

Company Registration Number: 05546205
Charity Registration Number: 1111950

The logo for Christ Church London, featuring the text "CHRIST CHURCH LONDON." in white, bold, uppercase letters on a red-to-orange gradient background.

**CHRIST
CHURCH
LONDON.**

**REPORT AND
FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2010**

CHRISTCHURCH LONDON

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1. GENERAL INFORMATION

STATUS	Charitable Trust Charity registration No: 1111950 Company Limited By Guarantee Company registration No: 05546205 (England & Wales)
TRUSTEES	Ross Bull CA Samuel Kay Peter Mack David Stroud Michael Thomas Kathryn Wade
ELDERS	Ross Bull Rhys Scott David Stroud
CHURCH OFFICE & REGISTERED ADDRESS	The Matrix Complex 91 Peterborough Road London SW6 3BU
REGISTERED AUDITORS	Hewitt Warin Ltd Chartered Accountants Registered Auditors Harlow Enterprise Hub Edinburgh Way Harlow Essex CM20 2NQ
BANKERS	HSBC Bank plc 2 Chiswick High Road London W4 1TH
WEBSITE	christchurchlondon.org

2. SENIOR PASTOR'S OVERVIEW

'Seek the peace and prosperity of the city ... pray to the Lord for it, because if it prospers, you too will prosper' (Jer 29:7).

Since ChristChurch London began in 2004 we have been passionate about building a church that contributes to the prosperity of the city. We believe it is imperative first of all to love Him, but then also to love the city, the nation and the nations. This has resulted in many of us giving generously of our time, our energy and our finances to share the good news of the gospel, care for the disadvantaged, and make a difference in our neighborhoods and workplaces.

2010 has seen many achievements and developments. We have moved venue, multiplied our meetings, and typically gather around 500 people to worship on a Sunday. We have sought to increase our sense of community by launching *The City*, our online social networking site, on which we have over 800 people. We have 42 Life Groups, reaching right across the city. Since our inception, over 200 people have decided to follow Christ, many of them through our Alpha courses. We have also seen many people recover from illness and injury following prayer.

We have grown in our passion and effectiveness at being salt and light in every area of society. We have launched new social action ministries, gathered people from various professions to think and pray together, and have sent people to a number of different places around the world.

This report represents another year of your dedicated service, sacrificial giving, and passionate commitment. As you read the contents of these pages, I hope it will stir your heart with thankfulness for all that God has done, and stoke the fires of your imagination, to dream of all He may do in the years to come.

David Stroud

3. REPORT OF THE TRUSTEES

The trustees present their report and the audited financial statements for the year ended 31 December 2010.

The financial statements comply with current statutory requirements and the Statement of Recommended Practice: Accounting by Charities 2005.

ChristChurch London Trust was incorporated on 25 August 2005 as a Company Limited by Guarantee and registered as a Charity on 7 November 2005. The activity of the trust commenced on 1 January 2006. The directors of the charitable company ("the charity") are its trustees for the purpose of the Charities Act 1993 and throughout this report are collectively referred to as "the trustees". They are also the members. The charity is governed by the memorandum and articles of association.

I. Principal Activities and Strategy

The main charitable objectives of ChristChurch London are to advance the Christian faith and to provide assistance for persons in conditions of need, hardship or distress. As an outworking of these objectives, ChristChurch London's vision is to be a God glorifying community in central London in order to bless the city, the nation, and the nations. The church's strategy for following this vision, and fulfilling its charitable objectives, focuses on the activities undertaken through its various ministry areas, which are based on four key values:

- **Loving God:** This is central to the aspirations of those who make up ChristChurch London. We want to give him the best of the time and energy that we have available to make him known and bring him glory in whatever we are doing. The church aims to encourage its members to improve their understanding of and relationship with God by developing their personal faith.
- **Loving others:** ChristChurch London is committed to building a strong, supportive community across central London through a variety of means including services on Sundays, "life groups", social events, training events and meetings. The church community is committed to loving and caring for each other and those they come into contact with.
- **Loving those who don't know Jesus yet:** ChristChurch London encourages its members to live gospel- centred lives, which communicate the story of Jesus Christ in a positive way. We aim to promote the Christian faith through guest services on Sundays, courses such as Alpha and Beta, and social events.
- **Going to the nations:** ChristChurch London aims to welcome people of many different nationalities and those who have a desire to minister into other nations. We seek to help individuals identify God's purpose for them, equip them and support them as they work out that purpose.

Further details on how the church's activities are managed, and information on how the church delivers benefits to the public from them, are given in the following sections of this report.

II. Governance, Trustees and Staff

The trustees set out below held office during the whole of the year ended 31 December 2010, unless otherwise indicated:

Nicholas Becker Nicholas resigned as a director on 22 April 2010 due to family considerations. We are grateful for the insight and contribution that he brought to the Board.

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Ross Bull	Ross was a partner in a global accounting firm for 18 years. He is an elder and a member of the church leadership team and involved in the oversight of Newfrontiers.
Samuel Kay	Samuel is a partner with a London law firm.
Peter Mack	Peter is a management consultant with 12 years of commercial experience, and has worked with a number of the UK's top consumer goods companies.
David Stroud	David is the lead elder of ChristChurch London. He has been involved in leading churches for over 15 years, and ChristChurch is the third church that he has planted. David also leads the team that oversees the Newfrontiers' family of churches in the UK.
Michael Thomas	Michael is a management consultant who specialises in turning around businesses. He has worked for 30 years in a diverse range of industries.
Kathryn Wade	Kathryn was appointed as a trustee on 21 April 2011. She works for a global pharmaceutical group.

The power of appointment or removal of trustees rests with the trustees. New trustees are selected from the members of the church who are well known to the existing Board of trustees and have demonstrated a high level of dedication and commitment towards the aims of the church. After their appointment, new trustees spend time with the existing trustees to ensure they fully understand their responsibilities and the legal and financial framework in which the church operates. They are provided with additional training as required.

ChristChurch has a team of Elders, who provide the spiritual leadership of the church, These are members of the church who are recognised as "Elders" by the church's membership in that they satisfy the Biblical requirements for eldership. They are recognised as having authority in the church over doctrinal matters, and they take responsibility for the pastoral care of the church's members.

The Elders take the lead responsibility for the day-to-day management of the various activities of the church under the oversight of the trustees. The trustees, who meet at least three times a year, retain responsibility for the overall strategic decisions of the Trust, as well as the setting and monitoring of budgets. However day-to-day decisions on expenditure and activities are made by the Leadership Team and those staff and volunteers in charge of different areas of the church.

The Leadership Team comprises the church's Elders, together with two other staff members:

David Stroud (Lead Elder)	David's role within the Leadership team is to oversee the teaching and training, as well as undertake the role of Lead Elder, developing the overall vision of the church.
Rhys Scott (Elder)	Rhys spent six years on the leadership team of another Newfrontiers church in the UK prior to moving to London in 2004. He is responsible for ChristChurch's worship ministry and student work.
Ross Bull (Elder)	Ross oversees the church's finance and human resources aspects, and also leads the work in respect of families, marriage and mission to the nations.
Simon Ash	Simon was an officer in the Army and a project manager in the construction industry before joining the full time team at ChristChurch London in 2006. He is responsible for leading the church's technical and administrative activities.
Andrew Tilsley	Andy was a radio sports journalist with the BBC, and has been employed full-time by ChristChurch since 2006. He is responsible for overseeing the church's Life Groups, social action, welcome, communications and media activities.

Adrian Holloway resigned as an elder in June 2010. He had been responsible for leading the church's evangelism, pastoral and student work. Due to increased ministry opportunities, Adrian

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has now been released and commissioned to teach, write and preach in churches across the nation and is supported by the church in this activity.

The activities of the church are defined as belonging to one of a number of various ministry areas, and members of the Leadership Team are given responsibility for leading each of these.

- Worship** The church's corporate worship gives its members opportunity to express their love for God, receive from Him and be refreshed. Worshipping God is at the heart of the Christian life.
- Providing the resources for corporate worship includes training and developing musicians within the church, rehearsing the sections of the worship team, authoring of new songs and arrangements, and the acquisition of equipment to facilitate Sundays, rehearsals and other church events.
- Evangelism** One of the key aims of ChristChurch is to love those that don't know Jesus yet. The Alpha and Beta courses and guest services all contribute to meeting this aim. In order to facilitate these courses and services, large teams of volunteers are used.
- Welcome** To help meet the church's aims of loving others, a Welcome team and an Events team work together to create an atmosphere where people feel part of a community. The Welcome team pro-actively meet and follow-up new church members to help build them into the church, while the Events team organise a wide variety of social events for the church. Both these teams include a significant number of volunteers.
- Pastoral** As part of meeting the church's aim of loving others, it builds community through Life groups (often referred to as "home groups" or "small groups" in other churches). These Life Groups meet in cafés, pubs, restaurants and homes in different areas of the city. Life groups also play a central part in the church's strategy for loving those that don't know Jesus yet and, as such, their function is as equally evangelistic as it is pastoral.
- In addition to the Life groups, the pastoral aspect of the church's activities includes membership and the healing prayer team. The Life Group leaders and healing team members are predominantly volunteers.
- Family** As part of helping all the church's members grow in their love for God, a variety of children's and youth activities are held during the Sunday services; these provide an environment where the children and youth are safe, and can have fun together. Based on a Biblical foundation, the aim is to help the children develop an awareness of God, a love for Jesus, and a sense of fun in God.
- The church also holds as part of its wider family work, a marriage preparation course.
- Students** The overall vision for Student work at ChristChurch London is to see a large new population of students step-change their relationship with Jesus, get envisioned for his church and see their friends find faith.
- Teaching and Training** As a means of helping members grow in their understanding of and relationship with God through developing their personal faith, the church runs a number of year-long training projects, one-off training events, such as the "Women's Days" and "Men's Days", and men's and women's ministry, which are focused on providing both practical and theological training.
- 'Everything'** This is part of the outworking of the church's commitment to love those that it comes into contact with. The two main elements of this developing ministry are:
- Showing practical care for the disadvantaged through social outreach projects, and;
 - Leveraging the range of skills and backgrounds of people within the church to work for the common good in London and beyond.
- Nations** London is host to people from across the world and ChristChurch's passion is to build a church representative of this diverse community. There is also a passion

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to fulfil the Great Commission to go to the nations to restore and start other churches, through giving to overseas projects and sending people overseas.

Technical	This ministry area comprises the support for all the technical aspects of the church's events; most significantly, the running of the church's Sunday services. The production, sound and visual teams who support the Sunday services and other events primarily comprise a large number of volunteers.
Communications and Media	In order to facilitate the church's aim of loving others, its internal and external communication channels are important. This ministry area includes oversight of the church's web presence, the use of material created by the visuals team, its external advertising and the various means by which the members are kept up to date on the church's activities.
Administration	The successful administration of the church, including the design of its management structures, internal procedures and responsibilities, as well as the handling of external contracts, are vital to ensuring that the church's aims are fulfilled through the best use of its financial and people resources.
Finance and Human Resources	The Bible teaches that we are to be good stewards of our resources because they are entrusted to us by God. The finance and HR team enable the trustees to ensure that proper accounting records are kept, that the assets of the church are safeguarded, and that the church obtains the fullest benefit from the staff that it employs.

Employees and Volunteers

The work of ChristChurch London relies on the commitment and hard work of its employed staff, as well as many others who are volunteers. Communication links are maintained through team briefings, email, newsletters, the website and other channels. ChristChurch London is committed to equality in recruiting, training and career development.

The church employed on average 14 full-time and 5 part-time staff. In addition we have also had 10 people who served on the Frontier Project Team for the academic year to Summer 2010, and 5 people who began serving on the team from Autumn 2010. However, it is the work carried out by every member of the church, whether employed or not, that will determine whether the church ultimately achieves its aims and objectives.

Newfrontiers

ChristChurch London is part of Newfrontiers, a global family of churches that hold a common mission to see the New Testament church restored by making disciples, training leaders, planting churches and reaching nations for Christ through working together in:

- Supporting churches and their leaders
- Establishing new churches
- Working directly with, or supporting projects that help the poor or those in hardship
- Organising conferences to encourage and envision church leaders and individuals
- Training individuals for Christian service in the church and community
- Writing, publishing and distributing various Christian media
- Supporting charitable associations and institutions.

David Stroud, Adrian Holloway and Ross Bull have roles within Newfrontiers in addition to their roles with ChristChurch London. The trustees consider there to be an identifiable benefit gained by the church from these staff members' roles within Newfrontiers, principally the sharing of knowledge and experience across the two organisations.

III. Review of the Year's Activities

2010 began with five weeks looking at the subject of worship, leading up to Vision Sunday at the beginning of February. This was followed by a nineteen-week series based in the book of Genesis, looking at some key foundational doctrines, such as creation, suffering and covenant.

During the summer, we spent four weeks looking at the book of Jonah, considering what it means to be sent to the city. We also held a Love London Sunday, focusing on some of the social action

ministries we are currently running.

From September into early 2011, we preached on the Kingdom of God, based on the Gospel of Matthew. This built upon many of the foundations we had laid through looking at Genesis, and helped us to consider what the church should look like as we seek to bring about God's Kingdom.

Throughout the year there were also four baptism services, two children's dedication services, one Christmas service, and we heard from seven speakers from outside of ChristChurch; Nims Obunge, Matt Chandler, Dallas Willard, Mbonisi Malaba, Terry Virgo, Nicky Gumbel and Amy Orr-Ewing.

During 2010 the Sunday congregational numbers were relatively static, with a weekly average of 440 throughout the year.

In the last week of September we introduced a new service, and now meet at 11am and 4pm.

Worship

The central focus in this ministry area has been to develop the church's corporate awareness of God's presence and power in our meetings. Although this is not an area that can be quantitatively reported, over the course of the year there has been a qualitative growth in this area.

During the year, the team has taken another step up as we have gone to two meetings, and the new strings section has been playing more regularly on a Sunday. There was a weekend away held for training and envisioning the band. The ChristChurch band have also had the opportunity to lead worship at other events run by Newfrontiers such as regional events, and leadership conferences. A number of new songs written by members of the team have been used regularly on Sundays, and there have been a couple of demo recordings of songs distributed.

Evangelism

Alpha

Alpha courses are held for those who want to find out more about Christianity and discuss related issues in an informal environment. Three Alpha courses were held during the year, 134 guests attended the Alpha launches during the year. The courses provided an opportunity for those who attended to learn about the Christian faith.

Beta

Beta courses are held as a follow-on to the Alpha course for those who want to explore Christianity further. Three Beta courses were held during 2010 and were attended by 45 people.

Welcome

During 2010, the Welcome Team connected with 211 people (2009: 368) who registered an interest in the church by completing a "Lets keep in touch" card at one of the Sunday meetings.

ChristChurch also held various events to build community and reach out to friends. These ranged from smaller events such as pancakes meals, to church-wide events including a Ball at London's Zoo, which was attended by 320 people, and 'Collective', a social event aimed at connecting people in a vibrant but relaxed environment. These events continue to be largely self-funding.

Pastoral

Life Groups

At the end of 2010 there were 42 Life Groups (2009: 45). Life Group leaders met together twice, for training and development. By the end of 2010, there were 30 Life Group coaches. They met together once a month for support and development. During 2010, 2 full day & 3 evening 'Encounter God' events were held. The end of 2010 saw the development of a new Life Group strategy with a new emphasis on Growth, Care and Mission.

Membership

To become a member of ChristChurch London, one should share the vision of the church, attend the Sunday celebrations and be part of the community of a Life Group. It also requires confirmation of faith and water baptism. There were 334 members at the end of 2010 (2009: 326).

Prayer

The church meets together each term for corporate prayer. In addition, small prayer groups meet regularly in various locations.

Healing Prayer Team

The healing prayer team has continued to grow and develop and is now a team of nearly 30. The team prays regularly for people at the Sunday meetings and many healings have been reported during the year. In 2010, healing training events were opened up to the whole of the church, as we seek to train and equip the whole of the church in this important ministry.

Family

Children and youth

The church continued to provide activities for children during the Sunday meetings, with three children's groups (ages 0-2s, 3-6s, and 7-11s), and a youth group. In order to accommodate the expansion of the children's work, a number of new leaders were trained up during the year.

This is an expanding ministry area for the church, and given that a significant majority of the church are in their 20s and 30s it is expected that the size of the younger age groups will grow considerably in the coming years.

The church was also involved in "Newday", a week-long Newfrontiers youth camp, which gathers around 6,000 young people each year for teaching and outreach. We contributed approximately 80 volunteers to assist at "Newday", and 11 of our young people attended.

Marriage preparation course

The course was held three times during the year, providing a valuable source of support for couples about to enter into married life. The course is open to people from outside of the church in addition to church members.

Students

2010 saw a strong start to the academic year. During the autumn, our key strategic welcome time, 100 new students were invited to ChristChurch. We have seen 35-40 of those built into church life through social events. We had an encouraging end to the year with our autumn term 'Student Weekend Away' having the highest attendance so far (45 students, 60% of whom were freshers).

We have a strong emphasis on training and equipping students through our 'Student Discipleship' programme. In 2010, 23 students were discipled, (2009: 15). Our spring term 'Student Weekend Away', held in March, was attended by 52 students and as a church we sent 35 students to 'Mobilise', a student conference hosted by Newfrontiers in July.

As part of the churches work to send our students out into campus, to reach out to their fellow students, we were involved in setting up a *London wide Christian Union (CU) mission* (hosted by UCCF), bringing together churches and CU's from across London. We have run a successful day of *Apologetics Training* for our students, supplied staff to assist at university CU mission weeks, provided speakers to other events run by the CUs, and have had a presence at 10 central freshers' fairs, where we have promoted ChristChurch and its Alpha course.

Teaching and Training

Frontier Project / Future Leadership course

The Frontier Project is a single year project running from September to July, which includes 27 days theological training combined with work on a practical project within the church. In September 2010, three individuals started the Frontier Project year for ChristChurch with one individual shared between ChristChurch and New Frontiers. In addition, two staff members are currently doing the two-year Future Leadership course.

Men's ministry

Our Men's Ministry has run monthly training meetings on a Saturday for worship and teaching. Football continues to run three teams taking part in leagues across London. These teams aim to

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mix evangelism and fun and have been very popular. Prayer meetings and other weekend activities continued.

Women's ministry

In 2010 there was one woman's day, which was attended by approximately 120 women (2009: 100). The purpose of these events is to provide an opportunity to worship and pray together, build friendships, and hear good teaching in order to learn from one another and grow in faith. A number of prayer groups and brunch gatherings also take place.

'Everything'

Our 'Everything' programme expanded and developed in 2010.

Social Action

Projects continued including 'Romance Academy', 'Football in the community' and development of a refugee mentoring scheme. Various other ad hoc projects took place including Life Groups taking responsibility for clearing and tidying public spaces.

A venue in Vauxhall was located for Foodbank and over 100 volunteers cleared the venue, which has now been painted, shelves built and furniture put in place. A successful food collection was organised for one Sunday.

A social action training day was held, and 'Love London Sunday' over the August public holiday weekend profiled all the community work which the church is involved with.

Transform

More work sector groups were established, and two breakfasts were run with good attendance, profiling those working in significant positions of influence in public life.

Work Matters

'Work Matters' continued as an occasional group with six meetings held during 2010. The group's aim is to help individuals resolve work related problems, to realise work related opportunities and to provide careers advice by members of the church with significant experience in the commercial world.

Nations

Giving

ChristChurch London gives at least 10% of the voluntary income received to the work of Newfrontiers either as finance or staff time. This title contributes towards the ministry undertaken by various apostolic teams throughout the World. Funds are also used to support new churches (church-plants) until they become self-sufficient, training-events, conferences and specific projects to serve the poor.

Sending

During 2010, the church sent out 9 members to support God First church in Johannesburg for a fortnight to launch a new church campus/location.

Communications and Media

ChristChurch's website is our main centre of communication with the Broadcast magazine running alongside this. The online social network "The City" is our internal community connection, helping connect teams, Life Groups and individuals through discussion boards and news.

Administration

Administration priorities in 2010 have been dominated by team development and venue change for both Sunday meetings and Alpha.

2010 saw the development of more ministry leaders who provide increased mid-level management. In conjunction with recruitment, a training course has been initiated to develop managers and other aspiring leaders within the staff team. Administrative support has become a smaller and more centralised element of the team and, where possible, administrative functions, such as IT support, clerical support and HR, are being shared with the Newfrontiers UK team.

Team restructuring has also prompted further work on improving internal communications and more integrated diary planning.

External contracts with the Ambassador Theatre Group and the Sway Bar have ceased and a new contract with the Mermaid Conference Centre (for the use of facilities for Sunday services, Alpha and Beta courses) has been put in place. The contract with the Matrix Complex (office usage) remains in place.

Finance and Human Resources

A formal induction process has been developed and a review of job descriptions was undertaken as part of the church's investment in its personnel.

IV. Financial Review

Incoming Resources

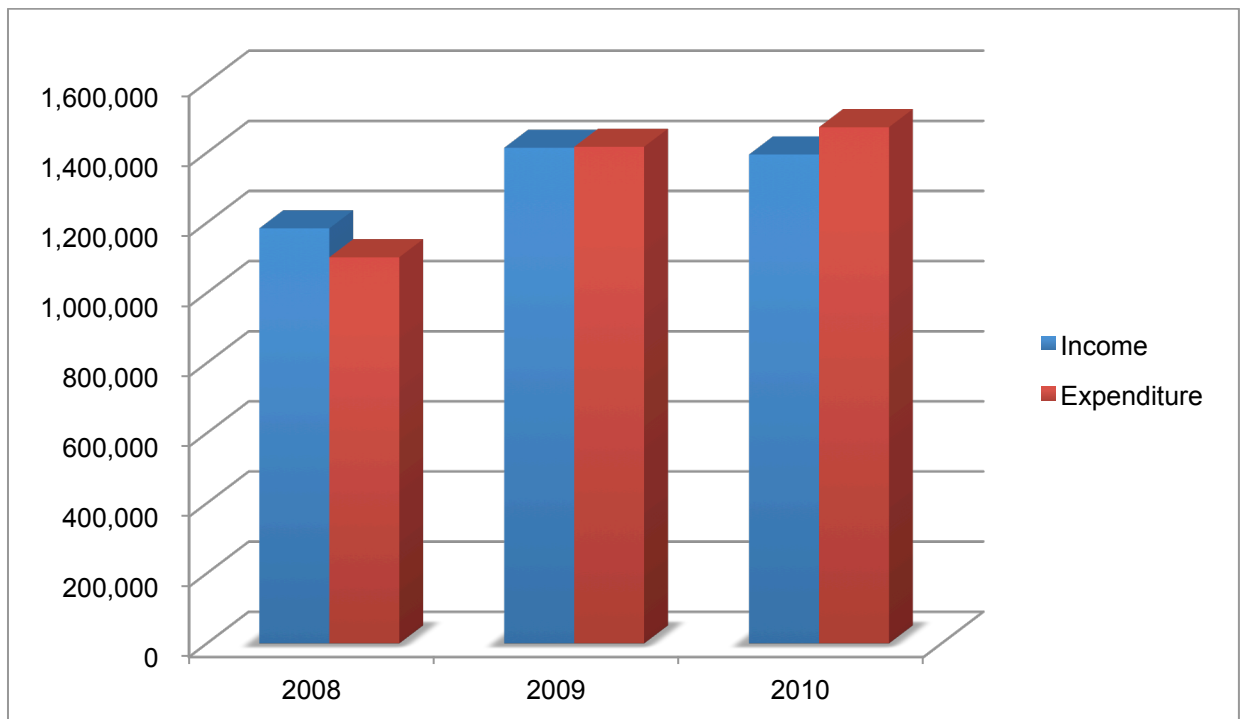
Total incoming resources have remained relatively consistent over the past couple of years (2010: £1,390,000; 2009: £1,414,000).

£1,021,000 of this income was received from members of the church as general giving and offerings (2009: £1,029,000). An additional £258,000 (2009: £256,000) was received in respect of our Annual Gift Day Offering in October.

Grant income of £69,000 (2009: £90,000) was received from Newfrontiers during the year to help fund the time given by ChristChurch staff to that organisation's activities.

Other income includes funds which were received during the year from ticket sales to fund social events (2010: £15,000; 2009: £11,000), receipts for contributions towards training and outreach weekends, (2010: £21,000; 2009: £20,000) as well as preaching gifts (2010: £5,000; 2009: £6,000).

Summary of income and expenditure over the past three years



Resource Expenditure

The expenditure of resources on the church's activities during the year of £1,468,000 (2009: £1,417,000) was in line with the church's charitable aims.

The categories used to present the church's expenditure in Note 2 – 'Detailed Income and Expenditure Account' of the financial statements summarises the activities and ministries undertaken by the church. Staff and administration/overhead costs have been allocated across the activity and ministry areas on an estimated time basis.

The cost categories comprise:

Welcome, Evangelism & Social Action	<p>This combined cost for 2010, is £203,000 (2009: £225,000).</p> <p>The <i>Welcome team</i> is a key ministry in the church aimed at welcoming new people and integrating them into the church family. Costs associated with this area totalled £32,000 for the year. (2009: £27,000)</p> <p>The <i>Alpha and Beta</i> courses are at the heart of the church's evangelism ministry. Costs incurred in furthering this ministry were £128,000 (2009: £178,000).</p> <p>During 2010 the church started a number of <i>social action projects</i> and anticipate growth in this ministry area during 2011 and beyond. These costs were £29,000 in 2010 (2009: £11,000).</p> <p>This also includes costs related to <i>church mission and conferences</i> of £14,000 (2009: £9,000).</p>
Students, Frontier Project, Children, Youth & other ministries	<p>Combined cost for these ministries was £188,000 for 2010 (£150,000 in 2009).</p> <p>The <i>student team</i> is active in the church, and aims to connect with all the students in the church as well as reaching out to other students across the city's universities. The costs associated with this ministry were £39,000 during 2010, (£34,000 in 2009).</p> <p>The <i>Frontier Project</i> provides volunteers who "give a year of their lives" to serve the church in various ministry areas. During 2010 we had between 4 and 10 FP workers. The associated costs were £26,000 (£31,000 in 2009).</p> <p><i>Children, Youth and Pastoral care</i>, amounted to £34,000 in 2010 and £22,000 in 2009.</p> <p><i>Other Ministries</i> incorporate such events and activities as: Cultural Transformation days, Leadership Matters training days, Men's days, Women's days, Church Socials, Life Group and Church Membership costs. Together these totalled £89,000 (2009: £63,000).</p>
Giving to mission & Church Planting	<p>The Church's giving primarily relates to its ministry to the nations, giving to the poor and church planting. A total of £139,000 was given in this way in 2010 and £137,000 in 2009.</p>
Church Leadership & serving other churches	<p>The church leadership currently includes David Stroud, Rhys Scott, Ross Bull, Simon Ash and Andy Tilsley. During the year, Adrian Holloway was released from the responsibilities of eldership in order to give his focus to ministering more widely to other churches across the Newfrontiers network. David and Ross also spend time</p>

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outside of ChristChurch serving other Newfrontiers churches across the country in their particular area of gifting. Staff time spent in leading the church, and serving in other contexts is estimated at £155,000 in 2010 (2009: £144,000).

Worship, Preaching & Production

This cost category includes all Sunday costs (excluding the hire of the venue which is shown separately below) and total £259,000 for 2010 (2009: £304,000).

They include all costs associated with: preaching, production, worship, PA, visuals, lighting, and special Sundays (e.g. Baptisms/Carol services etc). These ministries are a vital part of making Sundays happen.

Sunday Venue

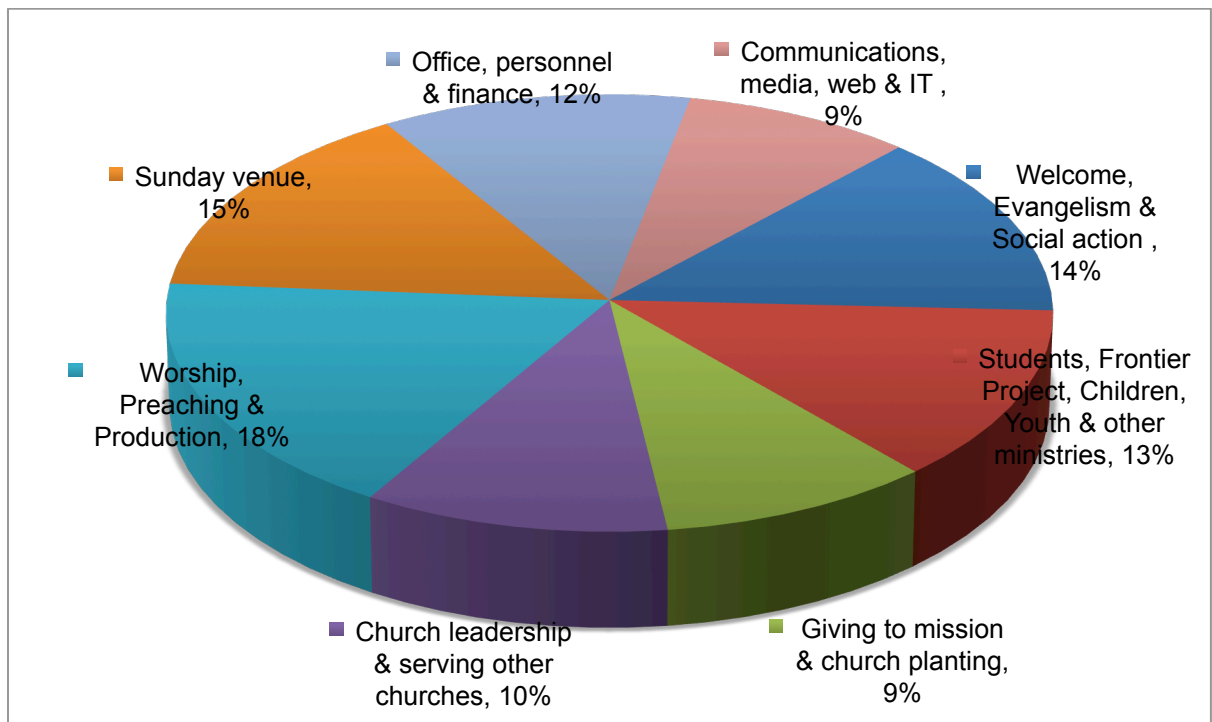
This is the cost of hiring the Piccadilly Theatre for the first half of the year, and the Mermaid Conference Centre since July 2010. During September additional venue costs were incurred as we multiplied to two services on a Sunday (2010: £219,000; 2009: £191,000).

Office, Personnel & Finance

This expenditure is in respect of the administrative functions of the church including costs associated with overall administration, finance, staff welfare, personnel and HR. These totalled £176,000 for the year. (2009: £118,000).

Communications, Media, Web & IT

This expenditure comprises all communications, media, Web and IT, including the annual costs for "The City" software, which has become an online community hub for church members. These costs are £130,000 for the year (2009: £148,000).



Expenditure during the year

Funds and Balance Sheet

The most significant Balance Sheet item is tangible fixed assets, with a net book value at the end of the year of £54,000 (2009: £108,000). This is stated after additions during the year of £10,000,

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disposals of £5,000 and after deducting a depreciation charge of £63,000 for the year (2009: £86,000). The principal assets are sound and visual equipment used during the various church meetings and IT equipment used in the church office.

Cash at bank funds held at the year-end were £139,000 (2009: £190,000). Of this £107,000 was unrestricted and £32,000 was designated as a Restricted Property Fund. Details on the movement of funds and year-end balances can be found in **notes 7 and 8** to the Financial Statements.

The trustees were satisfied with the year-end position in net current assets, which showed a decrease of £23,000 to £185,000 at 31 December 2010 (2009: year-end balance of £208,000). This decrease was due to the shortfall in income received for the year compared to budget.

V. Future Objectives

Over the course of this year we will aim to develop in three main areas: Community, Spiritual Growth and Mission.

The sermon series in 2011 will reflect this, covering a range of topics designed to help us grow in these three areas. The Kingdom series which ran from the end of 2010 into the start of 2011 laid some foundations for our focus on holistic mission, and Abi Malortie has been appointed to coordinate our cultural transformation and social action ministries.

Following the Kingdom series we will run a short series on prayer, aiming to increase the depth of our spiritual lives. This will be followed by a longer series on the book of Ephesians, looking at how to build a strong, unified church that is not only committed to growing numerically, but is also passionate about the intimate details: diversity, relationships, unity, and love. In the autumn we will run a practical series looking at various challenges we face as we seek to build a community in the heart of the city.

In order to strengthen our community focus, Rebecca Smith has been appointed to coordinate Life Groups, and we are reworking these groups to include a new pastoral care element. In due course we will also look to establish a team of specialist carers in order to ensure our church is well cared for.

These series will be supplemented by a number of visiting speakers and standalone talks on particular subjects such as relationships and giving.

Worship	The focus of the worship ministry will be toward continued development in the team. During 2011 there are plans to introduce a greater number of songs that have been written by members of the church and to continue the band's development.
Evangelism	Alpha and Beta courses will continue to be held in a central London location during the year in Spring, Summer and Autumn.
Welcome	It is expected that this aspect of the church will continue to develop as it supports the church's growth. Coaching and training continue to be key aspects of this team's focus.
Pastoral	Key aims for 2011 include the developing of a new framework for supporting existing leaders and considering how the church can help people develop a greater spiritual depth in their lives. As a new initiative for 2011 ' <i>Life groups connected</i> ' will bring together 8-12 life groups who meet in the same part of the city on a termly basis. These will be used to promote fellowship in the community alongside developing spiritual gifts.

The Healing prayer team will take part in three training events during 2011, and most team members will be also attending external training events throughout the year.

Family

The church will continue to cater for families through the provision of children's and youth activities on Sundays.

As the church expands, new initiatives are being launched including teaching and support in marriage and parenting.

Students

In 2011, we will continue to develop and build the student team. We are looking to increase our annual 'invite' of new students to 120. We will be expanding our *student discipleship* programme alongside our *apologetics training*. We intend to continue our *Student Weekends Away*, aiming to address two key areas: ways of building students into the church community, and effectively engaging central London universities with the gospel.

Teaching & Training

Plans for 2011-2012 include recruiting 8 individuals to serve across the ministry areas of ChristChurch London on the Frontier Project in the Autumn. The student discipleship course will continue to run, as will training sessions for individuals and groups, both essential for supporting staff members and our indispensable volunteers. Our aspiring leaders course will be run in 2011.

**Everything:
Social Action and Cultural Transformation**

2011 will be a combination of growing current ministries and strengthening projects run by other organisations. The '*Social Action*' and '*Cultural Transformation*' ministries are being brought together under the heading '*Everything*', to create a wider vision in line with the concept developed through Newfrontiers '*Everything*' conference. Breakfasts and other ad hoc social events will continue. *Foodbank* will be opened in Vauxhall and aims to provide a permanent link between '*Football in the Community*', '*Romance Academy*', and a community dance project. The refugees mentoring project will pilot in 2011 in Lambeth alongside London City Mission. Additionally, outreach to Soho will continue, partnering with other churches and community groups in the area.

Communications and Media

Social events will be a priority for building community and the website will be used as the main source of information. The development of the website will include integration of all office diaries and database information from the 'City', ChristChurch's online social network.

Administration and Human Resources

In the coming year we will be seeking to continue our investment in staff development.

VI. Policies & Procedures

The following policies and procedures continued to be in place during the year:

1. Child protection policy and procedures associated with the children's activities and youth.
2. Equipment set up and set down health and safety procedures associated with all the church's events, including the Sunday services, training events and social events.
3. First aid, fire and evacuation procedures during the Sunday service and training events.
4. Income protection and recording,
5. Back up venue should the regular Sunday service venue be unavailable.
6. Data back-up for Information Technology systems.
7. On-going review of terms and conditions of contracts with external providers.
8. Formal staff appraisal process.

Grant Making Policy

Gifts to external organisations and individuals are considered by the trustees on the basis of need and fulfilment of the charitable objectives. There are no upper or lower limits of support. Grants are made following regular contact, budgetary control and adequate reporting.

Reserves Policy

The trustees have set a policy of retaining reserves sufficient for the foreseeable needs of the Church. Where there is specific capital expenditure, foreseen amounts are set aside into designated funds so the general reserves are available to meet the costs of normal running and expansion of the Church and to ensure the Church can meet the commitments that have been entered into. The level of general reserves is anticipated to be between one and three months of the level of fixed expenditure.

A 12-month cash flow projection model is used to monitor cash flow during the year, and is used to make decisions such as capital purchases, to ensure the reserve policy is respected.

Internal Controls and Risk Management

The trustees have overall responsibility for the ChristChurch London system of internal controls. Such a system can provide only reasonable and not absolute assurance against errors or frauds.

ChristChurch London operates a planning and budgeting system with an annual budget approved by the trustees. Significant changes are subject to specific approval. A finance reporting system compares results with the budget on a monthly basis for income and quarterly for expenditure.

The trustees are satisfied that systems are in place to monitor, manage and mitigate ChristChurch London exposure to major risks. They consider that maintaining ChristChurch London reserves at the policy levels and reviewing internal controls and risks will provide ChristChurch London with adequate risk assurance and sufficient resources in the event of adverse conditions. They also recognize that the nature of some of ChristChurch London work requires active acceptance and management of some risks when undertaking activities to achieve the objectives of the charity.

All major insurable risks are subject to normal churches' and employers' insurance. Contractual risks are reviewed before being entered into, to assess that they could not significantly impact upon the church's ability to fulfil its objectives.

Trustees' Responsibilities

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Charity and of the profit and loss of the Charity for that period.

In preparing these accounts, the trustees are required to:

- Select suitable accounting policies and apply them consistently.
- Make adjustments and estimates that are reasonable and prudent.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Charity and to enable them to ensure that the financial statements comply with the Charities Acts. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees confirm that the accounts comply with current statutory requirements and those of the Charity's Trust Deed.

Charity Commission's guidance on public benefit

When planning our activities for the year and the services on offer to the local community the Leadership Team have due regard for the public benefit guidance published by the Charities Commission.

Auditors

So far as they are aware, all of the current trustees have taken all steps that they ought to have taken to make themselves aware of any information needed by ChristChurch London's auditors for the purpose of their audit and to establish that the auditors are aware of that information. The trustees are not aware of any relevant information of which the auditors are unaware.

The auditors, Hewitt Warin Limited, will be proposed for re-appointment in accordance with the Companies Act 2006.

Approved by the trustees and signed on their behalf by:

Ross Bull CA

ChristChurch London Company Secretary

4. REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CHRISTCHURCH LONDON

We have audited the financial statements of ChristChurch London for the year ended 31 December 2010 on pages 21 to 28. The financial statements have been prepared under the accounting policies set out therein and the requirements of the Financial Reporting Standard for Smaller Entities.

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 trustees 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 trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

The trustees' (who are also the directors of the charitable company for the purposes of company law) responsibilities for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and for being satisfied that the financial statements give a true and fair view are set out on page 17.

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, are properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and are prepared in accordance with the Companies Act 2006. We also report to you whether, in our opinion the information given in the Report of the Trustees is consistent with those financial statements.

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

We read the Report of the Trustees and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of audit opinion

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

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

CHRISTCHURCH LONDON
Report and Financial Statements for the year ended 31 December 2010

Opinion

In our opinion:

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

Jeff Warin BSc ACA
Hewitt Warin Limited
Chartered Accountants and Registered Auditors
Harlow Enterprise Hub
Edinburgh Way
Harlow
Essex
CM20 2NQ

Date:.....

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

INCOME AND EXPENDITURE ACCOUNT

	Unrestricted Funds		Restricted	Total	Total
	General	Designated	Funds	2010	2009
	£	£	£	£	£
Incoming resources					
Incoming resources from generated funds					
Voluntary income	1,303,509	-	70,996	1,374,505	1,401,443
Investment income and interest	62	-	-	62	976
Incoming resources from charitable activities	15,217	-	-	15,217	11,266
Total Incoming resources	1,318,788	-	70,996	1,389,784	1,413,685
Resources expended					
Charitable activities	1,393,850	-	70,996	1,464,846	1,414,062
Governance costs	2,810	-	-	2,810	2,480
Total resources expended	1,396,660	-	70,996	1,467,656	1,416,542
Movement in total funds for the year	(77,872)	-	-	(77,872)	(2,857)
Total funds brought forward	284,109	-	32,051	316,160	319,017
Total funds carried forward	206,237	-	32,051	238,288	316,160

6. BALANCE SHEET AS AT 31 DECEMBER 2010

	Notes	2010 £	2009 £
FIXED ASSETS:			
Tangible assets	3	<u>53,637</u>	<u>107,924</u>
CURRENT ASSETS:			
Debtors	4	85,646	66,723
Cash at bank		<u>138,788</u>	<u>189,579</u>
		224,434	256,302
CREDITORS: Amounts falling due within one year	5	<u>39,783</u>	<u>48,066</u>
NET CURRENT ASSETS		<u>184,651</u>	<u>208,236</u>
NET ASSETS		<u>238,288</u>	<u>316,160</u>
FUNDS:			
Restricted	7	32,051	32,051
Designated	7	-	-
Unrestricted	7	<u>206,237</u>	<u>284,109</u>
		<u>238,288</u>	<u>316,160</u>

These financial statements have been prepared in accordance with the special provisions of the Companies Act 2006 relating to small companies and with the Financial Reporting Standard for Smaller Entities.

ON BEHALF OF THE BOARD:

David Stroud

Ross Bull CA

Approved by the Board on 21 April 2011

**7. NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2010**

ACCOUNTING POLICIES

Accounting convention

The financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities and the Statement of Recommended Practice: Accounting by Charities 2005.

Pension

The company operates a defined contributions pension scheme. Contributions payable for the year are charged in the statement of financial activities.

Tangible fixed assets

Only items costing over £500 are capitalised and depreciated by the charity. Depreciation is provided at annual rates in order to write off each asset over its estimated useful life. All fixed assets, excepting IT equipment, are depreciated at 20% straight line. IT equipment is depreciated at 33.3% straight line.

Fund accounting

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

Incoming resources

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Resources expended

All expenditure is accounted for on an accruals basis.

I. NET RESULT FOR THE YEAR

	2010	2009
	£	£
The net result for the year is stated after charging / (crediting):		
Depreciation - owned assets	63,412	86,364
(Gain) / loss on disposal of fixed assets	(987)	582
Auditors' remuneration	2,810	2,480
Directors' emoluments and other benefits	83,015	80,777

II. DETAILED INCOME AND EXPENDITURE ACCOUNT

	Unrestricted Funds		Restricted	Total	Total
	General	Designated	Funds	2010	2009
	£	£	£	£	£
Incoming resources					
Member giving	1,019,587	-	1,571	1,021,158	1,028,972
Gift Day offering	257,773	-	-	257,773	256,457
Grant income	-	-	69,425	69,425	89,792
Interest income	62	-	-	62	976
Ticket sales	15,217	-	-	15,217	11,266
Contributions for training & outreach	21,087	-	-	21,087	20,124
Preaching gifts & other income	5,062	-	-	5,062	6,098
	1,318,788	-	70,996	1,389,784	1,413,685
Resources expended					
Welcome, Evangelism & Social Action	201,073	-	1,571	202,644	224,774
Students, Frontier Project, Kids, Youth					
& other ministries	183,210	-	4,513	187,723	150,336
Giving to mission & church planting	139,139	-	-	139,139	136,619
Church leadership & serving other					
churches	106,208	-	48,598	154,806	144,330
Worship, preaching & production	242,592	-	16,314	258,906	303,936
Sunday venue	218,877	-	-	218,877	191,183
Office, personnel & finance	175,802	-	-	175,802	117,745
Communications, media, web & IT	129,759	-	-	129,759	147,619
	1,396,660	-	70,996	1,467,656	1,416,542
Net movement in funds	(77,872)	-	-	(77,872)	(2,857)

Included in the above costs are staff costs of £556,925 (2009: £486,190) that have been allocated across ministry areas on an estimated time basis. Employer's NI and pension contributions of £54,821 and £51,821 have been allocated in the same manner (2009: £50,080 and £48,365 respectively).

CHRISTCHURCH LONDON
Report and Financial Statements for the year ended 31 December 2010

The number of higher paid employees was:

	2010	2009
Taxable emoluments band:	No.	No.
£60,000-£70,000	1	1

During the year pension contributions on behalf of these staff amounted to £6,827 (2009: £6,636).

The average monthly number of fulltime equivalent employees during the year:

17.5	17
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III. TANGIBLE FIXED ASSETS

	PA & Music Equipment	Video, IT & Other Equipment	Totals
COST:	£	£	£
At 1 January 2010	194,028	153,018	347,046
Additions	2,354	7,523	10,057
Disposals	-	(5,325)	(5,325)
At 31 December 2010	196,562	155,216	351,778
DEPRECIATION:			
At 1 January 2010	131,331	107,791	239,122
Charge for the year	32,236	31,176	63,412
Elimination on disposal	-	(4,393)	(4,393)
At 31 December 2010	163,567	134,574	298,141
NET BOOK VALUE:			
At 31 December 2010	32,995	20,642	53,637
At 31 December 2009	62,697	45,227	107,924

IV. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2010	2009
	£	£
Gift aid receivable	39,330	38,885
Other debtors	5,894	2,891
Deposits & prepayments	40,422	24,947
	<u>85,646</u>	<u>66,723</u>

V. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2010	2009
	£	£
Trade creditors	21,258	25,255
Accruals	18,525	20,011
Income received in advance	-	2,800
	<u>39,783</u>	<u>48,066</u>

VI. GUARANTEE STATUS

The company is limited by guarantee, which means that every member undertakes to contribute to the assets of the company in the event of a winding up, including any members up to one year after ceasing to be a member, such amounts as may be required not exceeding £10.

VII. MOVEMENT ON FUNDS

Movement on funds during the year was as follows:

	Balance at 01.01.10	Incoming resources	Resources expended	Balance at 31.12.10
	£	£	£	£
Unrestricted funds				
General Fund	284,109	1,318,788	(1,396,660)	206,237
	<u>284,109</u>	<u>1,318,788</u>	<u>(1,396,660)</u>	<u>206,237</u>
Restricted Funds				
Property Fund	32,051	-	-	32,051
Grant Fund	-	69,425	(69,425)	-
Social Action Fund	-	1,571	(1,571)	-
	<u>32,051</u>	<u>70,996</u>	<u>(70,996)</u>	<u>32,051</u>
FUND BALANCES	<u>316,160</u>	<u>1,389,784</u>	<u>(1,467,656)</u>	<u>238,288</u>

The Restricted Grant Fund represents a grant from Newfrontiers, all of which was spent during the year. The Social Action fund represents a restricted donation towards Social Action projects and was spent during the year.

Funds received last year which for the Property Fund were not spent during the year.

VIII. FUNDS

The funds on the balance sheet are made up as follows:

	Unrestricted Funds		Restricted	Total	Total
	General	Designated	Funds	2010	2009
	£	£	£	£	£
ASSETS					
Fixed Assets	53,637	-	-	53,637	107,924
Debtors & Prepayments	85,646	-	-	85,646	66,723
Bank	106,737	-	32,051	138,788	189,579
	<u>246,020</u>	<u>-</u>	<u>32,051</u>	<u>278,071</u>	<u>364,226</u>
LIABILITIES					
Creditors	<u>39,783</u>	<u>-</u>	<u>-</u>	<u>39,783</u>	<u>48,066</u>
FUND BALANCES	<u>206,237</u>	<u>-</u>	<u>32,051</u>	<u>238,288</u>	<u>316,160</u>

IX. NEWFRONTIERS

As noted in the Trustees' Report and the notes to the Financial Statements, gifts are made to and a grant is received from New Frontiers International Trust Limited ("Newfrontiers"), a UK registered charitable company.

David Stroud is an employee of ChristChurch London and a director of Newfrontiers. Ross Bull is also a director of Newfrontiers and they are excluded from Trustee discussions relating to the approval of transactions with Newfrontiers.