who attended a public lecture in London on the theme of 'Our world at a crossroads: perspectives on the way forward'.

He said how struck he had been to see the diversity of Britain – 'Population inflows have altered the landscape'. But this was the story of almost every country in the world. India, too, contained people of diverse backgrounds, growing up with conflicting versions of history. 'I have learnt that in India we possess opinions about neighbouring groups and communities. We do not possess knowledge about them. We don't listen to one another; we don't listen to one another's stories.... Will the Brits now take the time to listen to one another and take steps towards bridging their divides? To my mind, the combination of past history and current diversity makes this land powerfully qualified to lead the quest for the peace and sanity of our world.'

Rajmohan's challenge is one which Initiatives of Change is heeding. As you can read in this report, a 'listening roadshow' is providing chances for people on different sides of the Brexit debate to listen to each other. And divided communities are being brought together for 'honest dialogues' in other contexts.

Healing divisions within our society can unleash Britain's potential to serve the rest of the world. And, as Rajmohan points out, learning to forgive is a vital part of that process.



Philip Boobbyer
Chair of Trustees
12 May 2018

DIRECTORS' REPORT

The Board of Trustees presents its report with the audited accounts of The Oxford Group operating as Initiatives of Change ('the charity' or 'lofC') for the year ended 31 December 2017. The financial statements have been prepared in accordance with relevant accounting policies and in compliance with the charity's governing document and applicable law – in particular the Companies Acts of 1985 and 2006, the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the latest Charities Statement of Recommended Practice (SORP), using Financial Reporting Standard 102.

Name and Objects

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

The Trustees are responsible for the governance of the charity and serve as Directors of the company. The Trustees who were in place at year-end and all those who served during the year are set out on pages 4 and 19 respectively.

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

Dr Buchman was a pioneer who reached out to people of different faiths as well as many who were agnostic or even militantly atheistic. He expressed truths in ways that were unconventional and sometimes did not sound religious – although they all sprang from his personal Christian faith. The Trustees follow in that tradition and view all the activities described in the remainder of this Report as practical expressions of Christ's commands and thereby advancing the Christian religion in accordance with the charity's Objects.

The faith basis of Initiatives of Change is as follows:

Initiatives of Change is faith-based in its work and lifestyle and is open to all.

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

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

Daily morning quiet times refresh this experience and give direction. From this come the renewal of relationships, new energy, and clarity about purpose in life.

This approach has become an effective basis for people of different cultures and beliefs to work together to respond to urgent world needs.

Initiatives of Change is a challenge to everyone to live this out and to express their experiences sensitively as enrichment to others.

Public Benefit

In compliance with their duty under the Charities Act 2011, the Trustees have had due regard to guidance on public benefit published by the Charity Commission. In particular, the Act requires the Trustees to explain how the activities of the charity benefit the public or a section of it.

The Trustees believe that the fundamental purpose of Initiatives of Change – to help individuals search for God’s plan for their lives; to live by the highest moral values; and to find a sense of calling about their contribution in the world – is, *per se*, of benefit to society at large. As Henry Drummond, author of *the Greatest thing in the world*, put it: ‘Next to losing the sense of a personal Christ, the worst evil that can befall a Christian is to have no sense of anything else.... The first great epoch in a Christian’s life, after the awe and wonder of its dawn, is when there breaks into his mind some sense that Christ has a purpose for mankind.’ Faith is important, not just for its intrinsic value to the individual, but because it is often the motivating factor in enabling people to turn their lives around; and equipping them to make significant contributions to society. More specific benefits to the public are demonstrated, either implicitly or explicitly, under the various sections of the report of activities. It is the Trustees’ aim constantly to seek ways of increasing the impact and effectiveness of the charity so that they can expand the benefits provided by the charity as widely as possible.

Appointment and induction of Trustees

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

The Board of Trustees appoints a Nominations Committee to identify and propose potential new Trustees. The Committee gives relevant information to potential candidates, and induction and training as appropriate to newly elected Trustees. New Trustees are asked to sign a declaration that they are eligible to act as such, and also to declare any other directorships they hold.

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 skills offered by the Board and identifying areas which need strengthening. During the year this committee comprised Dr Philip Boobbyer and Claire Leggat. The Company Secretary acted in an advisory role.

Paul Gutteridge resigned from the Board on 7 February 2017.

Organisation

The charity is based in the United Kingdom and has its headquarters in London. It undertakes activities in the UK and around the world, normally in collaboration with other Initiatives of Change national or regional bodies. The Board of Trustees meets at least quarterly.

Most of the day-to-day running of the charity’s affairs is undertaken by an Executive Committee which meets weekly and reports to and advises the Trustees. Three ‘National Coordinators’ serve on this committee. Their role is to develop the strategy and outreach of

the charity, and to build a strong, united team. They are Roddy Edwards (from Suffolk), Jodie Marshall (Sheffield) and Peter Riddell (Oxford) until September 2017, and then Talia Smith (London). The rest of the Executive Committee consists of the Chair, Francis Evans; the Company Secretary; the Chief Accountant, Abrahaley Mebrahtu; the Head of Communications, Davina Patel; and the Knowledge Manager (Aleksandra Shymina). There is also a Finance Committee which is responsible for preparing the annual budget for Trustee approval. This comprises the Executive Committee and one Trustee, although that role is currently vacant. Under a new arrangement that came into effect during 2017, staff and recruitment matters come under a Staffing Committee, which operates within the delegation of authority of the Trustees and must adhere to all Board policies. The Staffing Committee advises the Board on matters such as remuneration, recruitment and policies and procedures. It is chaired jointly by two trustees (Margaret Cosens and Claire Leggat) and the other members are the Chair of the Executive Committee, the Head of Personnel (Barbara Down), the Chief Accountant, the lead National Coordinator and the Company Secretary.

The trustees are particularly grateful to Francis for doing his work on a voluntary basis. This results in more of the charity's funds being used to provide public benefit. A bedroom is made available free of charge for him at the Greencoat Place centre in order to facilitate his involvement with the charity. The company's solicitors have advised that this arrangement is an appropriate use of charity resources.

During 2017 the Trustees consulted our solicitors on how to manage certain potential conflicts of interest. They drafted an updated Policy which the Trustees adopted. The trustees all submitted declarations of interests. These will be kept under review. A similar policy for staff, contractors and volunteers will be adopted during 2018. In addition, any conflicts of interest are identified and managed at meetings of all the above committees.

In July, the Charity Commission endorsed a new Charity Governance Code setting out guidance on best practice within the charity sector. The Trustees are undertaking a review of our current practices and will make appropriate changes over the next year or two. We will report progress in next year's Annual Report.

In 2017 Jacqui Begley was appointed as Assistant Secretary, replacing Barbara Down.

We are sad to record the passing of a former Secretary to the Trustees, Stanley Kiaer, who was 86. Until early 2017, he acted as a combination of warden, host and caretaker at 24 Greencoat Place, occupying the top-floor flat. He was a man of strong spiritual commitment and led innumerable Bible studies with individuals and groups since stepping down as Secretary in 2001.

Properties

Throughout 2017, the charity continued to own four residential houses in addition to its headquarters building at 24 Greencoat Place in Westminster. Two of these houses, in Sheffield, and Oxford are used as centres for the work of the charity and provide a base for outreach and a venue for meetings and fellowship. The future of the third property in Wandsworth is under review. In accordance with the wishes of the late Doris Jenkins, the fourth residential property, also in Wandsworth, has been made available for the use of a couple in their 90s who have devoted their full time to voluntary Christian work throughout their long working lives. The ground floor of the house is a semi-autonomous flat, rental income from which contributes to the running costs of the property.

The Greencoat Place centre has a number of function and conference rooms that are used for the Group's charitable activities and, when not required by the charity, are available for

rent to other organisations. Income from this source contributes increasingly towards the running costs of the centre.

During the year the Trustees continued to rent a flat at 9, Albert Embankment, in Lambeth. This was in order to further the work of 'New Leadership and Accompaniment' which is described later in this report. The purpose is to reach out to those taking responsibility in national life and offer them fellowship and spiritual support (as well as introducing them to others whom they might not normally meet), whilst at the same time identifying and training future potential leaders in the moral and spiritual values that are needed to underpin society. The Trustees are currently reviewing the effectiveness of this operation.

Risk Assessment and Sustainability

The Trustees have reviewed the risks that the charity faces or could face. These remain broadly the same as in the last few years although their relative importance has changed. For a charity with a religious aim, clearly one of the key goals is to make sure that younger people who come forward to give leadership themselves practice the core values of the Christian faith – although, in today's pluralistic society, we recognise that many who would not describe themselves as Christians nonetheless espouse the moral and spiritual values that Christ proclaimed. In order to mitigate the risk of not having enough committed younger people, we encourage all those engaged with our work to deepen their own spiritual search. We also provide opportunities for training and Bible study; and we provide other opportunities to meet and interact with people of spiritual conviction. There is a Pastoral Care Team who aim to care for the spiritual as well as the practical wellbeing of those working or volunteering with lofC – and also to create a climate of pastoral care. Generational succession is also dependent on 'accompanying' potential leaders in their personal journeys. At the same time, lofC is an outwards-looking charity and we must get the balance right. There is a risk of being too focused on our own development. People tend to grow spiritually through meeting the challenge of applying Christian values in the real world. Accordingly, we encourage people of all ages to relate their personal values to the needs of society and to serve those around them. The Trustees' view is that good progress has been made in these areas.

A new risk, identified at the February 2018 Board meeting was failure to comply with GDPR. As stated elsewhere, the Board are giving this matter their urgent attention. A working committee has been set up and the Trustees will make sure that adequate time and resources are devoted to implementing all the administrative and technical changes that are required under this new regulation.

The other new risk arises from the passing of Stanley Kiaer, who played an important part in safeguarding the Greencoat centre and those who worked and stayed there. The Trustees have begun a process to find a replacement but in the meantime there is a risk that there could be a 'gap' in this responsibility, particularly at night-time. To mitigate against this risk, Scott Darby, a PhD student, has taken up temporary residence in the building. He is working closely with James van Werven, the Centre Manager to provide as much cover as possible. If necessary, we will limit the stays of overnight guests.

Staff and volunteers

During the year, three new members of staff (one of them a former consultant) were appointed. Jacqui Daukes has taken on the role of Partnerships Manager and Amina Khalid is heading up our work with communities. Jacqui Begley has been mentioned already. Mike Smith retired as Head of Business Programmes after some 50 years' work with lofC in a variety of roles.

The seventh in a series of annual fellowship weekends was held in March at the Kings Centre, Northampton. It brought together some 100 Initiatives of Change staff and volunteers from around the country with a few from overseas. These opportunities to share experiences and spiritual reflections; to meet in a relaxed environment; and to exchange perspectives with colleagues from overseas have proved invaluable for increasing a sense of fellowship and shared responsibility for the work of the charity. As in 2016, hiring professionals to help take care of children proved invaluable.

Reference is made in various places within this Report to the notable contribution of volunteers to the work of the charity. This is difficult to quantify but volunteer activities range from promoting and helping to organize public events to offering individual counselling, fellowship and Bible studies; from introducing people to the work of the charity to contributing money. It is no exaggeration to say that Initiatives of Change could not function without the goodwill, generosity and inspiration of several dozen volunteers, many of whom devote a considerable amount of time and resources. The Trustees are grateful to all of them.

Staff remuneration

The Trustees set levels of salary within a banding structure, with senior executives at the highest level. Two members of staff earn more than £40,000 (full time equivalent) per annum. Some members of staff and contractors benefit from living in residential accommodation owned by the charity, which enables them to carry out their roles, and their salaries are adjusted to reflect this. The rates for contractors are determined on the basis of the level of responsibility and experience and prevailing market conditions.

In line with current legislation, all members of staff have been enrolled into a workplace pension scheme approved by the Pension Regulator.

Investment powers and reserves policy

In order to cater for the charity's long-term needs and to provide against the long-term downwards trend in legacy income, the charity's policy is to build up its investments to the point where they generate sufficient income to cover the administration of the charity. During 2017 investment income covered the cost of governance, legal and finance functions. Total income from the charity's investments increased in 2017 to £495,288 (2016: £489,295)

The Trustees have agreed a reserves policy that strikes a balance between the trustees' responsibility for the charity's long-term future, their duty to use its assets for the furtherance of its objects and the need to meet liabilities as they fall due. The policy states that the charity will always hold in liquid form the equivalent of at least two months' expenditure. The actual amount for year 2017 is £234,574 (2016: £246,783).

The Board of Trustees has powers to invest in stocks, shares and property as it sees fit, within the constraints of charity law. During the year the charity's investment portfolio continued to be managed by Speirs and Jeffrey. The charity's investment aim is to protect the real value of its investments over time, whilst generating income compatible with that objective. The annual Total Return on the charity's portfolio during 2017 was 14.3 per cent.

The Trustees would like to record their gratitude to all those who remembered Initiatives of Change in their Wills, and to their families. The Board's policy is to invest 75 per cent of all non-restricted legacy income above what is needed in the year of receipt, to build up the charity's investment base and generate income for the future, although in 2017 we were not able to add to our investments in this way.

The Board has delegated oversight of the charity's investments to a committee consisting of Campbell Leggat, Francis Evans and Abrahaley Mebrahtu. The charity's investment managers are instructed not to invest in companies whose businesses rely significantly on income from tobacco, alcohol, gambling or armaments.

Activities during 2017

The charity undertakes a wide range of programmes, all aimed at benefiting either the public as a whole or a significant section of the public. The charity's vision, mission and values are outlined in the current strategic plan, adopted in February 2016 (see www.uk.iofc.org). All activities are in line with the charity's legal objects as they seek to encourage people to base their lives on firm moral and spiritual foundations so that they can become effective change-makers wherever their calling leads them. The strategy assumes a small central staff who encourage and support the initiatives of as many people as possible under the focus areas of:

- Ethical leadership
- Sustainable living
- Trust building through honest conversation and forgiveness

Some project workers are under contract but many are volunteers. The National Coordinators are responsible for nurturing a team who will work together to bring a constructive spirit in the country. As well as spending time with individuals, the National Coordinators bring people together for mutual support and encouragement. The paid project workers are mainly engaged in the fields of creating sound moral practices as a basis for business and the economy (ethical leadership) and 'communities' (sustainable living), which is an attempt to foster sustainable change in many different areas. One particular focus is among some of the diaspora communities, particularly from East and North-East Africa. Other activities, all designed to support the main thrust of our strategy, include film-making, public talks, publications, training, and social media output. Most of the activity is in the UK but a limited amount of support is provided to those who want to undertake work in other parts of the world, often in collaboration with Initiatives of Change bodies in those countries. The main overseas activity takes place in Switzerland, where annual summer conferences in Caux attract people from all round the world. British Initiatives of Change workers and volunteers play a major role in facilitating these conferences – and many of the participants are British, too.

The principal activities undertaken during 2017 were as follows. They are grouped according to the three focus areas mentioned previously.

Ethical leadership

- This year's annual School for Changemakers training programme for younger people took place at the IofC centre in London. Suzanne Schuler and Federick Way from the Centre for Effective Dispute Resolution (CEDR) led the weekend, focusing on culture and the experience of living within communities. Participants spent time discussing stereotypes, both about oneself and others; and this produced many new insights.

One of the participants, Panisha Pandoria, wrote: 'Coming back for a fourth year gave me the chance to reflect on my journey.... Spending time focusing on my goals and values led me to enhance youth activities in my own community, creating a positive impact upon the young people around me. Having a platform such as this, developing leadership and facilitation skills (plus many others!) amongst like-minded people, within a safe space allowing for personal development is something I'm forever grateful for.'

Earlier, 15 School for Changemakers alumni had taken part in a training weekend in partnership with CEDR. Participants learned how to tackle conflict, how to have difficult

conversations, active listening skills, understanding learning styles – all as part of facilitation and mediation training. This included practising difficult conversations using roleplay. Initiatives of Change are grateful that CEDR offered this valuable training without charge.

School for Changemakers is one of the New Leadership and Accompaniment (NLA) programmes. NLA has also worked informally with religious and political personalities to promote bridge-building and to provide training. Much of their work has been done at the flat rented for this purpose in Lambeth. One of their longer-term aims is to develop training courses that could bring income into lofC.

- Another area of training is called Regenerating Engagement And Learning within and beyond lofC (REAL). It started in 2014 with 12 participants as an internal lofC programme. In 2017, the programme included people new to lofC who wanted to clarify their purpose in life and become free from things that were getting in the way of that. Through group work and one-to-one conversations, they experimented with 'starting change with themselves' using the so-called Seed Behaviours of lofC, which include: 'Turn judgement into curiosity', 'use honesty, purity, unselfishness and love to guide my decisions'; and 'care for others, the planet and myself'.

One of the organisers said: 'Working one-to-one with new group members joining the programme, it is a delight to enable new insights for them too. When I first encountered lofC, I was helped most by people who made time to listen to me, and encouraged me to look that bit deeper. REAL is providing an up-to-date framework for doing this kind of work, in a way which is effective across barriers of age and background.'

The programme will continue in 2018.

- Michael Smith, Head of Business Programmes, advocated five 'pillars of trust' in the economy when he gave the keynote address to the 31st annual Businet conference on 9 November in Portugal. Over 200 business educators, including professors, academics, lecturers and heads of departments, attended the event in Vilamoura. Businet is a 'global business education network' with 102 member organizations from higher education in 31 countries.

Michael spoke on 'Imparting pillars of trust to the next generation of business leaders'. He highlighted the need for Integrity, Cooperation, Purpose, Sustainability and Stewardship, illustrating these with case studies from his book *Great Company*. His contribution has led to invitations to deliver training in other countries.

Sustainable living

- In November, a survivor of one of the worst recent terrorist attacks in Europe, Bjørn Ihler, addressed a public meeting at lofC's Greencoat Place centre. Bjørn described his ordeal during the Anders Breivik attack on the Norwegian island of Utøya when 69 people attending a Labour Party youth conference were killed. When Breivik pointed his gun at Bjørn he did not think he would live beyond his then age of 20. Luckily the bullet missed. Ihler now works to prevent extremism. He spoke about the need to treat extremists as humans. He focuses his efforts on why people become extremists, and uses social media and technology. 'I find people with radical views on-line and I talk with them.'

'We are all the result of the stories we believe to be true about ourselves,' he continued. 'Extremism is not linked to any particular religion and ideology and we often forget that extremes grow out of every community.' The media seemed to be focused on Islamic extremism and this was damaging, he said.

'We live in a time of extreme polarization, of black and white politics, where leaders can in a single tweet or just a few words instantly fuel hate, division and insularity,' said Rachel Bird, Director of the Forgiveness Project, who gave a vote of thanks. 'The complex stories that Bjørn [tells] – these narratives of hope, recovery and forgiveness – have a key part to play in building a more peaceful world.'

This was one of several public evening events held at IofC's Greencoat Place centre in Westminster and around the country. Other events marked World Human Rights Day and Interfaith Week – the latter on the theme of 'breaking down stereotypes, youth perspectives'. No charge is made to attend these occasions, although contributions are requested, which allows members of the public to benefit irrespective of their financial circumstances.

Trust building through honest conversation and forgiveness

- As mentioned in the Chair's introduction (P5), Rajmohan Gandhi gave a public address in London on 20 April about the challenges facing peace and reconciliation. IofC had invited the professor and his wife Usha to the UK for a week of events. Apart from delivering the address, Gandhi also spoke in Parliament and held a private meeting with Muslim leaders. He also joined a discussion with 30 young people on finding a worthwhile purpose in life.

In the public lecture, Rajmohan praised those in Britain who were ready to accept responsibility for colonialism's excesses and injustices but challenged today's youth to carry forward their ancestors' revolutionary attitude that human beings are of equal value. He said, 'Liberty and equality have always been under attack and are under attack today. They are attacked in the name of nation, or religion, or culture, or security. But they will survive. They will endure because the human soul will always want liberty and equality.'

Rajmohan also spoke at an event in Parliament (organised by another charity), met Muslim leaders and participated in an event for younger people, organised by NLA, while they were in the UK.

- March saw the visit to the UK of Jens J Wilhelmsen, veteran IofC worker and writer from Norway. He was here to promote the English edition of his latest book, *Eyewitness to the Impossible: building trust on three continents* (available on Amazon). Jens spoke as a guest of the All-Party Parliamentary British-Norwegian Group in a committee room at the House of Commons about a Norwegian perspective on the UK at the invitation of Paul Farrelly MP, the Chairman of the Parliamentary All-Party British-Norwegian Group. He also addressed a public event at Greencoat Place on *The UK and Europe: towards a new relationship*.

A reviewer wrote: 'This is a remarkable book by an unusually dedicated man; dedicated not to his own career or advancement but to building a new world. Jens J Wilhelmsen is old enough to have fought in the Resistance against the Nazi occupation of his mother country, Norway. And during his long life he has had many extraordinary experiences – not least living in Germany and then Japan in the immediate aftermath of World War II. Not unnaturally, living in the "enemy's" heartland was not easy. But Jens seems rarely to have been put off doing something because it was difficult.'

- Staff members Dr Muna Ismail, Catalina Quiroz Niño and Peter Riddell travelled to Ankara, Turkey in March for the launch of an online prototype curriculum for educators of migrants and refugees. This had been developed by IofC and partners in Turkey, Spain and Sweden as part of an Erasmus+ funded project called *Migrants and Refugees as Rebuilders*. Muna, a British scientist who fled from her native Somalia in 1991, facilitated a workshop for teachers of Syrian refugees, some of whom were Syrian refugees themselves. Muna said, 'Once a country collapses, the brain [power] pours out. It takes time for the human wealth to

go back. Our job is to equip people [so] that one day they will be the rebuilders of the country they left behind.'

The formal launch had taken place the previous day in the national Radio and Television centre, in the presence of MPs, government advisers, academics and NGOs concerned with the reception of the 3.2 million Syrian refugees in Turkey. The occasion was covered by TV and national newspapers.

The Erasmus+ project will run over three years. The curriculum for educators was the first of three outputs. As well as covering such basic skills as how to shop and manage ones affairs in an unfamiliar host country, the curriculum puts emphasis on social skills and answering divisions between people. It is not uncommon for the tensions that divide a country to remain an issue among the diaspora communities. In highlighting issues of conflict resolution and post-conflict rebuilding, the curriculum not only demonstrates public benefit but is also in line with the Christian values expressed in our legal objects. All material created by the project will be available in seven languages: English, Swedish, Spanish, Turkish, Arabic, Somali and Tigrinya.

- The Refugees as Rebuilders courses, referred to in previous reports, continued through 2017. The courses – one at foundation level and two at intermediate level – catered for 'refugees from any war-torn nation, diaspora of refugee origin and those working with refugee communities who can demonstrate their intention to better their communities either in the UK or country of origin'. In 2018 there will be a 'Training of Trainers' course equipping the alumni from the earlier courses to pass on their learning to others.

The organiser, Dr Ismail, said, 'As a charity which aims to "inspire, equip and connect people to address world needs, starting with themselves", [lofC] recognises that refugees can be influential rebuilders of the war-torn countries from which they fled. We have therefore created [this] programme to help equip those affected with the practical techniques that can empower them to engender long-term societal change and ensure that refugees come to be considered as catalysts of tomorrow's change rather than a threat.'

- Amina Khalid, who is responsible for lofC's work with communities, gave a key note speech at the launch of the Parliamentary Network on Diaspora Policies, which took place in the Parliament of Portugal, in September.

She spoke about the work of Initiatives of Change and the role of the diaspora in building cohesive societies. She addressed a distinguished audience made up of representatives of the 47 member states of the Council of Europe and MPs from the countries of the southern Mediterranean and the Middle East, as well as leaders of migrants' associations. The conference aimed to establish a unique parliamentary network through which practical solutions for diaspora problems could be reached through political dialogue and the exchanging of opinions and information. 'Our lives begin to end the day we become silent about things that matter, let us not ignore the reality of migration,' said Amina.

- The Listening Roadshow attempts to heal divisions by creating a safe space for discussion on the issues brought out by the Brexit Referendum. There have been Roadshows in Liverpool, Birmingham, Northern Ireland, Sheffield, Bradford, Rotherham, Oxford and Newcastle among other venues. In May, the concept was presented to a group of local authority officers and councillors, organised by the Local Government Information Unit and Globalnet21. The aim was to present the Listening Roadshow and share how it had been working in practice in local communities thus far.

- A Creators of Peace event in Oxford Town Hall on 4th March gathered a total of 70 people over a four-hour period. It was part of the Oxford International Women's Festival. Entitled 'Brave. Inspirational. Gracious - B.I.G. stories from women peacemakers across the globe'. It included a Rwandan genocide survivor who now supports fellow refugees in Africa, a former drug addict who now helps others recover from their addictions, a Green Party councillor and environmental campaigner, and an illustrated talk by an Oxford Brookes University lecturer about 'B.I.G.' women through history.

Less visibly, Creators of Peace continued their programme of 'peace circles', which bring together women of different ethnicities and backgrounds to explore how they can become centres of peace.

Support for International Initiatives

- During the year, the Russian edition of Philip Boobbyer's book about Frank Buchman was published and launched in Moscow. *The Spiritual Vision of Frank Buchman* was first published in English by Penn State Press in 2013. According to the Library of Congress Cataloguing-in-Publication Data, the book 'explores the main ideas of Pennsylvania-born religious leader Frank Buchman (1878 – 1961), his work in the movement known as the Oxford Group and Moral Re-Armament, and his enduring legacy in the areas of peace-building and interfaith understanding'.
- In June, Dr Imad Karam (a British employee of the charity who has been seconded to work as Executive Director of IofC International) attended the Illuminate Film festival in Sedona, Arizona, for the world-wide launch of the film, *The man who built peace: the Frank Buchman story*, which he directed. This hour-long documentary particularly focuses on the work that Buchman did to bring healing between some of the combatant nations after World War II, featuring interviews with some of those who were intimately involved in the reconciliation work. The screening was followed by a lively discussion, with over 30 per cent of the audience giving their personal emails and requesting more digital information about the work of Initiatives of Change and how honest conversations might be initiated in their communities. The film has since won several awards. There are plans to launch the film publicly in several British cities in early June 2018. IofC had made a substantial contribution to the cost of making the film because it portrays much of the essence of Frank Buchman's Christian motivation and ethos. Equally important, it offers today's generation ideas about how they could use their lives to bring about positive changes in society, which would be of public benefit.
- Talia Smith, completed her Sabbatical in Africa and re-joined the staff of IofC in London as a National Coordinator. She was one of several from the UK, including the Rev Lusa Nsenga-Ngoy (trustee) and Francis Evans (Chair of the Executive Committee), who visited Cameroon to deliver training to young leaders from across the continent. Talia also spent time in South Africa, Zimbabwe and Kenya, where she was interviewed live for 20 minutes on the TV station Xperience Media about IofC, her personal journey and her impressions of Kenya.
- As always, British people played a big part in the annual series of conferences (now rebranded as forums) in IofC's international centre in Caux, Switzerland. We reprint extracts from the statements of two young UK-based participants to give a flavour of what the forums meant to those taking part.

Talia Smith took part in the Addressing Europe's Unfinished Business (AEUB) Forum: 'I arrived for AEUB with many questions and a desire for inspiration to tackle the challenges of Europe - the rise of polarisation and why have people stopped talking to "the other"? I didn't just want knowledge on these issues; I wanted insights, stimulation and ideas.

'One highlight was hearing from two Sudanese refugees. "I ask Europe not to judge me, but accept me as I am"' Refugees are essential voices who, for reasons that perplex me, are often not incorporated into such events. Europe is divided over the migrant crisis and a long-term answer is needed. These people are part of that solution. It is more than giving a face to the issue, it is showing how real and pressing it actually is. I, like many others, can't turn our backs to it anymore. It is too much... to get answers to how we can solve the growing polarisation in Europe in four days, and too deep an issue to know exactly how to build trust, but I returned to the UK inspired, more equipped and connected to address these challenges – in my heart and mind.'

Pranay Raj Shakya, a Nepalese studying in the UK, wrote: 'This summer I had the privilege to live in the mountain house for one month with 20 inspirational individuals from 17 countries, for the Caux Scholars Programme. The CSP offers young scholars, advocates, and volunteers from various walks of life and opportunity to explore the transformation of intricate, multilevel conflicts around the world. I was one of international scholars developing my skills, knowledge and learning on peace building, conflict transformation, good governance, sustained dialogue, justice and reconciliation.

'The scholars had an exceptional learning experience organizing, attending various plenary and special concentrated sessions based on the 'six pillars' of the Just Governance Caux forum: good governance, care for refugees, food security, inclusive economics, sustainable living and healing memory. One of the most intriguing sessions I attended was the Armenian, Turkish and Kurdish dialogue. As a participant, I helped encourage young people from all sides who still carried the burdens of the past. Amongst all the tensions, it still was inspiring to see how young people from both nations could find a way forward. They shared many stories of their friendship and how Caux is the only place where both sides can meet without any stress of their own safety, stereotypes and/or pressure from their own respective sides. I learnt how it is necessary to forgive [while] not forgetting as this is the only way forward to heal people and their traumas for a better tomorrow.'

Further information on these and other activities can be found at www.uk.iofc.org.

Financial Review

The charity began 2017 with an anticipated shortfall of £578,136 between budgeted expenditure and anticipated income. At the end of the year, the outcome was a net use of funds of £307,035 (2016:£372,576). Legacies, although down on previous years, continued to provide a significant percentage of income.

Efforts to break the reliance on legacies and to secure the long-term financial future of the charity continued during 2017. Earnings from the hiring out of the Greencoat Place facilities continued to grow. The overall figure for income from properties in 2017 was £209,808 (2016: £201,556). We are grateful to the Irene Prestwich Trust for generous support with the Fellowship Weekend, also to the Rowland Trust and the Barnabas Charitable Trust both of which have helped support those of our volunteers who struggle financially because of the amount of unpaid work that they have done (and in many cases still do) for the charity. Many individuals also contributed generously to the cost of completing a film about the peace-building work of the charity's founder Dr Frank Buchman, which will be officially launched in the UK in June 2018.

Monitoring and evaluation

Encouraging individuals to seek and follow their own sense of calling, as Initiatives of Change does, have strengths but also risks. It gives rise to a large number of initiatives run by highly motivated people, many of which are somewhat loosely connected with the

official structures of the charity. The Trustees believe that this approach is in line with Christian teaching. However, it also means that performance evaluation, target setting and impact measurement are to a considerable extent subjective and provisional.

The Charities Statement of Recommended Practice says that the Annual Report should explain 'the trustees' perspective of the future direction of the charity. It should explain, where relevant, how experience gained or lessons learned from past or current activities have influenced future plans and decisions about allocating resources to their best effect'.

The annual budgeting process is largely based on previous experience – where an individual or programme has shown effective impact, they are likely to be given more resources. Most of the programmes are given seed funding from the 'Opportunities Fund', which takes into account such factors as whether the programme is likely to be sustainable and whether it is offering something unique. It must, of course, first demonstrate that it will further the charity's objects. The appointment of a Knowledge Manager was also part of a bid to make sure that the experience of those who have given a life-time of service to the charity is captured and passed on to future generations. This includes factual knowledge, about the history of the charity for example, but also less tangible 'knowledge' such as insights into how to live a life inspired by the Holy Spirit.

Plans for 2018

The charity's aim for 2018 is to increase its impact in the UK. At the same time it will continue to support a modest number of initiatives in countries where they have a clear public benefit (usually through grants to individuals). Support will continue to be given to the Addressing Europe's Unfinished Business initiative, which aims to heal some of the rifts arising from history. This approach is in line with the Trustees' declaration that they want the UK charity to take more responsibility for Initiatives of Change internationally. We will also be hosting some overseas guests who can give our country fresh vision at this time of uncertainty. They will speak publicly but also hold smaller, private meetings.

2018 will mark the 80th anniversary of the launch of Moral Re-Armament in London. It seems appropriate that this will coincide with the public launch of *The Man who Built Peace*, the film to which reference has already been made. The film will be shown in London on 7th June at the Royal Geographical Society and then in various cities across the country.

In addition to supporting the annual conferences and meetings at Caux and continuing the series of Greencoat Forums and other public meetings at Greencoat Place, the charity will run additional workshops and courses along similar lines to those described earlier in this report. The Erasmus+ programme will continue, as will courses on 'Refugees as Rebuilders'. The charity will hold a School for Changemakers course, and will continue to develop the School for Changemakers Alumni Association. Programmes to develop ethics in business and economic life, and the work with communities will be continued. We will seek to work with partners where appropriate and where there is a clear benefit.

The charity's budget for 2018 shows an anticipated deficit of £455,002 excluding legacy income, restricted funds and depreciation. The size of the deficit reflects the charity's commitment to programmes for which funding has not yet been secured. The Board of Trustees envisages that the shortfall will be made up through fund-raising, unexpected legacies and spontaneous gifts, and invites all who value the work of Initiatives of Change to join them in praying and working to secure what is needed to enable the activities described in this report to continue and flourish.

Fund-raising

One of the National Coordinators mentioned earlier in this report, Jodie Marshall, was partly engaged in order to help raise funds for the charity. In practice, she did this for approximately one day per week on average. Her main focus was on helping the charity's supporters to organise fund-raising events in their areas. Jodie also organised a national 'fastathon', where people asked for sponsorship for various activities to do with fasting. The amount of money raised was not large but Jodie sees the priority as seeking to bring about a change of culture within the charity where people expect to be fund-raisers and not just 'activists' drawing on central funds. Of course, many of the charity's supporters have been extremely generous but perhaps fewer think in terms of helping to raise money from other sources.

As mentioned previously, the Erasmus+ project is a relatively new approach to funding our work. It is the largest externally funded project undertaken by the charity, the management and delivery of which has been challenging, involving as it does close collaboration with partners in three other countries. The Trustees intend to evaluate the strengths and weaknesses of such an approach in due course. The project has enabled the charity to employ two people to carry out work that will benefit migrants and refugees, potentially throughout Europe.

The charity did not engage in any street collections or direct appeals to people who had not expressed a prior interest in the work of the charity. No complaints were received during the year from anyone who had been approached. The Trustees have noted that new reporting requirements with regard to fund-raising come into effect with the next annual report and will comply fully with these. The Trustees are also ensuring that the General Data Protection Regulation, which comes into effect in May 2018, will be fully complied with.

As mentioned earlier, the Trustees sought legal advice on how best to apply the new charity governance guidelines and will be working towards doing so during the coming years.

STATUTORY INFORMATION

Members of the Board of Trustees

Members of the Board of Trustees who served as directors during 2017 were:

Charles Aquilina	Dr Philip Boobyer (Chair)
Claire Leggat	Edward Peters
Dr Nirmala Pillay	The Rev Lusa Nsenga-Ngoy
Nathalie Chavanne	Paul Gutteridge (resigned 7 February 2017)
Margaret Cosens	

Statement of Financial Responsibilities

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; and
- Prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue to operate.

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 in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Appointment of Auditors

In accordance with Section 485 of the Companies Act 2006, a resolution proposing that H W Fisher & Company be appointed as auditors of the charity 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

Philip Boobyer
Chair of Trustees
12 May 2018

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF THE OXFORD GROUP

Opinion

We have audited the accounts of The Oxford Group for the year ended 31 December 2017 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the accounts including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2017, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF THE OXFORD GROUP - continued

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees Report, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the accounts are prepared is consistent with the accounts; and
- the Directors' Report included within the Trustees Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Trustees Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the accounts are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the accounts in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees Report and from the requirement to prepare a Strategic Report.

Responsibilities of Trustees

As explained more fully in the Statement of Trustees Responsibilities, the Trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

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

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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 charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Sailesh Mehta (Senior Statutory Auditor)
For and on behalf of H W Fisher & Company
Chartered Accountants
Statutory Auditor
Acre House
11-15 William Rd
London
NW1 3ER
United Kingdom

May 2018