

**Charity registration number 1132699**

**Company registration number 06940221 (England and Wales)**

**THE C3 CHURCH**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

# THE C3 CHURCH

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Steve Campbell Peter Goodliffe Anna Harvey Stephen Ansa-Addo Elspeth Darley Timothy Pilkington Emilton Barzey Angie Campbell	(Appointed 24 March 2022) (Appointed 18 July 2023)
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<b>Leadership team</b>	Steve Campbell Angie Campbell Joshua Campbell Katie Campbell Rebekah Campbell Holly Miller Robert Allin John Wilson
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<b>Charity number</b>	1132699
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<b>Company number</b>	06940221
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<b>Registered office</b>	C3 Centre 2 Brooks Road Cambridge Cambridgeshire United Kingdom CB1 3HR
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<b>Auditor</b>	Azets Audit Services Ruthlyn House 90 Lincoln Road Peterborough Cambridgeshire United Kingdom PE1 2SP
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# THE C3 CHURCH

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# THE C3 CHURCH

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) *FOR THE YEAR ENDED 31 DECEMBER 2022*

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The trustees present their annual report and financial statements for the year ended 31 December 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

### **Objectives and activities**

The objects of the charity laid down in the Memorandum and Articles of Association are, for the benefit of the public:

- To advance the Christian faith in accordance with the statement of beliefs;
- To relieve sickness and financial hardship and to promote and preserve good health; and
- To advance education

in such ways and in such parts of the United Kingdom or the world as the trustees from time to time may think fit.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

The core activities undertaken to further the objects of the charity are:

- Conducting meetings across three physical locations as well as online;
- Organising activities and groups that fulfil the mission of C3 Church, to reach and shape a generation with the message and cause of Christ
- Safeguarding procedures associated with children's and youth activities; and
- Working closely with other like-minded organisations.

These activities have been reviewed to ensure they continue to reflect our aims and they have remained unchanged since the last annual report of the trustees.

Applications for employment by disabled persons are always fully considered, bearing in mind the aptitudes of the applicant concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment within the charity continues and that the appropriate training is arranged. It is the policy of the charity that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

# THE C3 CHURCH

## TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2022

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### Achievements and performance

Following the challenges of recent years, 2022 was not without it's own following the Ukraine war and cost of living crisis. The Leadership Team were clear that in order to fulfil the mission and vision of The C3 Church ('C3') in this ever changing environment they would need to remain agile and responsive to the needs of the congregations and wider community. They were encouraged by the number of people returning to in-person meetings as well as the engagement with online resources. The community and social action work delivered through C3 Impact has expanded across all locations affecting the communities positively.

Existing and new initiatives that have taken place both online and physically when permitted include:

- The Alpha Course
- Youth and children programmes
- Prayer Events
- WTC Theology Hub
- Baptisms
- Foodbank distribution point
- Breathe Women's events
- The C3 Academy
- Ascend Men's events
- Marriage and Parenting Courses
- Wellbeing courses
- C3 Impact Hubs
- Sunday Services
- Parent and toddler support groups
- Leadership training events
- Worship events
- Weddings
- Global Leadership Summit
- Young Adult events
- Business and workplace events
- Discipleship courses
- Griefshare Courses

The above activities and initiatives would not be able to take place without the generous giving through tithes, offerings and other donations of the C3 congregation and community. We are also grateful to have received grant funding during 2022 primarily to support the work of C3 Impact from the following: Cambridge Community Foundation; Cambridge City Council; The Co-op Local Community Fund; Colchester Borough Council; MIND; Acts 435; Cinnamon Network; Sir Robert McAlpine Foundation; Groundwork UK; Stewardship Services; Essex Association of Local Councils; Cambridge Sustainable Food CIC; Dorcus Trust and Love Your Neighbour.

### UK Charities and Connections

As with last year we have continued to develop and strengthen very positive relationships with a number of national charities and groups that are making significant impact on various sectors of society. Whilst many in person courses had to be suspended, other online support provisions were introduced. These include:

- Trussell Trust - An umbrella organisation for the many Foodbanks in the UK. As one of the founding organisations of the Cambridge City Foodbank we continue to be involved in particular acting as a distribution centre.
- Hope into Action - We continued to work with Hope into Action having partnered with them on two houses in the city.
- Transforming Lives for Good - We established a partnership with Transforming Lives for Good working into local schools to bring hope and a future to struggling children.
- Acts 435 - We have been able to secure a number of donations to help those with specific needs who did not have the resources themselves.
- Stewardship Services - Stewardship continue to provide us with a mortgage for our building of the C3 Centre in Cambridge and we continue to have a very positive relationship with them. The C3 Centre has been instrumental in assisting us to expand our activities and community outreach.
- Cinnamon Network - Enabling people and resources to transform their communities and help those in social need. We have consulted with them for advice and partnership.
- Church Networks - We connect with Ground Level, Assemblies of God UK, The European Learning Community, Global Leadership Network, Mountain Springs Church Colorado, Jubilee Church and Soul Church.

# THE C3 CHURCH

## TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2022

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Additionally, we have sought to keep a global perspective in working with individuals, groups and churches across the world. This has included:

- Support of two couples in their mission endeavours supporting church planting and discipleship in challenging parts of the world.
- Compassion UK
- Love Moldova
- Samaritans Purse. Primarily through the Shoe Box appeal which runs each Christmas time.
- Donations to various global aid and relief charities including World Vision and Tearfund.

### **Volunteer team**

To continue our activities, we are dependent on volunteers who freely give of their time and skills to ensure the efficient and smooth operation of all that we engage in.

One trustee is remunerated as senior pastor. All other trustees are volunteers who give considerable input and expertise to enable C3 to carry out its activities.

We are also extremely grateful for the wisdom and input from our International Advisory Board (IAB) of Kemi Koleoso, Senior Pastor Jubilee Church London, Paul Reid, Emeritus Senior Pastor Christian Fellowship Church Belfast, Jeff Lucas, Senior Executive Pastor, Timberline Church, Colorado.

### **Future Developments 2023**

- Having started a multisite expression of C3 in Colchester alongside Bury St Edmunds, Cambridge and Online we will seek to identify other locations in order to broaden the reach of C3's work.
- Further support and enhance the work of C3 Impact in all locations
- Continue to deliver relevant content for the congregation and wider community through a range of digital platforms.
- In April 2023, having searched for a couple of years, the leadership team agreed terms to purchase a freehold building as permanent home for the Bury St Edmunds congregation. The purchase, associated fees and fit out works will be funded by an additional mortgage advance from Stewardship Services.

### **Financial review**

The statement of financial activities is set out on page 9 of these financial statements. A summary of the financial results is set out below:

### **Income generation**

The principal source of income comprises tithes and offerings from members. Unrestricted donations and legacies received in the year totalled £1,708,867 (2021 - £1,689,240). Including this, total unrestricted income for the year was £1,960,056 (2021 - £1,890,567) and total restricted income was £56,692 (2021 - £75,537).

### **Investment policy**

The charity has adopted a policy of investing in low risk investment accounts with CAF Bank, Triodos Bank and Stewardship Services.

### **Fund raising**

The charity relies on voluntary donations from its members for its income.

### **Changes in fixed assets**

Details of fixed asset movements are set out in note 14.

### **Restricted funds**

Details of the restricted funds held in the year are set out in note 23.

# THE C3 CHURCH

## TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 DECEMBER 2022

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### Reserves policy

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, at a level which equates to approximately two months' unrestricted expenditure. This provides sufficient funds to cover management, administration and support costs. Unrestricted funds were reduced during the year in line with expectations as investment projects were completed. The charity held free reserves of £192,963 (2021 - £266,224) at the year-end which equates to just over two months unrestricted expenditure. The trustees will keep the level of reserves required under regular review.

### Structure, governance and management

The trustees have considered the key operational, financial, and strategic risks that have a bearing on the charity. Suitable management information is available to the trustees on a regular basis to monitor these risks, and allow any mitigating action to be taken to address them.

The trustees, who are also the directors for the purpose of company law, and who served during the year and since the year end were:

Steve Campbell	
Alison Seekings	(Resigned 24 March 2022)
Peter Goodliffe	
Anna Harvey	
Stephen Ansa-Addo	
Elspeth Darley	
Timothy Pilkington	
Emilton Barzey	(Appointed 24 March 2022)
Angie Campbell	(Appointed 18 July 2023)

The church activities are led by the leadership team. Trustees are selected by the other members of the trustee board. New trustees are approached from amongst the church membership. They are provided with an induction to explain the operations of the charity and their associated responsibility as trustees. Copies of the Charity Commission guidance are provided. The trustees meet approximately four times a year to review strategy, performance, operating plans, budgets and building matters. Operational decisions are delegated to the leadership team.

### Auditor

In accordance with the company's articles, a resolution proposing that Azets Audit Services be reappointed as auditor of the company will be put at a General Meeting.

The trustees' report was approved by the Board of Trustees.

**Anna Harvey**

Dated: 28 September 2023

**Timothy Pilkington**

Dated: 28 September 2023

# THE C3 CHURCH

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

### *FOR THE YEAR ENDED 31 DECEMBER 2022*

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The trustees, who are also the directors of The C3 Church for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



# THE C3 CHURCH

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE C3 CHURCH

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### Opinion

We have audited the financial statements of The C3 Church (the 'charity') for the year ended 31 December 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2022 and of its incoming resources and application of resources, 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 financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

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

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

# THE C3 CHURCH

## INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF THE C3 CHURCH

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### **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 financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the 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 charitable company or to cease operations, or have no realistic alternative but to do so.

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

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

# THE C3 CHURCH

## INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF THE C3 CHURCH

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This report is made solely to the company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Mr Mark Jackson FCA DChA (Senior Statutory Auditor)**  
**for and on behalf of Azets Audit Services**

29 September 2023

**Chartered Accountants**  
**Statutory Auditor**

Ruthlyn House  
90 Lincoln Road  
Peterborough  
Cambridgeshire  
United Kingdom  
PE1 2SP

Azets Audit Services is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

# THE C3 CHURCH

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 31 DECEMBER 2022**

### Current financial year

		Unrestricted funds general 2022 £	Unrestricted funds designated 2022 £	Restricted funds 2022 £	Total 2022 £	Total 2021 £
	Notes					
<b><u>Income and endowments from:</u></b>						
Donations and legacies	3	1,294,797	414,070	48,084	1,756,951	1,741,780
Charitable activities	4	135,184	61,818	8,608	205,610	216,673
Investments	5	1,161	-	-	1,161	1,076
Other income	6	53,026	-	-	53,026	6,575
<b>Total income</b>		<b>1,484,168</b>	<b>475,888</b>	<b>56,692</b>	<b>2,016,748</b>	<b>1,966,104</b>
<b><u>Expenditure on:</u></b>						
Raising funds	7	-	-	9,140	9,140	7,412
Charitable activities	8	1,549,471	567,546	58,222	2,175,239	2,041,352
<b>Total expenditure</b>		<b>1,549,471</b>	<b>567,546</b>	<b>67,362</b>	<b>2,184,379</b>	<b>2,048,764</b>
<b>Net outgoing resources before transfers</b>		<b>(65,303)</b>	<b>(91,658)</b>	<b>(10,670)</b>	<b>(167,631)</b>	<b>(82,660)</b>
Gross transfers between funds		(7,958)	2,258	5,700	-	-
<b>Net expenditure for the year/ Net movement in funds</b>		<b>(73,261)</b>	<b>(89,400)</b>	<b>(4,970)</b>	<b>(167,631)</b>	<b>(82,660)</b>
Fund balances at 1 January 2022		266,224	4,113,231	66,893	4,446,348	4,529,008
<b>Fund balances at 31 December 2022</b>		<b>192,963</b>	<b>4,023,831</b>	<b>61,923</b>	<b>4,278,717</b>	<b>4,446,348</b>

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

# THE C3 CHURCH

## STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 31 DECEMBER 2022**

Prior financial year

		Unrestricted funds general 2021 £	Unrestricted funds designated 2021 £	Restricted funds 2021 £	Total 2021 £
	Notes				
<b><u>Income and endowments from:</u></b>					
Donations and legacies	3	1,188,060	501,180	52,540	1,741,780
Charitable activities	4	114,714	78,962	22,997	216,673
Investments	5	1,076	-	-	1,076
Other income	6	6,575	-	-	6,575
<b>Total income</b>		<b>1,310,425</b>	<b>580,142</b>	<b>75,537</b>	<b>1,966,104</b>
<b><u>Expenditure on:</u></b>					
Raising funds	7	7,412	-	-	7,412
Charitable activities	8	1,363,185	564,170	113,997	2,041,352
<b>Total expenditure</b>		<b>1,370,597</b>	<b>564,170</b>	<b>113,997</b>	<b>2,048,764</b>
<b>Net outgoing resources before transfers</b>		<b>(60,172)</b>	<b>15,972</b>	<b>(38,460)</b>	<b>(82,660)</b>
Gross transfers between funds		(126,278)	126,278	-	-
<b>Net expenditure for the year/ Net movement in funds</b>		<b>(186,450)</b>	<b>142,250</b>	<b>(38,460)</b>	<b>(82,660)</b>
Fund balances at 1 January 2021		452,674	3,970,981	105,353	4,529,008
<b>Fund balances at 31 December 2021</b>		<b>266,224</b>	<b>4,113,231</b>	<b>66,893</b>	<b>4,446,348</b>

# THE C3 CHURCH

## BALANCE SHEET

AS AT 31 DECEMBER 2022

	Notes	2022 £	£	2021 £	£
<b>Fixed assets</b>					
Tangible assets	14	5,588,664		5,800,494	
Investments	15		100		100
			<u>5,588,764</u>		<u>5,800,594</u>
<b>Current assets</b>					
Stocks	17	4,500		4,517	
Debtors	18	79,229		50,086	
Cash at bank and in hand		267,573		467,349	
			<u>351,302</u>		<u>521,952</u>
<b>Creditors: amounts falling due within one year</b>	20	(243,645)		(279,534)	
			<u>107,657</u>		<u>242,418</u>
<b>Total assets less current liabilities</b>			5,696,421		6,043,012
<b>Creditors: amounts falling due after more than one year</b>	21	(1,417,704)		(1,596,664)	
			<u>4,278,717</u>		<u>4,446,348</u>
<b>Net assets</b>					
<b>Income funds</b>					
Restricted funds	23	61,923		66,893	
Unrestricted funds - designated	24	4,023,831		4,113,231	
Unrestricted funds - general		192,963		266,224	
			<u>4,278,717</u>		<u>4,446,348</u>

# THE C3 CHURCH

## BALANCE SHEET (CONTINUED)

**AS AT 31 DECEMBER 2022**

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The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2022, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 28 September 2023

Anna Harvey  
**Trustee**

Timothy Pilkington  
**Trustee**

**Company registration number 06940221**

# THE C3 CHURCH

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2022

	Notes	2022 £	£	2021 £	£
<b>Cash flows from operating activities</b>					
Cash generated from operations	29		176,320		403,186
<b>Investing activities</b>					
Purchase of tangible fixed assets		(238,845)		(365,273)	
Proceeds on disposal of tangible fixed assets		2,000		-	
Investment income received		1,161		1,076	
<b>Net cash used in investing activities</b>			(235,684)		(364,197)
<b>Financing activities</b>					
Repayment of bank loans		(140,412)		(191,320)	
<b>Net cash used in financing activities</b>			(140,412)		(191,320)
<b>Net decrease in cash and cash equivalents</b>			(199,776)		(152,331)
Cash and cash equivalents at beginning of year			467,349		619,680
<b>Cash and cash equivalents at end of year</b>			267,573		467,349



# THE C3 CHURCH

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

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### 1 Accounting policies

#### Charity information

The C3 Church is a private company limited by guarantee incorporated in England and Wales. The registered office is C3 Centre, 2 Brooks Road, Cambridge, Cambridgeshire, CB1 3HR, United Kingdom.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

#### 1.4 Incoming resources

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

# THE C3 CHURCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

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### 1 Accounting policies

(Continued)

Income is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts, VAT and other sales related taxes.

#### 1.5 Resources expended

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	4% straight line on buildings. No depreciation on land.
Plant and equipment	25% straight line
Motor vehicles	10% or 20% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### 1.7 Fixed asset investments

Fixed asset investments are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. The investments are assessed for impairment at each reporting date and any impairment losses or reversals of impairment losses are recognised immediately in net income/ (expenditure) for the year.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

#### 1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

# THE C3 CHURCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

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### 1 Accounting policies

(Continued)

#### 1.9 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

#### 1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

#### 1.11 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

# THE C3 CHURCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

### 1 Accounting policies (Continued)

#### 1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

### 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### 3 Donations and legacies

	Unrestricted funds general £	Unrestricted funds designated £	Restricted funds £	Total 2022 £	Total 2021 £
Donations and gifts	1,294,797	414,070	48,084	1,756,951	1,736,047
Coronavirus Job Retention Scheme grant	-	-	-	-	5,733
	<u>1,294,797</u>	<u>414,070</u>	<u>48,084</u>	<u>1,756,951</u>	<u>1,741,780</u>
<b>For the year ended 31 December 2021</b>	<u>1,188,060</u>	<u>501,180</u>	<u>52,540</u>		<u>1,741,780</u>

# THE C3 CHURCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

### 4 Charitable activities

	2022 £	2021 £
Equipping events and ministry income	141,254	184,257
Resource sales	64,356	32,416
	<u>205,610</u>	<u>216,673</u>
Analysis by fund		
Unrestricted funds - general	135,184	114,714
Unrestricted funds - designated	61,818	78,962
Restricted funds	8,608	22,997
	<u>205,610</u>	<u>216,673</u>

### 5 Investments

	2022 £	2021 £
Interest receivable	<u>1,161</u>	<u>1,076</u>

### 6 Other income

	2022 £	2021 £
Other income	<u>53,026</u>	<u>6,575</u>

### 7 Raising funds

	2022 £	2021 £
<u>Fundraising and publicity</u>		
Fundraising agents	9,140	7,412
	<u>9,140</u>	<u>7,412</u>

# THE C3 CHURCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

### 8 Charitable activities

	2022 £	2021 £
Staff costs	632,418	572,959
Audio and visual	53,339	63,337
Conferences, training and resources	121,251	88,422
Ministry expenses - telephone	1,217	1,339
Ministry expenses - travel	2,141	1,091
Ministry expenses - other	1,074	1,153
Mission and evangelism	174,780	172,387
Projects expenditure - vision expenses	46,303	65,096
Families, children and youth work expenses	60,477	59,328
	<u>1,093,000</u>	<u>1,025,112</u>
Grant funding of activities (see note 9)	44,694	61,216
Share of support costs (see note 10)	1,012,832	921,819
Share of governance costs (see note 10)	24,713	33,205
	<u>2,175,239</u>	<u>2,041,352</u>
<b>Analysis by fund</b>		
Unrestricted funds - general	1,549,471	1,363,185
Unrestricted funds - designated	567,546	564,170
Restricted funds	58,222	113,997
	<u>2,175,239</u>	<u>2,041,352</u>

### 9 Grants payable

	2022 £	2021 £
Grants to institutions:		
Grants payable in furtherance of the charity's objects	<u>44,694</u>	<u>61,216</u>

# THE C3 CHURCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

### 10 Support costs

	Support costs	Governance costs	2022	2021
	£	£	£	£
Staff costs	252,447	-	252,447	252,337
Depreciation	448,675	-	448,675	408,957
Interest payable and bank charges	72,209	-	72,209	75,475
Office expenses	32,730	-	32,730	40,461
Sundry expenses	4,229	-	4,229	3,755
Insurance	27,232	-	27,232	20,981
Light and heat	68,153	-	68,153	31,476
Maintenance	81,104	-	81,104	71,309
Marketing	21,652	-	21,652	14,377
Minibus expenses	4,401	-	4,401	2,691
Audit fees	-	5,880	5,880	5,675
Accountancy	-	2,472	2,472	2,458
Legal and professional	-	16,361	16,361	25,072
	<u>1,012,832</u>	<u>24,713</u>	<u>1,037,545</u>	<u>955,024</u>
Analysed between				
Charitable activities	<u>1,012,832</u>	<u>24,713</u>	<u>1,037,545</u>	<u>955,024</u>

Governance costs includes payments to the auditors of £5,492 (2021 - £5,323) for audit fees.

### 11 Trustees and key management personnel remuneration and expenses

Mr S Campbell, a trustee, received £53,850 (2021 - £52,500) in respect of ministry salary during the period and was reimbursed expenses of £2,942 (2021 - £2,373).

Four members of the family of one trustee, Mr S Campbell, were also employed by the charity. Their total remuneration was £154,884 (2021 - £146,612)

The charity considers its key management personnel to be the eight (2021 - seven) members of the leadership team. The total amount of remuneration received by key management personnel (excluding pension) was £297,000 (2021 - £254,047).

# THE C3 CHURCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

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### 12 Employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
Ministry	21	21
Operations	12	9
Other	2	2
	<hr/>	<hr/>
Total	35	32
	<hr/>	<hr/>

The full time equivalent number of employees during the year was:

	2022 Number	2021 Number
Ministry	17	16
Operations	8	7
Other	1	1
	<hr/>	<hr/>
Total	26	24
	<hr/>	<hr/>

### Employment costs

	2022 £	2021 £
Wages and salaries	776,636	726,339
Social security costs	66,244	60,120
Other pension costs	41,985	38,837
	<hr/>	<hr/>
	884,865	825,296
	<hr/>	<hr/>

### 13 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.



# THE C3 CHURCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

### 14 Tangible fixed assets

	Freehold land and buildings £	Plant and equipment £	Motor vehicles £	Total £
<b>Cost</b>				
At 1 January 2022	6,937,437	1,117,038	52,499	8,106,974
Additions	976	225,869	12,000	238,845
Disposals	-	-	(15,240)	(15,240)
At 31 December 2022	6,938,413	1,342,907	49,259	8,330,579
<b>Depreciation and impairment</b>				
At 1 January 2022	1,604,876	673,636	27,969	2,306,481
Depreciation charged in the year	225,947	203,391	9,906	439,244
Eliminated in respect of disposals	-	-	(3,810)	(3,810)
At 31 December 2022	1,830,823	877,027	34,065	2,741,915
<b>Carrying amount</b>				
At 31 December 2022	5,107,590	465,880	15,194	5,588,664
At 31 December 2021	5,332,561	443,403	24,530	5,800,494

### 15 Fixed asset investments

	Other investments
<b>Cost or valuation</b>	
At 1 January 2022 & 31 December 2022	100
<b>Carrying amount</b>	
At 31 December 2022	100
At 31 December 2021	100

	Notes	2022 £	2021 £
Other investments comprise:			
Investments in subsidiaries	28	100	100

# THE C3 CHURCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

<b>16</b>	<b>Financial instruments</b>		<b>2022</b>	<b>2021</b>
			<b>£</b>	<b>£</b>
	<b>Carrying amount of financial assets</b>			
	Debt instruments measured at amortised cost		64,851	23,816
	<b>Carrying amount of financial liabilities</b>			
	Measured at amortised cost		1,646,756	1,860,978
<b>17</b>	<b>Stocks</b>		<b>2022</b>	<b>2021</b>
			<b>£</b>	<b>£</b>
	Finished goods and goods for resale		4,500	4,517
<b>18</b>	<b>Debtors</b>		<b>2022</b>	<b>2021</b>
			<b>£</b>	<b>£</b>
	<b>Amounts falling due within one year:</b>			
	Trade debtors		15,273	2,319
	Other debtors		49,578	21,497
	Prepayments and accrued income		14,378	26,270
			79,229	50,086
<b>19</b>	<b>Loans and overdrafts</b>		<b>2022</b>	<b>2021</b>
			<b>£</b>	<b>£</b>
	Bank loans		1,578,581	1,718,993
	Payable within one year		160,877	122,329
	Payable after one year		1,417,704	1,596,664
	The long-term loans are secured by fixed charges over the assets of the charity.			
<b>20</b>	<b>Creditors: amounts falling due within one year</b>		<b>2022</b>	<b>2021</b>
		<b>Notes</b>	<b>£</b>	<b>£</b>
	Bank loans	<b>19</b>	160,877	122,329
	Other taxation and social security		14,593	15,220
	Trade creditors		30,420	114,499
	Other creditors		951	-
	Accruals and deferred income		36,804	27,486
			243,645	279,534

# THE C3 CHURCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

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### 21 Creditors: amounts falling due after more than one year

	Notes	2022 £	2021 £
Bank loans	19	1,417,704	1,596,664

### 22 Retirement benefit schemes

#### Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £41,985 (2021 - £38,837).

# THE C3 CHURCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2022

#### 23 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			
	Balance at 1 January 2021	Incoming resources	Resources expended	Balance at 1 January 2022	Incoming resources	Resources expended	Transfers
	£	£	£	£	£	£	£
C3 Impact asset fund	662	-	(346)	316	-	-	-
C3 Impact fund	3,164	41,382	(6,828)	37,718	44,692	(30,783)	-
Amey Community fund grant	1,471	-	(75)	1,396	-	(762)	-
Cambridge City Council grant	10,400	-	(527)	9,873	-	(527)	-
Mission gifts	2,450	12,234	(14,684)	-	2,000	(7,700)	5,700
Love Your Neighbour	82,460	-	(82,460)	-	-	-	-
WBCHub	4,746	2,652	(7,398)	-	-	-	-
Wellbeing lead salary	-	15,000	-	15,000	10,000	(25,000)	-
Coop local causes	-	4,269	(1,679)	2,590	-	(2,590)	-
	<u>105,353</u>	<u>75,537</u>	<u>(113,997)</u>	<u>66,893</u>	<u>56,692</u>	<u>(67,362)</u>	<u>5,700</u>
							<u>61,923</u>

The C3 Impact fund represents monies to support community and social action projects.

The Amey Community and Cambridge City Council grants have been expended on community facilities at the C3 centre, but remain restricted due to an ongoing requirement to use the facilities for community purposes for a period of 5 and 11 years respectively.

The mission gifts fund represents donations received for specific missionary beneficiaries overseas.

The Love Your Neighbour fund represents a grant received from Church Revitalisation Trust to respond to the needs of the most vulnerable and marginalised people affected by the COVID-19 crisis.

# THE C3 CHURCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2022

#### 23 Restricted funds

(Continued)

The WBCHub fund represents donations pledged specifically to the operation of our community hub based in Waterbeach, Cambridge in partnership with St John's the Evangelist Church.

The Wellbeing Lead salary represents a donation specifically towards the salary and associated costs of the Wellbeing Lead staff position.

Coop Local Causes represent donations received via Cambridge stores that will be applied to Wellbeing Hub activities in our Cambridge location.

#### 24 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds				Movement in funds				
	Balance at 1 January 2021	Incoming resources	Resources expended	Transfers	Balance at 1 January 2022	Incoming resources	Resources expended	Transfers	Balance at 31 December 2022
	£	£	£	£	£	£	£	£	£
Vision fund	22,165	535,841	(108,270)	(350,000)	99,736	442,910	(139,715)	(402,931)	-
Barnabas fund	27,484	44,301	(47,891)	-	23,894	32,978	(32,828)	-	24,044
Fixed assets: property fund	3,492,029	-	(220,652)	342,192	3,613,569	-	(225,346)	140,786	3,529,009
Fixed assets: other assets	429,303	-	(187,357)	134,086	376,032	-	(169,657)	264,403	470,778
	<u>3,970,981</u>	<u>580,142</u>	<u>(564,170)</u>	<u>126,278</u>	<u>4,113,231</u>	<u>475,888</u>	<u>(567,546)</u>	<u>2,258</u>	<u>4,023,831</u>

The vision designated fund represents monies set aside by the trustees for future projects to enable the charity to better fulfil its objectives.

The Barnabas designated fund represents funds transferred from the vision fund to provide encouragement and hope to causes at the discretion of the charity's leadership team.

The fixed asset funds represent assets funded from special offerings, the net book value of the property and those other assets not funded from restricted income, less the associated borrowings.

# THE C3 CHURCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

### 25 Analysis of net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 December 2022 are represented by:				
Tangible assets	-	5,578,368	10,296	5,588,664
Investments	100	-	-	100
Current assets/(liabilities)	192,863	(136,833)	51,627	107,657
Long term liabilities	-	(1,417,704)	-	(1,417,704)
	<u>192,963</u>	<u>4,023,831</u>	<u>61,923</u>	<u>4,278,717</u>

### 26 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2022 £	2021 £
Within one year	23,867	15,411
Between two and five years	69,095	90,000
	<u>92,962</u>	<u>105,411</u>

The amount shown above includes contributions to a sinking fund required under the terms of the lease.

### 27 Related party transactions

Other than those transactions disclosed in note 11 of these financial statements, there were no disclosable related party transactions during the year (2021 - none).

### 28 Subsidiaries

Details of the charity's subsidiaries at 31 December 2022 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held Direct Indirect
C3 IP Ltd	United Kingdom	Dormant	Ordinary	100.00

# THE C3 CHURCH

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

29 Cash generated from operations	2022 £	2021 £
Deficit for the year	(167,631)	(82,660)
Adjustments for:		
Investment income recognised in statement of financial activities	(1,161)	(1,076)
Depreciation and impairment of tangible fixed assets	448,675	408,957
Movements in working capital:		
Decrease/(increase) in stocks	17	(4,517)
(Increase)/decrease in debtors	(29,143)	17,023
(Decrease)/increase in creditors	(74,437)	65,459
<b>Cash generated from operations</b>	<b>176,320</b>	<b>403,186</b>
30 Analysis of changes in net (debt)/funds		
	At 1 January 2022 £	Cash flows At 31 December 2022 £
Cash at bank and in hand	467,349	(199,776) 267,573
Loans falling due within one year	(122,329)	(38,548) (160,877)
Loans falling due after more than one year	(1,596,664)	178,960 (1,417,704)
	<u>(1,251,644)</u>	<u>(59,364)</u> <u>(1,311,008)</u>