THE PAROCHIAL CHURCH COUNCIL OF THE ECCLESIASTICAL PARISH OF ST JAMES, WESTMINSTER

England & Wales · Charity number 1133048

Details

Other names	ST JAMES'S CHURCH PICCADILLY PCC
Status	Registered
Legal form	Previously excepted
Registered	2009-12-01
Register	View on the Charity Commission register

Contact

Address	St James's Church Piccadilly 197 Piccadilly London
Phone	02077344511
Email	pcc@sjp.org.uk
Website	www.sjp.org.uk

Activities

Objects: Promoting in the ecclesiastical parish the whole mission of the Church.

Activities: A parish church of the Church of England, part of the worldwide Anglican Communion, we maintain regular public Christian worship; provision of sacred space for prayer and contemplation; pastoral work; teaching and debating Christianity through sermons, groups, courses and events. We host a night shelter for the homeless, a free drop-in counselling service, and provide support to asylum seekers.

Classification

- **How:** Makes Grants To Organisations, Provides Buildings/facilities/open Space, Provides Services, Other Charitable Activities
- **What:** Religious Activities
- **Who:** The General Public/mankind

Downloaded from opencharities.uk/ew/1133048

Geography

- **Area of benefit:** UNDEFINED. IN PRACTICE, LOCAL.
- City Of Westminster

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£4,469,878	£3,006,595	£2,633,182	22
2023-12-31	£2,880,154	£2,387,766	£1,173,760	23
2022-12-31	£1,139,574	£2,012,398	£679,984	20
2021-12-31	£1,222,950	£1,403,548	£1,554,754	18
2020-12-31	£1,310,390	£955,787	£1,733,251	20

Downloaded from opencharities.uk/ew/1133048

Trustees

Name	Role	Appointed
Audrey Sebatindira		2023-05-14
Claire Millicent Wright		2020-10-18
David Loyn		2019-04-28
Deirdre Hetherington		2022-05-08
Graeme Jones		2023-05-14
Joanna Hines		2020-10-18
Julie Dawn Cunningham		2020-10-18
ROSALIND SALLY FANE		2020-10-18
Rachel Sumption		2024-05-12
Rev Ayla Lepine		2022-07-25
Rev DANIEL NORRIS		2019-07-01
Rev IVAN PATRICIO KHOVACS		2015-10-14
Rev LUCY CLARE WINKETT		2011-08-18
Revd Dr Mariama Oluseun Ifode-Blease		2020-10-18
Sarah Gillett CMG CVO		2024-05-12
Steven Overman		2025-09-15
Tom Gidman		2023-05-14
Tracy McKeever		2023-05-14
Trevor Lines		2024-11-25

Downloaded from opencharities.uk/ew/1133048

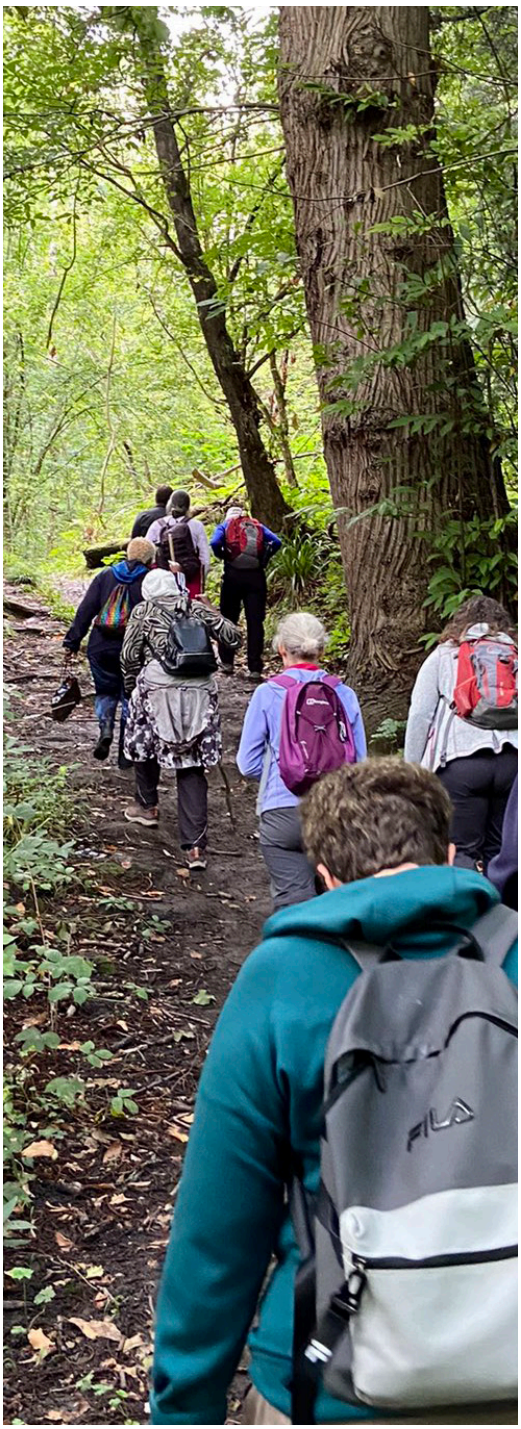
THE PAROCHIAL CHURCH COUNCIL OF THE ECCLESIASTICAL PARISH OF ST JAMES, WESTMINSTER

England & Wales - Charity number 1133048

Accounts

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024







St James's Church, Piccadilly
Parochial Church Council
197 Piccadilly, London W1J 9LL
Registered Charity No.1133048

St James's PICCADILLY

CONTENTS

Foreword 3
Structure, Governance and Management.....6
Objectives and Activities.....7
Under Mission 1 - Rooted.....10
Under Mission 2 - Just.....11
Under Mission 3 - Creative.....12
Under Mission 4 - Transformed.....15
Under Mission 5 - Supported & Sustained.....17
Achievements and Performance.....19
Financial Review.....22
Income.....22
Expenditure.....23
Investments.....24
Fundraising Regulation.....24
Reserves Policy.....25
Related Parties.....25
Audit Finance, Risk Committee and Risk Management.....26
Risks.....26
Plans for the Future.....28
Statement of the Parochial Church Council's Financial Responsibilities.....29
Auditors.....30
Disclosure of Information to Auditors.....30
Auditor's Report.....31
Financial Statements.....35
Notes to the Financial Statements.....39
PCC Administrative Information.....53
Appendices.....55



“Reflecting on my journey, I realise that without the spiritual and immigration support I received from St James’s, I wouldn’t be in the position I am today.

We are like a chain, each link essential in supporting the others. Your help has allowed me to reach this point, where I can now study and research for the well-being of others.

I am deeply grateful for the important and irreplaceable role St James’s has played in my life. Thank you once again for everything.”

Safoora Arkian
–International Community Member

FOREWORD



St James's Church had a lively and creative year in 2024, maintaining its core work of daily prayer and gatherings for worship, running programmes of music, art and ideas and continuing to prepare for the Wren Project construction phase. This work was underpinned by the completion of the second year of a three-year strategy. Of note during the year was an increase in attendance at Sunday and weekday worship, the enormous combined effort by congregation, staff, volunteers and partners involved in the RHS Chelsea Flower Show in May, the doubling of the number of people supported as part of the International Group, and the re-casting of the food outreach projects serving our parish. Much was learned from the first year of the strategy and the PCC and Senior Management Team proved themselves to be responsive to what remains a challenging and volatile environment for churches and charities.

Following a disappointing financial result in 2023, the 2024 Business Plan was re drafted and adopted by the PCC in Q1 of 2024. Costs were reduced particularly in the delivery of the creative programme, and income generated from the site and donations increased. The objectives remained, and the PCC continued to pursue its outward-focussed strategy, investing time, energy and resources in keeping the church building open for all, and determinedly inclusive spiritually sustaining gatherings and community-building events. Key objectives such as "encourage environmentally innovative thinking, spirituality and behaviours" were pursued, including, during 2024, a national BBC radio broadcast written by the Earth Justice group. The RHS Chelsea Flower Show communications report provided evidence that the story of St James's and its message of creativity, heritage and future-thinking encapsulated in the garden 'Imagine the world to be different' reached c 350million people worldwide during 2024, addressing St James's ambition to be a "provocateur for good" in contexts outside the church institution. Staffing an historic central London site seven days a week throughout the year is itself a central part of the mission of the church. At the heart of the strategy is the conviction that it is important to draw the boundaries around what is 'church' even more inclusively and broadly. This builds on the decades-long reputation that St James's has for open-hearted and open-minded activities, gatherings and projects. During 2024, specific projects were run that supported and sustained St James's development: the St Pancras partnership, the National Lottery Heritage Fund Development Phase and the Wren Project itself.

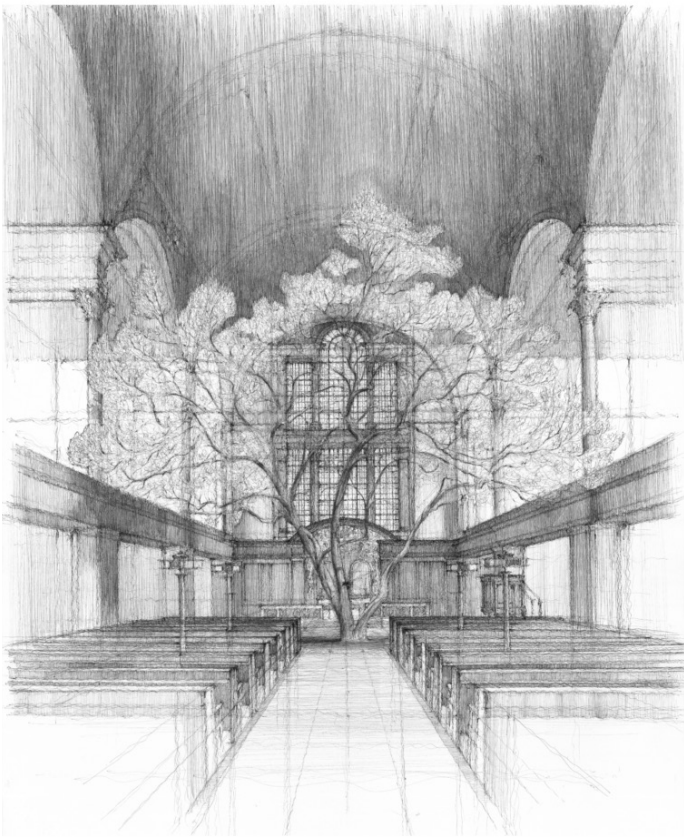
The Wren Project is a £20m transformation and rejuvenation project, restoring the Wren church and re landscaping the garden, adapting other buildings. Phase Two of the Wren Project is a campaign to raise £10m in endowment. During 2024, funding was received to run a pilot of the Changemaker Programme, a leadership development programme for young people, 2024 saw growth in church attendance, visitors and audiences. Significant pledges were received for the Wren Project (the restoration and rejuvenation of the whole site), and challenging and creative programming reached new audiences. Particularly noteworthy in a year full of music and art was the Side Chapel Series, commissioning and working with artists who have not worked with places of worship

before. A pilot series of events in the autumn was run in partnership with the Heritage Fund, and evaluated for future programming 'Conversations Under Trees', inviting an audience to discuss the morality and ethical implications of Artificial Intelligence. St James's two partnerships with other churches for mutual benefit and flourishing continued to grow: St Pancras Euston Road has become a close partner of St James's, which will provide St James's with a home for its congregation and staff during the construction phase of the Wren Project. New clergy were appointed during 2024 to give fresh energy and impetus to this parish, under the guidance and with the support of St James's. The relationship with St Bartholomew New York City, USA was strengthened in 2024 with a visit by St James's Associate Rector to New York and visits from St Bart's clergy to London. Online meetings also ensured that both churches benefit from each other's experience. For St James's, these partnerships amplify the influence and impact of inclusive faith communities in central city locations.

St James's faced two main challenges in this creative and active year. Staff capacity was stretched and the 2024 business plan had to be redrafted following the unsatisfactory financial result of 2023. The PCC and SMT reacted swiftly and re-cast the business plan for 2024. The creative programming was de-risked, the target for the Development Department to raise for the Operating Fund was reduced, and the delivery of the strategy objectives re-timetabled. The independently chaired Finance and Audit (Risk) committee continued its robust oversight and challenge at quarterly meetings and encouraged St James's to continue its creative and missional course, at the same time as providing the PCC with clear advice in what remains a volatile and challenging environment to run a church.

The PCC, the elected council of the church, in partnership with the Rector and clergy team, remain committed to shaping church life, both for those who feel comfortable in a Church of England setting, but especially, with their attention focussed on those who do not. Finances were stabilised in 2024, ensuring that St James's continues to commit to its day-to-day open-door policy, the maintenance of its historic building, site and garden seven days a week for all who pass by. In reaching out to those who may not feel church is for them, St James's commits to its experimental creative programming and daily rhythm of prayer, in its development strategy and engagement with its neighbours and in its offering of food, companionship, clothing and community to those who come in need. These two years of the new strategy have been immensely rewarding and the setting of objectives, timetables, embedding evaluation and impact measurement has given impetus to new areas of work, and sent St James's into different contexts with its message of inclusion, creativity and contemplative spirituality. A former Rector of St James's (William Temple, rector 1914-18) said that church is the only institution in society that exists for the benefit of those who do not belong to it. This quotation was seen by millions of people on TV at the RHS Chelsea Flower Show during 2024 and is the outward looking approach that continues to guide St James's mission today.

The Reverend Lucy Winkett,
Rector and PCC Chair of Trustees



STRUCTURE, GOVERNANCE AND MANAGEMENT

The Parish of St James's, Piccadilly is a parish within the Church of England as defined by canon law. Individual parishes within the Church of England do not have a separate constitution. They work within the framework of Church of England ecclesiastical law. The Parochial Church Council is a corporate body established by the Church of England. The PCC operates under the Parochial Church Council (Powers) Measure 1956.

During 2024 the PCC consisted of nine elected members in accordance with Church of England representation rules together with four Deanery Synod representatives, two Churchwardens, and clergy.

The pay and remuneration of the church's key personnel is set by members of the Senior Management Team (SMT) under the delegated authority of the PCC. St James's undertake annual benchmarking comparable with other charitable organisations to ensure that St James's remains competitive within the sector. This exercise covers all staff, including managers remuneration, and is undertaken by the Human Resources Advisor. The results of the benchmarking are analysed alongside with the skills and experience of each employee to understand the remuneration options available. In broad terms, all salary bands are reviewed annually, and any inflationary increments deemed appropriate and affordable for the overall pay-scale. Details of staff costs for the year are shown in note 4 of the financial statements.



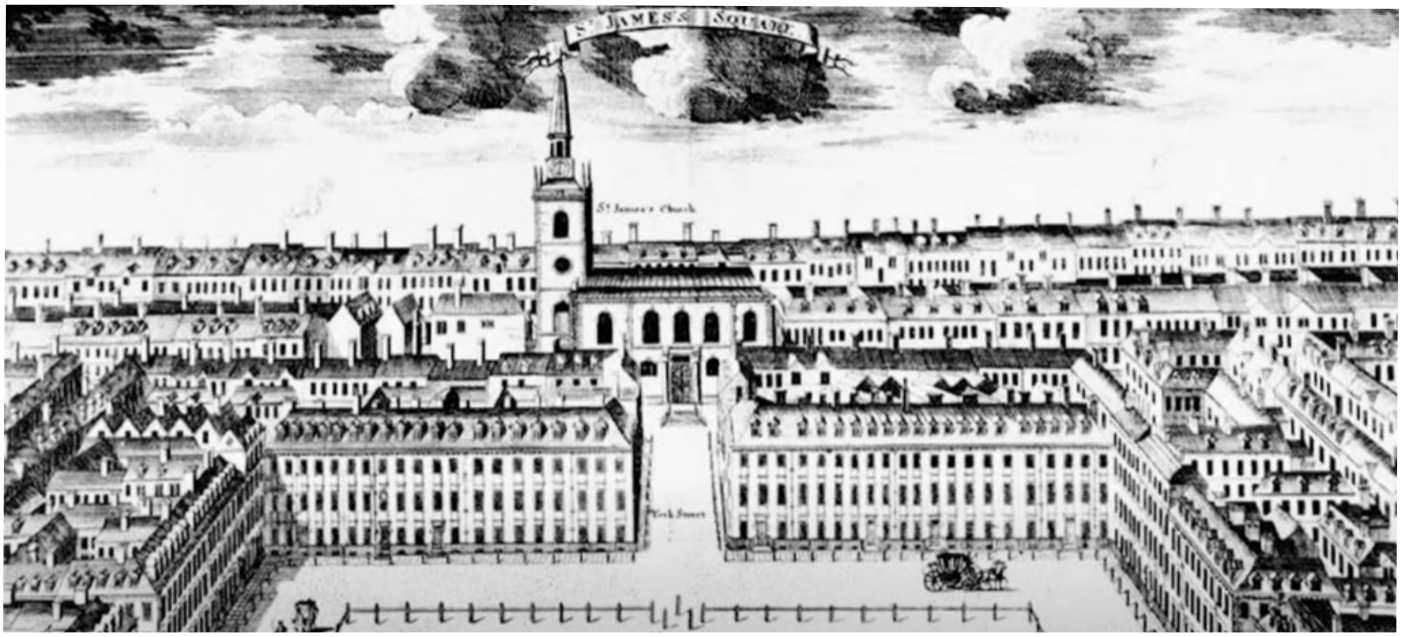
OBJECTIVES AND ACTIVITIES

The aim, purpose and vocation of every Church of England parish is primarily to promote the mission of the church by serving every person within the historic parish boundary, hold regular public Christian services to which all are welcome, and to guard, promote and safeguard the historic assets of the church, held in trust for the people of England. The Church of England nationally has developed 'Five Marks of Mission'.

These are:

- To proclaim the Good News of the Kingdom
- To teach, baptise and nurture new believers
- To respond to human need by loving service
- To transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation
- To strive to safeguard the integrity of creation, and sustain and renew the life of the earth

St James's parish is in central London with a small residential population (around 1,000), with around 7,000 businesses, high footfall through the site seven days a week, and a dedicated and energetic gathered congregation, who meet on Sundays for worship, run social action projects and form Christian community.



The vision developed through 2022 is encapsulated in the statement 'Rooted in God's earth, we envision a just society and a creative, open-hearted church'. The ambition set by the Church Council is "a larger, more inclusive, imaginative and influential St James's community in a transformed site by 2026". The values of St James's have been identified as Contemplation, Action, Adventure, Courage and Kindness.

Directly related to the support and delivery of the Church of England's Five Marks of Mission, the church's activity is delineated into five missions of its own, outlined in the strategy framework (see appendices), fit for the context of St James's Piccadilly.

Flowing from the core activity of holding Christian acts of worship, these missions and their corresponding objectives are distinctive, focussed on people of all faiths and none (not just practising Christians), on environmental work, social impact projects and an innovative creative programme.



MISSION 1

ROOTED

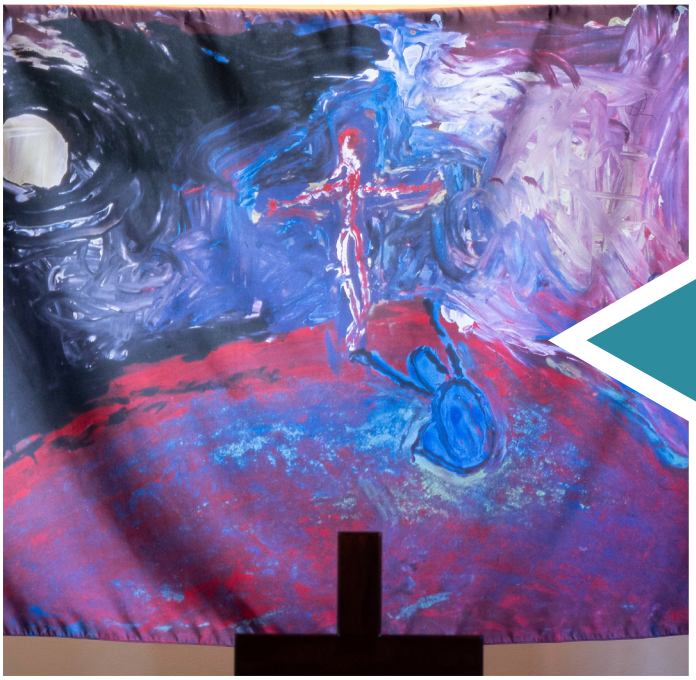
We will encourage environmentally innovative thinking, spirituality and behaviours in our community; enabling more people to connect with Creation.

MISSION 2

JUST

We will advocate equity and open-heartedness in our community; contributing to a more just and inclusive society.





MISSION 3

CREATIVE

We will strengthen the voice of St James's as a provocateur for good, by generating imaginative programmes that stimulate and inspire wider and more diverse communities.

MISSION 4

TRANSFORMED

Under the Wren Project, we will deliver a transformed, welcoming and accessible site, that narrates the church's heritage honestly and embraces the future practically and efficiently.





MISSION 5

SUPPORTED & SUSTAINED

We will create and maintain the mission-aligned platform needed to support and sustain missions 1-4, in partnership with a wide community and, with the support of the wider church.

VISION

Rooted in God's earth, we envision a just society and a creative, open-hearted church.

AMBITION

A larger, more inclusive, imaginative and influential St James's community, in a transformed site by 2026.



Delivery of our strategy is organised into five Strategic Programmes, each containing a cohesive group of objectives from the Strategy Framework. Each of these programmes is championed by a PCC member and managed by a member of the Senior Management Team. In 2024, key activities delivered for the public benefit under this strategy were:

UNDER MISSION 1 – ROOTED

We maintained our earth justice focus through a series of practical as well as thought –leadership activities, open to all comers.

These included:

- Food outreach saved over 2.5 tonnes of food waste during 2024 in collaboration with City Harvest.
- The Earth Justice team led a series of popular and collaborative online and in-person events focussing on connections between Indigenous Peoples and environmental education called 'Changing our Minds'. These online events were supported internationally.
- St James's clergy led 25 Bible study sessions open to the public delivered on 'Trees in Scripture' as part of Conversations Under Trees programme.
- A day-long 'Canopy' Festival was delivered in partnership with the Heritage Fund, open to the public with talks, discussions, music performance as part of the pilot Conversations Under Trees programme.
- 'Roots of Connection' art workshop delivered with members of the International Group (people going through the asylum system).
- Walking Boots provided monthly opportunities for diverse groups to enjoy the countryside and learn about earth justice in situ.
- The Hedgerow Planting weekend brought together members of Young St James's, Earth Justice Group and the International Group's Community members.



UNDER MISSION 2 – JUST

We increased our social justice efforts by providing more support via outreach projects in 2024, as well as continuing to champion equity and challenge injustice through focussed public events.

These included:

- Soul at St James' monthly events with Soul Sanctuary Gospel Choir focussed on themes including homelessness, freedom, and young people, attracting thousands of people to the courtyard, as well as being featured at the Greenbelt Festival (attendance 12,000 people) peforming 'The Power of a Dream' in August 2024.

- The International Group's community and range of volunteering opportunities have expanded rapidly. The group size has more than doubled since 2023, led by the Refugee and Asylum Seeker Projects Coordinator, Max Fedyk.

- Feast, Wardrobe and Sunday Breakfast, run by a large team of volunteers from within and beyond the congregation, celebrated their 3rd birthday and continue to be a flagship project for St James's.

- Over 150 volunteers took part in every aspect of life at St James's.

- The 'Season of Listening' in the congregation resulted in two major projects undertaken in Sept-Oct 2024: the EDI and Belonging survey (132 participants) and the Congregational Communications Focus Group (35 participants). Results of these projects will be reported and discussed in 2025.

- Pride of St James led a programme of events throughout the year including services, meals, and welcoming over 6,000 people into the courtyard on Pride Weekend, and a collaborative film festival with the Refugee and Asylum Seeker Coordinator providing short films highlighting LGBTQ+ migration and justice.

- 35 people were supported through various stages of the asylum process.

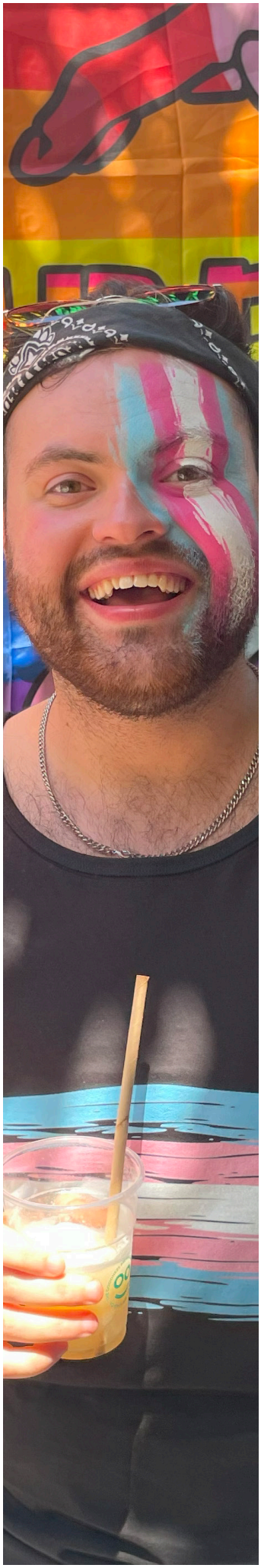
- 9 people supported by St James's were granted refugee status.

- 5 International Group community members are now participating in volunteer roles at St James's.

- 24 International Group community gatherings (2x per month) were delivered, enabling 480 community attendances.

- 1300GB data distributed to community members experiencing digital poverty.

- £800 worth of charity shop vouchers distributed.



UNDER MISSION 3 – CREATIVE

The creative programme in 2024 achieved impactful and distinctive interventions, in line with the objectives set in the strategy. In focussing on placing St James's publicly as "Provocateur for Good", the programme continued to generate new audiences who don't imagine that church could be for them. Creatively, St James's risk appetite remains, while the ability of St James's to take such risks financially has reduced as a result of the experience of 2023.

MUSIC

2024 saw us adding a new day to the lunchtime concerts calendar, programming concerts Wednesdays, Fridays and Saturdays each week, allowing us to reach new audiences, especially at the weekend. The series included recitals with programmes of all female composers as well as new works, jazz and world music, something we will continue to build on in 2025. As well as this, we forged some new links with organisations such as the Halle Youth Choir and Royal Academy Juniors allowing us to showcase an even younger generation of musicians. By the end of 2024 we had programmed and staged 119 recitals including our very popular 'Carols for All' events.

We made new links with strong external programming such as Joy and Devotion, a festival of Polish sacred music which spanned four days in early November. And a 2-day performance by Lithuanian rock artist Andrius Mamontovas: two very different offerings, but each welcoming large numbers of new audiences to St James's.

2024 saw the return of Sounds Sublime Choral Festival with choral workshops and performances for all ages and we were also very pleased to host Choral Evensong with Genesis Sixteen broadcast on Radio 3.

New commissions included 'Imagine the World to be Different', words by Revd Dr Ayla Lepine, music by Will Todd, performed by The Sixteen and broadcast on Radio 3 and Kerensa Briggs for the Christmas Charity Gala.

A wide-ranging and ambitious series of services and events in November-December connected the Christmas for All campaign with performing artists, from drag cabaret and emerging young musicians to the Christmas Gala featuring Simon Callow and The Sixteen.

The Music Scholars programme continued for the third year, singing all Sunday services, festivals and three concerts. The programme in 2024 included a summer tour to Yorkshire (including an unforgettable Compline at Fountains Abbey). Instrumental scholars as well as singing scholars continue to enrich the musical life of St James's day by day.



ART

St James's gold medal-winning garden at The RHS Chelsea Flower Show in May, delivered in partnership with artist Ivan Morison, garden designer Robert Myers and Project Giving Back. New commissions included Luke Adam Hawker's art work, placing the magnolia tree inside the church.

Three exhibitions in the Side Chapel Series in 2024, each of which engaged strongly and impactfully with St James's strategy. In each case, these artists produced work which drew new audiences, stimulated conversations regarding the objectives in Programmes 1, 2 and 3, and expanded networks imaginatively.

- Unyimeabasi Udoh – 'Untitled (Altar Piece)', March-April 2024 (Lent and Easter) .
- Nancy Willis – 'With One Touch, Her Spirit Soared', November-December 2024 (Disability History Month and Advent) .
- Florence Okoye – 'The Passion of Mary', December 2024–January 2025 (Advent and Christmas).

St Bart's New York programme in January led by the Revd Dr Ayla Lepine included a lecture on Bertram Grosvenor Goodhue; Art and Theology tour at the Museum of Modern Art; St Bart's Sunday Forum on St James's Wren Project and Che Lovelace's paintings.

Art + Christianity Annual Lecture by Gus Casely-Hayford, Director of V&A East (a collaboration with Art + Christianity)

'Laughing Boy', quilt exhibited to coincide with a play about the life of Connor Sparrowhawk (a collaboration with Jermyn Street Theatre)

'Ritual Bodies': Goldsmiths Artists' Performance and Panel Discussion (a collaboration with St Pancras Euston Road)



IDEAS

- A public 'think-in' centred on the ethics and operation of AI as part of the pilot 'Conversations Under Trees' programme with the Heritage Fund.

- 'In Conversation' events in person and online open to the public included: 'Through an Addict's Looking Glass'– Audrey Sebatindira and Kate Finlay; 'Tarry Awhile' – Selina Stone and the Revd Natasha Beckles; 'A Snowfall of Words' – Diane Pacitti and the Revd Dr Mark Oakley; 'Where are you from? No. Where are you really from?'– Professor Audrey Osler with Yasmin Alibhai-Brown; 'Cloistered' – Catherine Coldstream with the Revd Dr Ayla Lepine; 'Pride, Rage and Prophecy' –the Revd Jarel Robinson-Brown with the Revd Peter Thompson and the Revd Dr Ayla Lepine (collaboration with St Bart's New York).

- Queer Journeys: Stories of Migration and Identity on Film (part of St James's Pride weekend).

- 'Quobna Ottobah Cugoano at St James's: Che Lovelace and Cardozo Kindersley' – Alayo Akinkugbe in Conversation with The Revd Dr Ayla Lepine.

- 'Quobna Ottobah Cugoano, Racial Justice, and the Church of England' – Novelette Aldoni-Stewart in Conversation with The Revd Dr Ayla Lepine.









UNDER MISSION 4 – TRANSFORMED

Our Wren Project fundraising efforts gained significant traction in 2024, with the ultimate aim of raising the capital required to deliver a transformed church site that better meets the future needs of the community, whilst preserving and narrating its heritage honestly.

There were several highlights in this campaign across the year:

- The RHS Chelsea Flower Show garden was designed and produced to showcase the Wren Project and its impact and was one of the year's most significant opportunities to profile the work of St James's and the Wren Project. We were the first church to be invited to showcase at the world's largest show of its kind, produced by The Royal Horticultural Society. Tens of thousands visited our garden 'Imagine the World to be Different' across the five days of the show in Chelsea, and millions read or witnessed our garden through various media outlets including daily coverage by the BBC.



- The profile also gave an opportunity to commission new music. With words by Associate Rector Ayla Levine, composer Will Todd brought together a new work in the anthem 'Imagine the World to be Different'. Recorded by The Sixteen, the piece was featured on 'In Tune' on Radio 3. In addition, a specially commissioned drawing of the magnolia tree within the church was also commissioned from artist Luke Adam Walker, and the new fragrance St James's 1684 was created, relating to the botanicals in Grinling Gibbons's reredos by neighbours D.R. Harris, in support. The Garden was designed by the garden architect Robert Myers, and supported by Project Giving Back.

- Additional partners and donors supported the Wren Project in 2024, including the Mackintosh Foundation, the Rothschild Foundation, with seed funding for the Changemaker programme, and the Julia Rausing Trust, which has provided the funding for the restoration of the Great Organ, and two organ scholarships for ten years.

- We were also delighted to learn that St James's's application to the Heritage Fund for Wren Project Development Phase (Round One) was successful. This provided funding for a support team, including Business Planners, Activity Planners, Interpretation Planners, pilot activity capacity and evaluation, in preparation for the submission of a Round Two bid to support capital project funding. This Development Phase ran throughout 2024, and enabled St James's to undertake significant public engagement and consultation in advance of the Wren Project works.

- Other partners were cultivated to support the mission of St James's and its outreach programmes, including support from; Killik & Co, Brewin Dolphin, The Mosawi Foundation, and our neighbours The In & Out Club, The Carlton Club and The Army & Navy Club.

- Various events were created across the year to continue to "Cultivate, Thank and Raise" as part of the mission of the Development Department, including our annual event at Spencer House, when 80 guests listened to our guest speaker Neil McGregor.

- As patron of the Wren Project, His Royal Highness The Duke of Edinburgh hosted a dinner at Windsor Castle, supported by Signum Global Partners. The event attracted donors from across the UK as well as our American Friends of St James's (501c3). Young musicians from the Royal Academy provided music.

- Our Christmas Gala is a highlight each year as part of the Christmas for All seasonal campaign to support our work. This year, The Sixteen was supported by the St James's Chamber Orchestra and the concert was hosted by the BBC's Sophie Rayworth. Individual donors supported the event with an audience of over 400.



UNDER MISSION 5 – SUPPORTED & SUSTAINED

Our main aims under this Mission in 2024 were to better organise our teams, improve operational infrastructure and generate more mission-enabling income from site-based activity (food market, cafe, concert and venue hire), so that more resources/more capable support could be made available to sustain delivery of St James's public benefit activities.

AN INTERNAL REORGANISATION/RESTRUCTURE OF DELIVERY TEAMS WAS ACHIEVED BETWEEN APRIL-OCTOBER.

This created firstly, a new, expanded directorate; Support & Assurance. The purpose of this directorate is to provide efficient, central, specialised services in support of St James's's baseline and strategic activities, and to help to assure good management of its strategy, annual plans and projects. Under the direction of a new Chief Operating Officer (from April 24), it fulfils this purpose via 3 major delivery departments:

- Estates & Operations, the aim of which in 2024 was to ensure St James's & St Pancras sites delivered a welcoming, well maintained, safe and secure environment for all users/activities, under the leadership of a newly appointed Head of Estates and Operations from July 24.

- Shared Services, the aim of which in 2024 was to provide service level-agreed Finance, HR, IT, Administration, Communications & Marketing, Business Development & Event Management support to St James's. This service will then, in 2025 and in response to demand, scale up accordingly to provide service level-agreed support to our partner church, St Pancras Euston. Once it demonstrates success there, we will seek to establish agreements with other church partners. This will take time, but the long-term benefit of this approach is economy of scale; the more partners that join the scheme, the more access each has to better quality support functions, at lower cost.

- Strategy, Plans & Projects, the aim of which in 2024 was to assure delivery of St James's's Annual Plan, Strategic Projects, Performance Reporting & Risk Management. This department is led by the COO, with the support of sub-contracted Project Managers, depending on the number and complexity of projects St James's and St Pancras have under management at any stage. The Project Managers dedicated to each project have relevant expertise and experience, and their costs are built into each project budget. This lends St James's much needed capability in a more cost-effective way than employing permanent Project Managers. Projects delivered in 2024 included, the RHS Chelsea Flower Show, Heritage Fund sponsored elements of the Wren Project, the St Pancras Partnership Building and, the long-established main Wren Capital Project.



The more public-facing elements of our organisational infrastructure (Clergy, PCC & Governance, Development & Fundraising, Events & Creative Programming and Outreach Projects) were reorganised into a new directorate known as "Liturgy, Culture & Direction", under the leadership of the Rector.

Within this directorate we re-configured volunteer management to make better use of this vital resource across many aspects of St James's's Mission but
primarily, to better support our social outreach projects. Until April 2024 this effort was led by Mac Olagoke as Volunteer Projects Coordinator. From October 2024, this role was reconfigured and amplified, with increased management responsibilities and safeguarding leadership, resulting in the appointment of Joanna Kelly in the new post of Outreach Projects and Partnerships Manager.



AN INCREASE IN SITE-BASED INCOME WAS ACHIEVED DESPITE REDUCED LOCAL FOOTFALL.

St James's's ability to attract visitors to its site is an important factor in generating mission supporting income. The challenge we experienced in 2024 was a 14% reduction in footfall in the general Piccadilly area versus 2023. This was significantly linked to global economic circumstances (continued high global inflation not only deterred some domestic visitors from the West End for shopping/entertainment but there were also fewer international tourists to London), and public transport disruption caused by multiple local construction and municipal works. The impact of this can be seen in the drop in estimated food market and coffee shop visitor numbers in our impact graphic at P20-21.

Despite this challenge, site-based income increased across food market, concert hire, and venue hire streams, generating an uplift of c.£80k in support of St James's Mission (see the financial review section of this report).

MAINTAINING SITE SAFETY & WELLBEING HAD TO BE PRIORITISED AT TIMES.

Following a series of confrontational and violent incidents running up to August 2024 and involving visitors at our Sunday Breakfast outreach project, the service was paused due to concerns for the safety of other visitors, volunteers, staff and our contract security team members.

A scoping and lessons-learned process across the social outreach and Support & Assurance teams was convened, and the project format/delivery scheme reconsidered. Wide consultation and close working relationships resulted in a new project, Sunday Breakfast Club, which was agreed in December 2024 and launched in January 2025. We aim to maintain a high quality and safe experience for all Sunday Breakfast Club members under this new scheme.

Unfortunately, this pause meant 27 Sundays were missed in which 70 meals would have been served each week in 2024. This equates to 1890 meals not delivered due to the safety challenges experienced. In setting the objectives and activities of the Charity, the Trustees have had due regard for the guidance issued by the Charity Commission in respect of public benefit.

ACHIEVEMENTS AND PERFORMANCE

In the second year of our 2023-2026 strategy, St James's has achieved significant progress and impact in missional terms, whilst achieving a significant recovery from the financial challenges it experienced in 2023 (see the Financial Review section of this report).

Amongst these it is worth highlighting:

- Whilst St James's delivered fewer services than in 2023 (due to a slightly lower number of weddings and memorial services), we welcomed more attendees overall (21,049 attendees in 2024 vs 19,315 in 2023).

- We delivered 34 more concerts than in 2023 (119 of which were of our own curation, including our free lunchtime concerts for the public), enabling more people to access musical performance and, with particular reference to the free Lunchtime Recitals, relieving isolation and loneliness.

- Whilst the temporary suspension of our Sunday Breakfast service reduced the number of hot meals we provided in 2024; we expect to recover those numbers to previous levels in 2025 with the launch of an improved Sunday Breakfast Club.

- Our The Caravan drop-in counselling partnership continues to meet significant demand for mental wellbeing support services and increases counselling capacity for the public good. In 2024 it produced 13 more trained counsellors (69 in total), than in 2023.

- Our objective to increase support for asylum seekers and refugees worked well; we more than doubled the number of people we were able to support from 16 in 2023 to 35 in 2024.

- Whilst lower footfall reduced food market and coffee shop visitor numbers, our partners, Redemption Roasters, continued to deliver strong social impact – reducing re-offending rates in their programme to 3% versus a national average of 38% for 1st year re-offending.



473

Church services



22

Life's Big Event services





21,049

Attendees at church services



270

Concerts and events

847,445

Page views on website, and increase of new users by 17%



13,079 kwh

Solar energy generated



2.5 tonnes

Food saved from landfill



4,810

Hot meals served



5,471

Therapy hours provided and 69 counsellors trained



c.279,000

Visitors in 2024



35

People supported through the assylum process



29

Lunchtime food stalls operate prosperously on our site each week



c.5,580

Customers per month, from local workers to tourists



6,500

Customers served per month at Redemption Roasters



38% >3%

Reduction in 1st year reoffending rates in employees of Redemption Roasters



19.4k

Watch time (hours) on our YouTube channel (+25% on previous year)



FINANCIAL REVIEW

The second year of the 2023–2026 business plan and strategy concluded with a surplus of £118,755 in general funds. Including designated and restricted funds, St James's recorded an overall surplus of £1,459,423 before transfers.

The general fund surplus was primarily driven by legacy gifts, the continued success of the Christmas for All campaign (now in its second year), a strong concerts programme, and the food market. These income streams, combined with tightly controlled spending 0.49% (£7,852) below budget contributed significantly to the positive financial outcome.

Following the deficit at the end of 2023, a comprehensive financial review was undertaken in January 2024 by the Senior Management Team, Audit & Finance Committee, churchwardens, and staff. This process led to a revised business plan and a budget more closely aligned with the PCC's strategic direction, ensuring that unrestricted funds are managed in line with the reserves policy and support long-term organisational resilience.

Further details on 2024 income, expenditure, and reserves as at 31 December 2024 are provided below.

INCOME

Total organisational income for 2024 was £4,465,648 (2023: £2,880,154), representing a significant increase year-on-year.

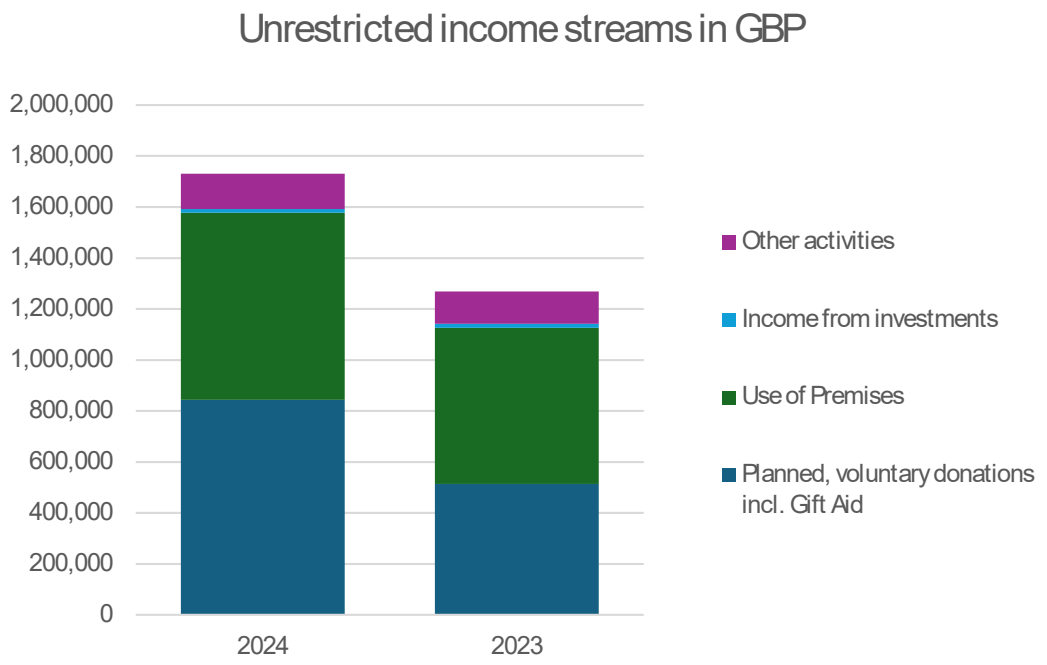
Unrestricted fund income totalled £1,730,583 (2023: £1,268,893), of which £701,658 (2023: £476,838) came from planned and voluntary donations, and £51,743 (2023: £37,467) was received through Gift Aid.

Unrestricted income rose by 36.39% compared with 2023. However, income to the general fund was 8.59% below budget, primarily due to lower-than-anticipated donations to the St James's Operating Fund and reduced income from premises hire.

Total income, including restricted funds, increased by 55.05% (£1,585,495) compared to the previous year. This growth was largely driven by targeted fundraising campaigns for the Wren Project including organ restoration and south door works, which began in January 2025 as well as proceeds from the Chelsea Flower Show in May 2024.

The major sources of unrestricted income in 2024 were:

- Planned and voluntary donations (incl. Gift Aid): 49% of total unrestricted income (2023: 41%)
- Use of premises: 42% of total unrestricted income (2023: 48%)



For 2025 funding efforts continue to be focussed on Wren project (restricted funds) and general funds (The work of St James's campaign).

EXPENDITURE

Total organisational expenditure in 2024 was £3,006,595 (2023: £2,387,766). Of this, £1,609,241 (53.52%) was spent from unrestricted funds.

A significant portion of total expenditure was allocated to the running costs of St James's Church Piccadilly. Staff costs accounted for 24.29% of overall expenditure, reflecting the central role of staff in delivering liturgical services, charitable activities, the concerts programme, FEAST, administration, fundraising, and strategic initiatives.

St James's Church Piccadilly contributed £91,300 to the Diocesan Common Fund in 2024 (2023: £93,000), with the full amount paid during the year.

All expenditure is subject to close scrutiny and managed within a robust system of budgetary control. In 2024, a strengthened workflow of approvals was implemented to ensure that costs remain as low as possible while supporting effective delivery of the organisation's mission and objectives.

Overall, the 2024 expenditure reflected a disciplined and mission-driven use of funds in support of St James's programmes, staff, and infrastructure.

INVESTMENTS

As at 31 December 2024, the PCC's investment portfolio had a total value of £1,417,982, of which £1,396,888 was held in the CBF Church of England Deposit Fund. This fund is an actively managed, diversified portfolio of sterling-denominated money market deposits and instruments. It primarily invests in sterling call accounts, notice accounts, term deposits, and money market instruments, with a focus on capital security and competitive interest rates.

The fund is managed by CCLA Investment Management Limited, in line with the investment policies of the Church of England's National Investing Bodies: the CBF Church of England Funds, the Church Commissioners for England, and the Church of England Pensions Board.

The objective for 2024 was to continue investing St James's restricted reserves in this fund, balancing a competitive interest rate with immediate access to funds. Where possible, investments are directed toward initiatives that support Environmental, Social and Governance (ESG) principles and products aligned with FCA sustainable investment labels, promoting positive social impact.

FUNDRAISING REGULATION

St James's Church Piccadilly is registered with both the Fundraising Regulator and the Institute of Fundraising. The Church employs dedicated fundraising staff and contracts professional development personnel to organise events and manage donations from individual supporters, trusts, foundations, and corporate partners. The PCC's comprehensive Due Diligence Policy is fully implemented, with support from Hakluyt in assessing potential funding relationships.

Relationships with both new and long-standing donors remain strong. The Development Department maintains regular contact and encourages collaboration and planning as part of its day-to-day operations. As donor relationships develop, the church values shared decision-making and seeks to implement recommendations where feasible. Safeguarding is a core principle across the organisation, with a particular emphasis on the protection of vulnerable adults. The Development Department operates fully within St James's safeguarding framework.

All fundraising communications emphasise that gifts of any size from £1 upwards are valued and appreciated. Regulatory logos are included in all materials to ensure transparency and reassure donors. Liaison with the Fundraising Regulator is ongoing when needed, and no complaints were received in 2024.

Looking ahead to 2025, the fundraising strategy will focus on deepening existing donor relationships, broadening the supporter base, and securing multi-year funding where possible. Particular emphasis will be placed on funding the next phases of the Wren Project, as well as sustaining core programmes that align with the church's mission and values.

RESERVES POLICY

The PCC has approved a policy to maintain unrestricted general reserves at a level sufficient to cover at least four months of general fund expenditure on church activities. This amount is estimated to fall within the range of £444,450 to £536,400. As of 31 December 2024, unrestricted reserves stood at £455,875, positioning St James's reserves comfortably within the required range.

Free reserves, as defined by the Charity Commission, amounted to a positive balance of £76,764. The level of unrestricted reserves is also reviewed annually against the risks to budgeted net unrestricted general income. While the surplus generated in 2024 has helped restore reserves to some extent, the PCC acknowledges that 2025 is a critical year for the Wren Project. A breakeven result over the 2025–2026 period is seen as a reasonable target.

Any surplus funds are allocated either to restricted funds, as specified by donors or appeal terms, or to designated funds determined by the PCC for specific future projects or commitments. The primary purpose of maintaining unrestricted general reserves is to allow the church to manage fluctuations in cash flow and to provide a financial cushion in case of unexpected drops in income.

In 2024, income was generated from liturgical services, charitable activities, premises lettings, the food market, and concerts and events. Expenses related to these activities were budgeted for, and net income was allocated to the general fund.

St James's Church Piccadilly generated a general fund surplus of £118,755 in 2024.

As of 31 December 2024:

- General fund reserves stood at £305,586 (2023: £136,830)
- Restricted reserves amounted to £2,177,307 (2023: £835,202)
- Designated reserves totalled £150,289 (2023: £201,728)

Summary

In 2024, St James's Church Piccadilly delivered a strong financial performance, highlighted by a general fund surplus of £118,755, contributing to the restoration of reserves and ensuring financial stability. Income grew substantially, driven by successful campaigns, events, and continued support from donors. Expenditure was carefully managed in line with the approved budget, and the church continued its commitment to safeguarding and transparent fundraising practices. The reserves policy remains robust, with unrestricted reserves positioned within the required range, and the focus for 2025 is on achieving a sustainable financial outcome for the Wren Project. Overall, the year's financial results support the continued resilience and mission of St James's, positioning the church for further growth and impact in the coming years.

RELATED PARTIES

Transactions with any related party are on an "arm's length" basis. Details of any transactions, either directly or indirectly involving members of the PCC are given in Note 7 to the Financial Statements.

AUDIT FINANCE, RISK COMMITTEE AND RISK MANAGEMENT

St James's Church Piccadilly (St James's) has established an Audit, Finance & Risk Committee to advise the PCC on the adequacy and effectiveness of financial controls, risk management, governance, and audit arrangements. The Committee regularly reviews the contents of the Risk Register. While many ongoing operational risks are effectively mitigated, the Committee's focus in 2024 was primarily on new and emerging risks, particularly those arising from the 2023–2026 Business Plan and the missional and financial impacts of inflation and the ongoing energy crisis.

The PCC, which holds ultimate responsibility for managing risks, has carefully considered the major risks facing the church, with guidance from the Committee. It has concluded that appropriate systems are in place to manage these risks. However, it is recognised that while these systems provide reasonable assurance, they cannot offer absolute certainty that all risks are fully managed.

The trustees have adopted a comprehensive risk management strategy, which includes an annual review of the principal risks and uncertainties facing the church. This strategy also involves the development of policies, systems, and procedures to mitigate these risks, as well as the implementation of measures to minimise or manage any potential impact should these risks materialise.

RISKS

The PCC identified 3 key areas of strategic risk and committed resources to mitigating these in year, as outlined below:

Economic environment – continued inflation, albeit at a lower rate, could lead to further unexpected increases in core operating costs and further reduce disposable income for most site visitors and users. This could impact site visitor numbers, visitor donations, on-site purchasing, site hire, and the sustainability of our partnerships (coffee shop, food market etc). This could also impact our Wren Project fundraising campaign.

The PCC mitigated this risk by:

- Maintaining effective cost control measures and lowering single expenditure sign off thresholds to £3k to enable a higher degree of SMT scrutiny and spending control.
- Securing financial support (grants), from the Diocese to offset the costs of developing our partnership with St Pancras, Euston.
- Increasing site hire income through increased venue hire marketing, a refreshed and competitive concert hire offer and increasing food market days to four per week.
- Successfully applying to the Heritage Fund for £4m of Wren Project Funding, subject to a successful development stage performance in 2025.

Reserves & Resources – St James's began 2024 with reduced free reserves leaving it less resilient in dealing with unexpected fluctuations in cashflow and income. It also meant that St James's could not fully invest as intended in expanding its infrastructure to meet the challenges it had set itself in strategy, project and partnership building terms.

The PCC mitigated this risk by:

- Re-orientating the creative programme from a higher-risk/higher-cost curated programme to a lower risk/lower cost sponsor-lead, partnership, concert hire or lower cost curated programme for creative events and income schemes.

- Lowering dependence on new fundraising to cover operating deficits so that fundraising targets more closely matched actual fundraising performance and were therefore more likely achievable.

- Sharing some support services and costs with St Pancras, Euston.

Uncertainty – The timing of Wren Project construction has a major impact on St James's's future activities, finances and plans. The further in advance St James's can prepare for this with certainty, the better. That depends primarily on progress in our fundraising campaign, leaving St James's with a significant degree of uncertainty when planning ahead. Should this continue for a prolonged period, St James's core activities would suffer as resources continue to be diverted to supporting fundraising, estate investment is minimised to prevent future waste should the project go ahead, and site bookings can only be taken within the calendar year rather than further in advance as is often requested.

The PCC mitigated this risk by:

- Adding an interim Associate Director to the Development Team to boost support to the Wren Fundraising Campaign.

- Introducing a detailed monthly Fundraising Forecast report to better measure performance and make decisions from.

- Setting project decision points at 6-monthly intervals with a minimum 12-month lead time from a go-ahead decision to site closure to better enable future planning/booking etc.

- Commissioning external support for the Development Department, improving infrastructure, procedures and practices.



PLANS FOR THE FUTURE

The purpose that shapes our 2025 Business Plan is to make the final year of our 2023/6 strategy decisive. We will approach this challenge by prioritising the allocation of our resources and the focus of our efforts on the following:

- Achieving a Go/No Go decision on the Full-Scope Wren Project by no later than July 2025.

- Continuing to prioritise the liturgical and pastoral life of the church, social outreach and earth justice activity, and moving forward on Conversations Under Trees as the main creative programme in gathering people of all faiths and none across 2025.

- Continuing to develop our partnership with St Pancras to increase our reach, impact and efficiency, regardless of the Wren Project decision, in April-September.

To provide a stable backdrop for delivery of the above, there will be no other significant changes in St James's core business throughout 2025, nor any new projects; a similar year to 2024 in baseline terms.

Support resources will be focused on helping to get the Wren Project over the line in the first half of the year and enabling development of St James's's 2026-9 Strategy and plans in the second. The latter is important not only as a contingency for the Wren Decision but also allows St James's to assess the impact of its 2023-6 strategy and incorporate any lessons learnt into its subsequent strategy and plans as a result.

One element of Wren construction that is scheduled to go ahead in Q1 2025 regardless, is the restoration of the church South Door. This piece of work is intended to improve site accessibility, provide a bold statement for continued Wren Fundraising efforts and preserve Wren Planning Permission with the least disruption to St James's core activities.

St James's's financial operating model in 2025 remains similar to previous year; the Liturgy, Culture & Strategic Direction (LCD) and Support & Assurance (S&A) Directorates' combined incomes and costs aim to deliver as close to a breakeven financial performance as possible, whilst any deficit along with St James's's shared overhead costs and strategy delivery costs are met from unrestricted funds raised by the Development Department.

Our financial aim in 2025 is to deliver a **BREAKEVEN** year-end performance, enabled by c.£125k of new unrestricted fundraising (c.£154k of unrestricted funds for 2025 have already been raised in multi-year pledges), without any significant increase in income risk.

This is similar to our underlying forecast 2024 performance, with the exception that in 2024 St James's received a c.£130k legacy which helped to restore reserves back to minimum policy levels: a stronger position from which to start 2025.



STATEMENT OF THE PAROCHIAL CHURCH COUNCIL'S FINANCIAL RESPONSIBILITIES

Law applicable to charities in England and Wales and guidance issued by the Central Board of Finance of the Church of England require the members of the Parochial Church Council (PCC) to prepare financial statements which give a true and fair view of the Parochial Church Council's activities during the year in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In preparing financial statements giving a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for the period, the members of the PCC should follow best practice and:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles of the Charities SORP (FRS102) and guidance issued by the Central Board of Finance of the Church of England.
- Make judgments and estimates that are reasonable and prudent.
- State whether the Church guidance, applicable accounting standards and statements of recommended practice 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 Parochial Church Council will continue in operation.

The Members of the PCC are responsible for keeping accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the PCC and enable them to ensure that their financial statements comply with the Church Accounting Regulations 2006, the Charity (Accounts and Reports) regulations 2008 and the Charities Act 2022.

They are also responsible for safeguarding the assets of the PCC and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



AUDITORS

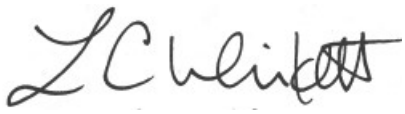
The auditors, Goodman Jones LLP have indicated their willingness to be re-appointed, and a resolution proposing their re-appointment will be put to the Annual Parochial Church Meeting.

DISCLOSURE OF INFORMATION TO AUDITORS

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the Charity's auditors are unaware; and that each Trustee has taken all steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

This report was approved by the PCC on 12 May 2025 and signed on its behalf by:



The Reverend Lucy Winkett
Rector



AUDITOR'S REPORT

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST JAMES'S PICCADILLY PAROCHIAL CHURCH COUNCIL

Opinion

We have audited the financial statements of St James's Piccadilly (the 'charity') for the year ended 31 December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, 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).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2024 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 Charities Act 2011.

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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 Auditors' 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, except to the extent otherwise explicitly stated in our report, 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 where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the Trustees are responsible for the preparation of the financial statements which 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 charity or to cease operations, or have no realistic alternative but to do so.

Auditors' 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.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity and sector, we identified that the principal risks of non-compliance with laws and regulations related to sector regulations and unethical and prohibited business practices, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011, Charity Commission and sector regulations, and UK Tax Legislation. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). Appropriate audit procedures in response to these risks were carried. These procedures included:

- Discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reading minutes of meetings of those charged with governance;
- Obtaining and reading correspondence from legal and regulatory bodies including HMRC;
- Identifying and testing journal entries;
- Challenging assumptions and judgements made by management in their significant accounting estimates.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members; and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity'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 charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Goodman Jones LLP

Goodman Jones LLP
Chartered Accountants and Statutory Auditors
1st Floor, Arthur Stanley House
40-50 Tottenham Street
London
W1T 4RN

Date: 12 May 2025

Goodman Jones LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

FINANCIAL STATEMENTS

St James's Church, Piccadilly
Parochial Church Council
Statement of Financial Activities
for the year ended 31 December 2024

	Notes	Unrestricted Funds General Funds £	Designated Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
INCOME FROM:						
Donations and legacies	**2A**	833,047	10,459	2,735,065	3,578,571	2,130,465
Church activities	**2B**	83,835	-	-	83,835	101,037
Use of premises	**2C**	734,129	-	-	734,129	611,593
Other trading activities	**2D**	12,886	-	-	12,886	21,473
Investments	**2E**	13,837	-	-	13,837	15,586
Other income	**2F**	42,390	-	-	42,390	-
TOTAL INCOME		**1,720,124**	**10,459**	**2,735,065**	**4,465,648**	**2,880,154**
EXPENDITURE ON:						
Church activities	**3A**	1,325,851	7,502	1,397,354	2,730,708	1,952,847
Raising funds						
Use of premises	**3B**	275,887	-	-	275,887	434,918
TOTAL EXPENDITURE		**1,601,738**	**7,502**	**1,397,354**	**3,006,595**	**2,387,766**
NET INCOME/(EXPENDITURE) BEFORE INVESTMENTS GAINS		**118,386**	**2,957**	**1,337,711**	**1,459,054**	**492,388**
NET GAINS/(LOSSES) ON INVESTMENTS		369	-	-	369	1,388
NET INCOME/(EXPENDITURE)		**118,755**	**2,957**	**1,337,711**	**1,459,423**	**493,776**
TRANSFER BETWEEN FUNDS	**8**	50,000	(54,396)	4,396	-	-
NET MOVEMENT IN FUNDS		**168,755**	**(51,439)**	**1,342,107**	**1,459,423**	**493,776**
RECONCILIATION OF FUNDS:						
Total funds brought forward	**13A,13B**	**136,831**	**201,728**	**835,201**	**1,173,760**	**679,984**
Total funds carried forward	**13A,13B**	**305,586**	**150,289**	**2,177,307**	**2,633,182**	**1,173,760**

St James's Church, Piccadilly
Parochial Church Council
Statement of Financial Activities
for the year ended 31 December 2023

	Unrestricted Funds			
	General Funds £	Designated Funds £	Restricted Funds £	Total 2023 £
INCOME FROM:				
Donations and legacies	465,046	54,159	1,611,260	2,130,465
Church activities	101,037	-	-	101,037
Use of premises	611,593	-	-	611,593
Other trading activities	21,473	-	-	21,473
Investments	15,586	-	-	15,586
Other income	-	-	-	-
TOTAL INCOME	**1,214,734**	**54,159**	**1,611,260**	**2,880,154**
EXPENDITURE ON:				
Church activities	1,084,653	88,398	779,796	1,952,847
Raising funds:				
Use of premises	434,918	-	-	434,918
TOTAL EXPENDITURE	**1,519,572**	**88,398**	**779,796**	**2,387,766**
NET INCOME/(EXPENDITURE) BEFORE INVESTMENTS GAINS	**(304,837)**	**(34,239)**	**831,464**	**492,388**
NET GAINS/(LOSSES) ON INVESTMENTS	1,388	-	-	1,388
NET INCOME/(EXPENDITURE)	**(303,450)**	**(34,239)**	**831,464**	**493,776**
TRANSFER BETWEEN FUNDS	102,911	(107,153)	4,241	-
NET MOVEMENT IN FUNDS	**(200,538)**	**(141,392)**	**835,706**	**493,776**
RECONCILIATION OF FUNDS:				
Total funds brought forward	**337,369**	**343,120**	**(504)**	**679,984**
Total funds carried forward	**136,831**	**201,728**	**835,201**	**1,173,760**

St James's Church, Piccadilly
Parochial Church Council
Balance Sheet as 31 December 2024

	Notes	2024	2023
		£	£
FIXED ASSETS			
Tangible	**9A**	175,078	108,944
Investments	**9B**	16,510	16,140
Heritage Assets	**9C**	53,744	53,744
		245,332	178,828
CURRENT ASSETS			
Trade debtors	**10A**	70,208	51,317
Other debtors	**10B**	0	9,272
Accrued income (restricted)	**10C**	50,000	100,000
Tax recoverable		9,264	7,710
Prepayments and accrued income		37,810	31,957
Short Term Deposits		1,401,472	525,819
Cash at bank and in hand		932,585	401,161
		2,501,340	1,127,236
CURRENT LIABILITIES			
Amounts falling due in one year	**11**	113,489	132,304
NET CURRENT ASSETS		**2,387,850**	**994,932**
TOTAL ASSETS LESS CURRENT LIABILITIES	**14**	2,633,182	1,173,760
NET ASSETS		**2,633,182**	**1,173,760**
PARISH FUNDS			
Unrestricted funds:	**13A**	455,875	338,558
Restricted funds	**13B**	2,177,307	835,202
NET FUNDS		**2,633,182**	**1,173,760**

Approved and authorised for issue by the Parochial Church Council on 12 May 2025.

The Reverend Lucy Winkett
The Rector
Trustee, Chair of PCC

St James's Church, Piccadilly
Parochial Church Council
Statement of Cash Flow
for the year ended 31 December 2024

	2024 £	2024 £	2023 £	2023 £
Net cash from operating activities		1,490,014		377,381
Cash flows from investing activities				
Dividends, interest and rent from investments	13,837		15,586	
Purchase of tangible fixed asset for the use of the PCC	(96,773)		(97,350)	
Net cash provided/(used in) investing activities		(82,936)		(81,764)
Change in cash and cash equivalents in the reporting period		**1,407,078**		295,617
Cash and cash equivalents at 1st January		926,980		631,362
Cash and cash equivalents at 31st December		**2,334,058**		926,980
Reconciliation of net income/(expenditure) before investment gains to net cash provided by operating activities				
Net income/(expenditure) as per statement of financial activities		1,459,423		493,776
Adjustments for:				
Depreciation charges		30,639		26,688
Loss from disposal of fixed assets		-		1,993
(Gains)/Losses on investments		(369)		(1,388)
Dividends, interest and rent from investments		(13,837)		(15,586)
Decrease/(Increase) in debtors		32,974		(120,959)
Increase/(Decrease) in creditors		(18,815)		(7,143)
Net cash provided by/(used in) operating activities		**1,490,014**		377,381
Analysis of cash and cash equivalents				
Cash deposit accounts		1,401,472		525,819
Cash at bank and in hand		932,585		401,161
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR		**2,334,058**		926,980

	At 1st January 2024 £	Cash-flow £	At 31st December 2024 £
Analysis of changes in net debt			
Cash	401,161	531,424	932,585
Cash equivalents	525,819	875,653	1,401,472
CASH AND CASH EQUIVALENTS	**926,980**	**1,407,078**	**2,334,058**

NOTES TO THE FINANCIAL STATEMENTS

NOTE 1. ACCOUNTING POLICIES

a) Statutory information

The Parochial Church Council of the Ecclesiastical Parish of St James, Westminster (St James's Church Piccadilly PCC) is a registered charity incorporated in England and Wales.

The registered address is: 197 Piccadilly Street, London, W1J 9LL.

b) Basis of preparation

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published effective 1 January 2019 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The financial statements have been prepared under the historical cost convention except for the valuation of investment assets, which are shown at market value. The presentation currency in these financial statements is in GBP pounds sterling (£), which is the functional currency of the charity, and all values are rounded to the nearest £, except where indicated.

c) Going concern

The financial statements have been prepared on going concern basis. The members of the PCC assess whether the use of going concern is appropriate and have identified no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The members of the PCC make this assessment in respect of a period of twelve months from the date of approval of the financial statements.

d) Public benefit entity

The Church constitutes a public benefit entity as defined by FRS102.

e) Land and buildings

The Church and the site on which the rectory and offices sit are consecrated and are excluded from accountability under Section 10(2) of the Charities Act 2011. Maintenance and improvement costs are written off in the year in which they are incurred.

f) Income

Income is recognised when the PCC is legally entitled to the income. Planned giving, collections and donations are recognised when received. Indirect giving: tax refunds are recognised as soon as the amounts are claimable. Grants and legacies are accounted for when the PCC is legally entitled to the amounts due, receipt is probable, and the amounts can be measured reliably. Investment income: dividends are accounted for when received.

Interest and tax recoverable are accrued. The PCC does not usually invest separately for each fund. Where there is no separate investment, interest is apportioned to individual funds on a proportionate basis.

All income and gains falling within Sections 466-493 of the Corporation Taxes Act 2010 and Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to the entity's charitable objectives.

g) Expenditure and irrecoverable VAT

Payments to the Diocesan Common Fund are paid regularly and are included in expenditure for the year to which they relate. Grants from unrestricted funds (including donations to missions or charities) are recognised when determined by the PCC. Amounts received specifically for missions are dealt with as restricted funds and the liability for payment is recognised when the amounts are received. All other expenditure is generally recognised in the period to which it relates.

Expenditure on raising funds are those costs incurred in attracting voluntary income.

Charitable activities include expenditure associated with the day-to-day management of the charity and include both the direct costs and support costs relating to these activities.

Support costs include central functions and have been allocated to activity cost categories (church centre) on a basis consistent with the use of resources.

All expenditure is inclusive of irrecoverable VAT.

h) Allocation of support (overheads) costs

Resources expended are allocated to a particular church centre where the cost relates directly to an activity carried out by the centre. However, the cost of overall activities, comprising the overheads costs, is apportioned on a proportionate and consistent basis.

Overhead costs apportioned as follows:

- Liturgical, Cultural & Direction: 44%
- Support & Assurance: 56%

i) Fund accounting

General purposes funds represent the funds of the PCC that are not subject to any restrictions regarding their use and are available for application on the general purposes of the PCC.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Designated funds are unrestricted funds earmarked by the PCC for particular purposes.

j) Tangible fixed assets and depreciation

Tangible fixed assets are capitalised where cost exceeds £1,000 and recognised when future economic benefits are probable, and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Fixtures, fittings, and equipment are depreciated in equal annual instalments over a period of four (4) years, except for the AV system and Solar PV system which useful life is ten (10) years. Items of a capital nature are reviewed for their purpose and are capitalised where they are considered to provide an ongoing use to the PCC.

k) Heritage assets

The PCC maintains four painting artworks from the artist Che Lovelace commissioned for the Cugoano250 Program held on permanent display, for public viewing, contributing to knowledge and culture. Those assets are recognised at cost and capitalised in the balance sheet. These artworks are deemed to have indeterminate lives and the PCC do not therefore consider it appropriate to charge depreciation. In exceptional circumstances, and with the approval of the PCC, the full collection of some of the items may be disposed of.

The rector and churchwardens hold on special trust for the PCC silver and plate gifted to the Church for ecclesiastical use. They date from the 17th century and therefore, there is insufficient cost information available. Due to the unique nature of these assets and their historic association with worship at the church over hundreds of years, conventional valuation techniques are not applicable and therefore they have not been recognised in the financial statements. The valuables, silver and plate, over 50 individual items in total, are listed in the church's inventory and are regarded by law as inalienable assets for which the PCC would require a faculty for disposal. There have been no additions or disposals from the collection during the year. Most of the items are kept in secure locations including a museum, and the total value for insurance purposes is now £725,500.

l) Investments

Investments are included in the balance sheet at market value.

m) Debtors

Amounts owing to the PCC on 31st December in respect of fees, rents or other income are shown as debtors less provision for any amounts that may prove uncollectable. These are recognised initially at the settlement amount. Prepayments are valued at the prepaid amount, net of any trade discounts due.

n) Cash at bank and cash equivalents

Cash at bank and in hand and short-term deposits comprise cash and short-term highly liquid investments held with the CBF Church of England Deposit Fund, building societies and banks, maturing within three months or less from the opening of the deposit or similar account.

o) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p) Financial instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. All (including debtors and creditors) are initially recognised at transaction value and subsequently measured at their settlement value.

q) Operating leases

Rentals payable under operating leases are charged to expenditure on a straight-line basis over the period of the lease.

r) Pension scheme

The charity operates an auto enrolment pension scheme, which includes all eligible employees not already in a personal pension plan. All other eligible employees are included in their own pension plans. The contributions made by the employer were at 6% until the end of March 2018, then at 7.5% from 1st April 2018. The contributions made are charged to the SOFA in the year to which they relate.

s) Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

Other than noted below, there were no judgements of key assumptions. Income recognition, the charity receives grant income that may be subject to performance conditions and multi-year pledges. An assessment is made to determine the extent to which any performance conditions have been met, and to consider whether the charity has unconditional entitlement to multi-year pledges at each balance sheet date.

NOTE 2. INCOME

		Unrestricted Funds				
		General Funds £	Designated Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
2A	**VOLUNTARY INCOME**					
	Planned giving:					
	Gift aid - stewardship	47,661	-	-	47,661	69,257
	Tax recoverable	51,743	-	-	51,743	37,467
	Church collections	428,704	10,459	2,735,065	3,174,228	1,987,023
	Legacies	187,303	-	-	187,303	-
	Grants	88,836	-	-	88,836	3,500
	Collection boxes	27,530	-	-	27,530	31,819
	Trusts	1,269	-	-	1,269	1,400
	Cards 4 Good Causes	-	-	-	-	-
		833,047	**10,459**	**2,735,065**	**3,578,570**	**2,130,465**
2B	**INCOME FROM CHURCH ACTIVITIES**					
	Fees	29,919	-	-	29,919	32,927
	Lectures and Events	53,917	-	-	53,917	68,110
	Seminars and Retreats	-	-	-	-	-
	Publications	-	-	-	-	-
		83,835	**-**	**-**	**83,835**	**101,037**
2C	**INCOME FROM USE OF PREMISES**					
	Market rents	238,821	-	-	238,821	214,410
	Caffe licence	79,457	-	-	79,457	72,652
	Concerts	272,565	-	-	272,565	215,838
	Church, Church hall and rectory	96,267	-	-	96,267	63,707
	Wren Flat	36,669	-	-	36,669	34,637
	Fire escape licence	10,350	-	-	10,350	10,350
		734,129	**-**	**-**	**734,129**	**611,593**
2D	**ACTIVITIES FOR GENERATING FUNDS**					
	Sale of Christmas Cards	610	-	-	610	999
	Drink sales	11,505	-	-	11,505	19,178
	Fairtrade Stall	771	-	-	771	1,297
		12,886	**-**	**-**	**12,886**	**21,473**
2E	**INCOME FROM INVESTMENTS**					
	Interest	13,837	-	-	13,837	15,586
	Dividends	-	-	-	-	-
		13,837	**-**	**-**	**13,837**	**15,586**
2F	**OTHER INCOME**					
	St Pancras New Church partnership	29,090	-	-	29,090	-
	Licences	13,300	-	-	13,300	-
		42,390	**-**	**-**	**42,390**	**-**
	TOTAL INCOME	**1,720,124**	**10,459**	**2,735,065**	**4,465,648**	**2,880,154**

NOTE 3. EXPENDITURE

		Unrestricted Funds				
		General Funds £	Designated Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
3A	**EXPENDITURE ON CHURCH ACTIVITIES**					
	Grants					
	Away-giving	4,353	-	-	4,353	200
	Ministry					
	Common Fund	91,300	-	-	91,300	93,000
	Clergy expenses	6,901	-	-	6,901	9,123
	Associate Rector	60,341	-	-	60,341	57,828
	Assistant Curate	13,572	-	-	13,572	13,248
	Organist and choir costs	82,508	-	-	82,508	51,671
	Salary of the Director of Music	28,011	-	-	28,011	26,617
	Altar requisites	9,232	-	691	9,923	12,583
	Officers, volunteers, visitors and staff expenses	5,239	-	-	5,239	10,626
	Social events	298	-	-	298	4,489
	Designated Projects	-	1,663	-	1,663	38,668
	Other events and children's activities	49,133	-	-	49,133	50,369
	Salaries	491,589	-	165,591	657,180	387,415
	Pension contributions	33,591	-	11,388	44,978	25,847
	Telephone & Internet	10,830	-	-	10,830	11,033
	Printing and stationery	23,949	-	-	23,949	20,056
	Legal and professional fees	56,183	-	-	56,183	34,942
	Advertising & Marketing	24,062	-	-	24,062	10,446
	Depreciation	10,794	5,839	14,006	30,639	27,554
	Bank charges	3,308	-	-	3,308	2,628
	Sundry expenses	6,581	-	-	6,581	8,433
	Bad and doubtful debts	4,443	-	-	4,443	957
	Cleaning & Refuse collection	48,865	-	-	48,865	45,543
	Repairs and maintenance	26,625	-	-	26,625	13,424
	Garden maintenance	9,167	-	-	9,167	7,311
	Computer and equipment expenses	43,860	-	-	43,860	37,837
	Utilities	31,596	-	-	31,596	51,293
	Subscriptions	7,418	-	-	7,418	3,914
	Security	95,590	-	-	95,590	79,525
	Insurance	33,299	-	-	33,299	32,719
	Payroll and accountancy services	13,212	-	-	13,212	12,246
		1,321,498	**7,502**	**191,676**	**1,520,676**	**1,181,345**
	Projects					
	Wren renovation project	-	-	552,356	552,356	586,878
	Building Repair	-	-	7,019	7,019	13,711
	CCTV system	-	-	-	-	13,600
	Music scholarship program	-	-	23,979	23,979	18,122
	Chelsea Flower Show 2024	-	-	604,520	604,520	30,022
	FEAST, breakfast and wardrope	-	-	17,805	17,805	-
	Cugoano250 Program	-	-	-	-	108,970
		-	**-**	**1,205,678**	**1,205,678**	**771,303**
	TOTAL	**1,325,851**	**7,502**	**1,397,354**	**2,730,708**	**1,952,847**
3B	**EXPENDITURE ON USE OF PREMISES**					
	Markets	41,120	-	-	41,120	33,513
	Café	-	-	-	-	-
	Concerts	234,767	-	-	234,767	401,405
	Basement	-	-	-	-	-
	Wren Flat	-	-	-	-	-
	TOTAL	**275,887**	**-**	**-**	**275,887**	**434,918**
	TOTAL EXPENDITURE	**1,601,738**	**7,502**	**1,397,354**	**3,006,595**	**2,387,766**

NOTE 4. STAFF COSTS

	2024 £	2023 £
Wages and salaries	684,567	639,003
Employer's national insurance contributions	63,309	57,912
Pension costs	51,178	48,052
TOTAL	**799,054**	**744,967**

Analysed as follows:		2024 £	2023 £
Activities directly related to the work of the church:	Director of Music	28,011	26,617
	Verger's fees	1,170	1,580
Church management and administration:	Administration	524,009	380,434
Use of premises:	Concerts	68,885	217,020
Projects:	Solidarity	-	20,798
	FEAST, Breakfast, Wardrope	18,634	-
	Asylum & Refugee Support	16,212	-
	Cugoano250 Program	-	1,892
	Wren Project	142,133	96,626
	TOTAL	**799,054**	**744,967**

Average number of employees

2024 No.	2023 No.
22	23

No. of employees earned more than £60,000

2024 No.	2023 No.
1	-

The remuneration of the key members of staff amounted to £439,700 (2023 - £391,066)

NOTE 5. AUDITORS' REMUNERATION

	2024 £	2023 £
Audit	8,000	8,000
TOTAL	**8,000**	**8,000**

NOTE 6. GRANTS

Away-giving

The amount for grants is agreed by the PCC through the budget for the year. Applications for grants are invited from the church community at the Annual Church Parochial Meeting. The PCC appoints a small committee to review the applications. Applications need to show a clear relationship between the church and the project and information about how the money is to be used.

Projects need to fit within our mission statement. The PCC makes the final decision.

The away-giving represents the following grants made by PCC:

	2024 £	2023 £
Student Christian Movement	-	200
The Passage - Westminster	4,353	-
TOTAL	**4,353**	**200**

NOTE 7. RELATED PARTIES

During the year the following payments were made for PCC members:

	2024 Number	2023 Number	2024 £	2023 £
Clergy accommodation and other expenses	**5**	**5**	**6,901**	**9,123**

		2024 £	2023 £
Lucy Winkett	Gift cards for staff and contractors	1,779	-
Alison Beck	As singer for different events	120	260
Mariama Oluseun Ifode-Blease	Travel, hospitality, mobile.	2,288	-
Ivan Patricio Khovacs	Books allowance	565	-
Deirdre Hetherington	School Shoes	-	52
Tracy McKeever	Hours worked as casual verger	6,743	820
Ayla Lepine	Hospitality, music scholars tour	2,467	47
	TOTAL	**13,962**	**1,179**

	2024 £	2023 £
Total donations from PCC members to the Church	**26,609**	**28,720**

All transactions involving elected members of the PCC are dealt with on an "arm's length" basis and the individual PCC members concerned do not derive any personal benefit from such transactions. None of the trustees in either the current or prior years received any remuneration.

NOTE 8. ANALYSIS OF TRANSFER BETWEEN FUNDS

	Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total £
Undesignation of Solidarity Fund	-	(4,396)	4,396	-
Partial Undesignation of Building Repairs Fund	50,000	(50,000)		-
TOTAL	**50,000**	**(54,396)**	**4,396**	**-**

Undesignation of Solidarity Fund

PCC on 03 July 2023 resolves to un-designate funds currently held in the 'Solidarity Fund', dissolving this fund to simplify the message and amplify fund raising for social justice work. Donations received during the year transferred to FEAST, breakfast, wardrope fund (restricted).

Partial Undesignation of Building Repairs Fund

PCC on 08 April 2024 resolves to un-designated £50,000 in compensation of the donation for the same amount registered as restricted.

NOTE 9. FIXED ASSETS

			AV Equipment £	Office Equipment £	Furniture and Fixtures £	Total £
9A	**TANGIBLE**					
	Cost	at 1st January 2024	46,400	170,456	183,365	400,221
		Disposal	-	-	-	-
		Additions at cost	2,303	5,514	88,956	96,773
		at 31st December 2024	**48,703**	**175,970**	**272,322**	**496,994**
	Depreciation	at 1st January 2024	13,658	131,060	146,559	291,277
		Withdrawn on disposals	-	-	-	-
		Charge for the year	4,813	15,942	9,884	30,639
		at 31st December 2024	**18,471**	**147,002**	**156,443**	**321,916**
	Net book value	at 31st December 2024	**30,232**	**28,967**	**115,878**	**175,078**
		at 31st December 2023	32,742	39,396	36,806	108,944

NOTE 9. FIXED ASSETS (continued)

		Accumulated Fund £	Legacy Fund £	Total £
9B	**INVESTMENTS**			
	Market value at 1st January 2024	13,041	3,099	16,140
	Unrealised gain/loss on revaluation	369	-	369
	Market value at 31st December 2024	**13,411**	**3,099**	**16,510**

No. of shares	No. of shares
564	150

The investments are managed by The Central Board of Finance of the Church of England. The historical cost is as follows:

The Central Board of Finance of the Church of England: Investment Fund	2024	2023
150 shares (Legacy Fund)	150	141
564 shares (Accumulated Fund)	564	562
	714	**703**

The market values of the investments are as quoted by The Central Board of Finance of the Church of England.

			2024		
9C	**HERITAGE ASSETS**	**Basis of capitalisation**	**At Cost**	**At Valuation**	**Total £**
	Cost	at 1st January 2024	53,744	-	53,744
		Disposal	-	-	-
		Additions at cost	-	-	-
		at 31st December 2024	**53,744**	**-**	**53,744**
	Depreciation/impairment	at 1st January 2024	-	-	-
		Withdrawn on disposals	-	-	-
		Charge for the year	-	-	-
		at 31st December 2024	**-**	**-**	**-**
	Revaluation		-	-	-
	Net book value	at 31st December 2024	**53,744**	**-**	**53,744**
		at 31st December 2023	53,744	-	53,744

The PCC maintains in Church narthex four painting artworks from the artist Che Lovelace commissioned for the Cugoano250 Program held on permanent display, for public viewing, contributing to knowledge and culture. These assets were acquired in 2023 and are the only heritage assets acquired/held by the charity in the past 5 years.

NOTE 10. DEBTORS

		2024 £	2023 £
10A	**TRADE DEBTORS (UNRESTRICTED FUNDS)**		
	Sales ledger balances	77,919	57,015
	Less: Provision for doubtful debts:	(7,711)	(5,698)
	TOTAL	**70,208**	**51,317**

		2024 £	2023 £
10B	**OTHER DEBTORS (UNRESTRICTED FUNDS)**	**0**	**9,272**

		2024 £	2023 £
10C	**ACCRUED INCOME (RESTRICTED FUNDS)**		
	The Mosawi Foundation pledge 2024-2025	**50,000**	**100,000**

NOTE 11. CURRENT LIABILITIES

	2024 £	2023 £
CREDITORS: AMOUNTS FALLING DUE IN ONE YEAR (UNRESTRICTED FUNDS)		
Trade creditors	81,814	89,836
Accruals	8,000	23,500
Taxation and social security	23,174	18,524
Other creditors	501	444
TOTAL	**113,489**	**132,304**

NOTE 12. FINANCIAL INSTRUMENTS

	2024 £	2023 £
Financial assets measured at fair value through income and expenditure	**2,350,567**	**943,120**

The above comprises fixed asset investments, cash deposit accounts and cash at bank and in hand.

NOTE 13. FUNDS

		2024 £	2023 £
13A	**Unrestricted funds:**		
	General Funds:		
	Surplus Fund Account	**305,586**	**136,831**
	Designated Funds:		
	Designated Building Repair Fund	96,892	146,892
13A.1	Solidarity Fund	-	-
	Special Projects	5,000	-
	Marketing	17,448	17,448
	Eco-Church	3,383	3,983
	Caravan Counselling	2,401	2,401
	Designated Fixed Assets Fund	25,164	31,003
	Total Designated Funds	**150,289**	**201,728**
13B	**Restricted funds**		
13B.1	Organ Appeal Fund-Wren Project	1,352,503	3,553
13B.2	Church Renovation Fund	334,299	533,209
13B.3	South Door - Wren Project	203,015	-
13B.4	Chelsea Flower Show 2024	-	26,978
13B.5	Heritage Fund Dev. phase 1-Wren Project	-	-
13B.6	Cugoano Program250	-	-
13B.7	Fixed Assets Fund	92,769	106,775
13B.8	Staffing Fund (Restricted)	3,693	14,681
13B.9	Music Scholarship Program	5,861	-
	Easter & Decorations	166	5
13B.10	FEAST, Breakfast and Wardrobe	42,019	-
13B.11	Restricted Building Repair Fund	142,981	150,000
13B.12	AV Equipment Fund	-	-
	Total Restricted Funds	**2,177,307**	**835,202**

The designated funds represent sums which have been set aside out of unrestricted funds by the Parochial Church Council to fund special projects and ministries and for the purpose of replacing the church's assets.

13A.1 Projects: FEAST, Sunday Breakfast and Wardrobe.
13B.1 The Organ Appeal Fund was established in 1982 to provide for repair and renovation costs of the organ as part of The Wren Project.
13B.2 The planning application for the Wren Project was granted in full in February 2023.
13B.3 Construction works as part of The Wren Project, started on 06th January 2025.
13B.4 Application awarded for funding to create a garden for the Chelsea Flower Show 2024.
13B.5 Funds by the National Heritage Fund to cover the development phase 1 for Wren Project.
13B.6 Funds to commemorate the 250th anniversary of the baptism of Ottobah Cugoano.
13B.7 Fixed Assets using culture recovery grant and church renovation funds.
13B.8 Fund to cover the Asylum & Refugee position.
13B.9 Started in the autumn of 2021. Young musicians with talents and creativity will enhance the music of services.
13B.10 Fund to provide food and clothes to relieve the homelessness in the Piccadilly and St James area.
13B.11 The Mosawi Foundation pledge.
13B.12 Funds used for the design, supply and installation of CCTV system.

NOTE 13. FUNDS (continued)

13C Summary of fund movements

2024	Unrestricted Funds							
	General Fund	Eco-Church	Caravan Counselling	Special Projects	Marketing	Designated Building Repair	Designated Fixed Assets	Solidarity
	£	£	£	£	£	£	£	£
Balance at 1st January 2024	136,831	3,983	2,401	-	17,448	146,892	31,003	-
Income	1,720,124	-	-	5,000	-	-	-	5,459
Expenditure	(1,601,738)	(600)	-	-	-	-	(5,839)	(1,063)
Investment gains/(losses)	369	-	-	-	-	-	-	-
Transfer between funds	50,000	-	-	-	-	(50,000)	-	(4,396)
Balance at 31st December 2024	**305,586**	**3,383**	**2,401**	**5,000**	**17,448**	**96,892**	**25,164**	**-**

2023	Unrestricted Funds							
	General Fund	Eco-Church	Caravan Counselling	Special Projects	Marketing	Designated Building Repair	Designated Fixed Assets	Solidarity
	£	£	£	£	£	£	£	£
Balance at 1st January 2023	337,369	3,983	2,401	54,649	27,898	206,816	27,222	20,151
Income	1,214,734	-	-	-	-	3,788	8,552	41,819
Expenditure	(1,519,572)	-	-	(14,520)	(10,450)	(13,711)	(4,770)	(44,947)
Investment gains/(losses)	1,388	-	-	-	-	-	-	-
Transfer between funds	102,911	-	-	(40,129)	-	(50,000)	-	(17,024)
Balance at 31st December 2023	**136,831**	**3,983**	**2,401**	**-**	**17,448**	**146,892**	**31,003**	**-**

13C Summary of fund movements

2024	Restricted Funds													
	Church Renovation-Wren Project	Organ - Wren Project	South Door-Wren Project	Chelsea Flower Show 2024	HF Development Phase 1	Cugoano Program250	AV Equipment	Easter&Decorations	FEAST	Staffing Fund	Music Scholarship	Building Repair Fund	Fixed Assets	Total
	£	£	£	£	£	£	£	£		£	£	£	£	£
Balance at 1st January 2024	533,209	3,553	-	26,978	-	-	-	5	-	14,681	-	150,000	106,775	1,173,760
Income	517,013	1,350,000	251,083	430,463	76,527	-	-	853	66,536	12,750	29,840	-	-	4,465,648
Expenditure	(543,978)	(1,050)	(48,068)	(604,520)	(101,394)	-	-	(691)	(28,912)	(23,738)	(23,979)	(7,019)	(14,006)	(3,006,595)
Investment gains/(losses)	-	-	-	-	-	-	-	-	-	-	-	-	-	369
Transfer between funds	(171,945)	-	-	147,079	24,866	-	-	-	4,396	-	-	-	-	0
Balance at 31st December 2024	**334,299**	**1,352,503**	**203,015**	**-**	**-**	**-**	**-**	**166**	**42,019**	**3,693**	**5,861**	**142,981**	**92,769**	**2,633,182**

2023	Restricted Funds													
	Church Renovation-Wren Project	Organ - Wren Project	South Door-Wren Project	Chelsea Flower Show 2024	HF Development Phase 1	Cugoano Program250	AV Equipment	Easter&Decorations	FEAST	Staffing Fund	Music Scholarship	Building Repair Fund	Fixed Assets	Total
	£	£	£	£	£	£	£	£		£	£	£	£	£
Balance at 1st January 2023	(79,430)	3,553	-	-	-	-	13,600	240	-	-	7,880	-	53,653	679,984
Income	1,199,518	-	-	57,000	-	108,970	-	2,429	-	20,000	6,000	150,000	67,344	2,880,154
Expenditure	(586,878)	-	-	(30,022)	-	(108,970)	(13,600)	(2,664)	-	(5,319)	(18,122)	-	(14,221)	(2,387,766)
Investment gains/(losses)	-	-	-	-	-	-	-	-	-	-	-	-	-	1,388
Transfer between funds	-	-	-	-	-	-	-	-	-	-	4,241	-	-	0
Balance at 31st December 2023	**533,209**	**3,553**	**-**	**26,978**	**-**	**-**	**-**	**5**	**-**	**14,681**	**-**	**150,000**	**106,775**	**1,173,760**

NOTE 14. SUMMARY OF ASSETS BY FUND

2024	Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total 2024
	£	£	£	£
Tangible fixed assets	228,822	-	-	228,822
Investments fixed assets	16,510	-	-	16,510
Current assets	173,743	150,289	2,177,307	2,501,340
Liabilities	(113,489)	-	-	(113,489)
TOTAL	**305,586**	**150,289**	**2,177,307**	**2,633,182**

2023	Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total 2023
	£	£	£	£
Tangible fixed assets	162,688	-	-	162,688
Investments fixed assets	16,140	-	-	16,140
Current assets	90,306	201,728	835,202	1,127,235
Liabilities	(132,304)	-	-	(132,304)
TOTAL	**136,831**	**201,728**	**835,202**	**1,173,760**

NOTE 15. COMMITMENTS UNDER OPERATING LEASES

At 31st December the PCC had a commitment under two non-cancellable operating lease in respect of photocopiers as follows:

	2024	2023
	£	£
Within one year	6,266	2,064
In 2-5 years	-	-
TOTAL	**6,266**	**2,064**

NOTE 16. CAPITAL COMMITMENTS

Capital commitments contracted but not provided for in the financial statements are as follows:

New Electrical Connections	£
Project UKP11252 with UK Power Solutions Ltd.	173,629
Deposit paid in 2022	(46,203)
The contestable element of the project, paid in 2023	(11,760)
TOTAL	**115,667**

On 26th April 2022, the PCC accepted the proposal for the provision from UK Power Solutions Ltd. of new electrical connections for the premises.
As at the balance sheet date, the PCC had paid a total of £57,963, representing 33% of the purchase, VAT incl.

South Door works - Wren Project
After a tender round, Fullers Builders Ltd. was selected for undertaking the building works.
A letter of intention was signed off on 21st November 2024 and works started on 06th January 2025

Total project cost: £437,324 VAT incl.

Capital commitments as 31 December 2023 totalled £441,117.

PCC ADMINISTRATIVE INFORMATION

The Parochial Church Council (PCC), registered with the Charity Commission as of 1 December 2009, presents its Annual Report for the year ended 31 December 2024 which complies with current statutory requirements.

The members of the Parochial Church Council, who were trustees of the charity, during the year are:

The Reverend Lucy Winkett	(Clergy, Rector)
The Reverend Dr Ayla Lepine	(Clergy, Associate Rector, appointed July 2022)
The Reverend Dr Ivan Khovacs	(Clergy)
The Reverend Daniel Norris	(Clergy)
The Reverend Dr Mariama Ifode-Blease	(Clergy, Assistant Curate, appointed October 2020)

Deirdre Hetherington	(Churchwarden, elected July 2023)
Claire Wright	(Churchwarden, elected July 2023)

Alison Beck	(elected October 2020, re-elected May 2023)
Helen-Claire Burt	(resigned 12 May 2024)
Julie (Jules) Cunningham	(Deanery Synod representative, re-elected May 2023)
Jackie Elton	(resigned 12 May 2024)
Rosalind Fane	(re-elected May 2023) (elected Lay Vice Chair 15 July 2024)
Tom Gidman	(elected May 2023)
Sarah Gillett	(elected 12 May 2024)
Deirdre Hetherington	(elected May 2022)
Joanna Hines	(Deanery Synod representative, re-elected May 2023)
Graeme Jones	(elected May 2023)
Trevor Lines	(elected 4 November 2024)
David Loyn	(elected April 2019, re-elected May 2022)
Ben Mariam	(resigned 12 May 2024)
Tracy McKeever	(elected May 2023)
Anna Lakshmi Sabapathy	(elected 12 May 2024, resigned 15 July 2024)
Audrey Sebatindira	(elected May 2023) (elected Treasurer 15 July 2024)
Rachel Sumption	(elected 12 May 2024)
Claire Wright	(elected October 2020)

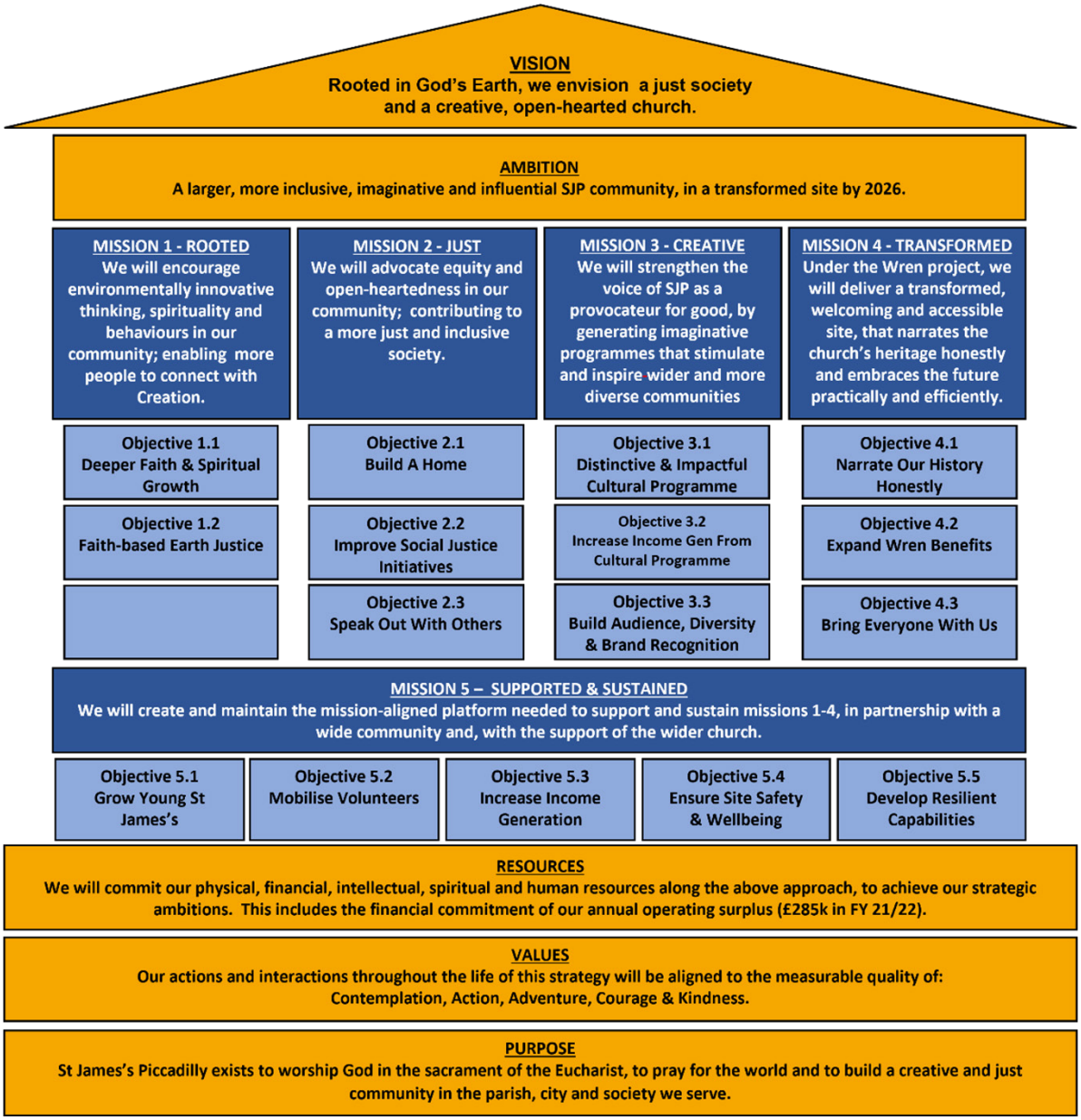
The following attended PCC meetings as appropriate but is not a trustee of the charity:

Keith Best	(PCC Secretary, appointed August 2021)

New PCC members are provided with an induction which includes advising them of their responsibilities and representatives are invited to attend training sessions arranged by the Diocese of London to keep them up to date with their responsibilities. Professionals are invited to advise at PCC meetings. Free training sessions run by lawyers and accountants are notified to PCC members for their attendance.

Status:	The PCC is a registered charity, number 1133048
Governing documents:	The Church Representation Rules and The PCC (Powers) Measure 1956
Operational address:	St James's Church, Piccadilly 197 Piccadilly London W1J 9LL
Website:	www.St James's.org.uk
Bankers:	The Co-operative Bank 80 Cornhill London EC3V 2HR CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling ME19 4JQ National Westminster Bank / NatWest 250 Regent Street London W1B 3BN
Solicitors:	Bates Wells 10 Queen Street Place London EC4R 1BE
Auditors:	Goodman Jones LLP 1st Floor, Arthur Stanley House 40-50 Tottenham St. London W1T 4RN

APPENDICES



St James's's Strategy Framework 2023-2026


St James's
PICCADILLY
Charity Number 1133048

THE PAROCHIAL CHURCH COUNCIL OF THE ECCLESIASTICAL PARISH OF ST JAMES, WESTMINSTER

England & Wales - Charity number 1133048

Accounts

St James's Church, Piccadilly PCC

197 Piccadilly, London W1J 9LL • 020 7734 4511
www.sjp.org.uk • enquiries@sjp.org.uk • @StJPiccadilly • Registered Charity No.1133048
Rector: The Revd Lucy Winkett
Clergy: The Revd Dr Ayla Lepine (Associate Rector), The Revd Dr Mariama Ifode-Blease, The Revd Dr Ivan Khovacs, The Revd Daniel Norris

PAROCHIAL CHURCH COUNCIL

Annual Report and Financial Statements

for the year ended 31 December 2023

Charity Number 1133048

CONTENTS

PCC ADMINISTRATIVE INFORMATION 4
FOREWORD 5
STRUCTURE, GOVERNANCE AND MANAGEMENT 7
OBJECTIVES AND ACTIVITIES 7
UNDER MISSION 1 – ROOTED 9
UNDER MISSION 2 – JUST 10
UNDER MISSION 3 – CREATIVE 10
UNDER MISSION 4 – TRANSFORMED 11
UNDER MISSION 5 – SUPPORTED & SUSTAINED 13
ACHIEVEMENTS AND PERFORMANCE 13
NEW CULTURAL PROGRAMME 14
FINANCIAL REVIEW 15
INCOME 16
EXPENDITURE 17
INVESTMENTS 17
FUNDRAISING REGULATION 17
RESERVES POLICY 18
RELATED PARTIES 18
AUDIT FINANCE AND RISK COMMITTEE AND RISK MANAGEMENT 18
RISKS 19
RISKS IN FUNDRAISING 19
RISKS IN CREATIVE INCOME GENERATION 19
WREN PROJECT SITE CLOSURE RISKS 20
PLANS FOR THE FUTURE 21
STATEMENT OF THE PAROCHIAL CHURCH COUNCIL'S FINANCIAL RESPONSIBILITIES 22
AUDITORS 23
DISCLOSURE OF INFORMATION TO AUDITORS 23
AUDITOR'S REPORT 24
FINANCIAL STATEMENTS 28
NOTES TO THE FINANCIAL STATEMENTS 32

St James's Church Piccadilly, Parochial Church Council
Annual Report for the year ended 31 December 2023

Status:	The PCC is a registered charity, number 1133048
Governing documents:	The Church Representation Rules and The PCC (Powers) Measure 1956
Operational address:	St James's Church, Piccadilly 197 Piccadilly London W1J 9LL
Website:	www.sjp.org.uk
Bankers:	The Co-operative Bank 80 Cornhill London EC3V 2HR CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling ME19 4JQ National Westminster Bank / NatWest 250 Regent Street London W1B 3BN
Solicitors:	Bates Wells 10 Queen Street Place London EC4R 1BE
Auditors:	Goodman Jones LLP 29 / 30 Fitzroy Square London W1T 6LQ

PCC ADMINISTRATIVE INFORMATION

The Parochial Church Council (PCC), registered with the Charity Commission as of 1 December 2009, presents its Annual Report for the year ended 31 December 2023 which complies with current statutory requirements.

The members of the Parochial Church Council, who were trustees of the charity, during the year are:

The Reverend Lucy Winkett	(Clergy, Rector)
The Reverend Dr Ayla Lepine	(Clergy, Associate Rector, appointed July 2022)
The Reverend Dr Ivan Khovacs	(Clergy)
The Reverend Daniel Norris	(Clergy)
The Reverend Dr Mariama Ifode-Blease	(Clergy, Assistant Curate, appointed October 2020)

Deirdre Hetherington	(Churchwarden, elected July 2023)
Claire Wright	(Churchwarden, elected July 2023)

Monica Bashabe	(resigned May 2023)
Alison Beck	(elected October 2020, re-elected May 2023)
Helen-Claire Burt	(elected May 2022)
Julie (Jules) Cunningham	(Deanery Synod representative, re-elected May 2023)
Shirley Dixon	(resigned May 2023)
Jackie Elton	(elected May 2023)
Rosalind Fane	(re-elected May 2023)
Tom Gidman	(elected May 2023)
Deirdre Hetherington	(elected May 2022)
Joanna Hines	(Deanery Synod representative, re-elected May 2023)
Graeme Jones	(elected May 2023)
David Loyn	(elected April 2019, re-elected May 2022)
Ben Mariam	(elected October 2020, re-elected May 2023)
Tracy McKeever	(elected May 2023)
Audrey Sebatindira	(elected May 2023)
Claire Wright	(elected October 2020)

The following attended PCC meetings as appropriate but is not a trustee of the charity:

Keith Best	(PCC Secretary, appointed August 2021)

New PCC members are provided with an induction which includes advising them of their responsibilities and representatives are invited to attend training sessions arranged by the Diocese of London to keep them up to date with their responsibilities. Professionals are invited to advise at PCC meetings. Free training sessions run by lawyers and accountants are notified to PCC members for their attendance.

FOREWORD

St James's Church completed the first year of a three-year strategy in 2023. The environment for churches and charities remains challenging and volatile, but the PCC at St James's focussed on an outward-focussed strategy, welcoming people of all faiths and none not only to spiritually sustaining gatherings and events but to a vibrant cultural programme and a well-staffed historic central London site seven days a week throughout the year. Underpinning the strategy and activities is the conviction that it is important to draw the boundaries around what is 'church' even more inclusively and broadly. This builds on the decades-long reputation that St James's has for open-hearted and open-minded activities, gatherings and projects.



The Reverend Lucy Winkett

The core of St James's life is its historic vocation to gather people for Christian worship and prayer, and care for the parish. This mission is fulfilled every day by daily worship and prayer. But equally important is the invitation to people of all faiths and none to gather and explore life's meaning, whether that is at a Christian act of worship or not. The significant surplus made in 2021 was invested by trustees in 2022 in a new Senior Management Team (SMT), tasked with the formation of a strategy, the crafting of objectives and the professionalisation of a monitoring and assessment process that could start to deliver this vision, while planning too for The Wren Project. The Wren Project is a £20m transformation and rejuvenation project, restoring the Wren church and re landscaping the garden, adapting other buildings. Phase 2 of the Wren Project is a campaign to raise £10m in endowment.

2023 saw growth in church attendance, visitors and audiences. Significant pledges were received for the Wren Project (the restoration and rejuvenation of the whole site), and challenging and creative programming reached new audiences. Particularly noteworthy has been the programme Cugoano250, amplifying the writings and contribution of a significant 18th century abolitionist Quobna Ottobah Cugoano, baptised at St James's in 1773. The programme and commissions have been commended by the Contested Heritage Committee of the Church of England, and St James's will become a case study for refreshed guidance in this area. The other major development was that two partnerships were formed with other churches for mutual benefit and flourishing: St Pancras Euston Road has become a close partner of St James's, which will provide St James's with a home for its congregation and staff during the construction phase of the Wren Project. The other relationship is with St Bartholomew New York City USA. Online meetings together with reciprocal visits ensure that both lively churches benefit from each other's experience and both partnerships amplify the influence and impact of inclusive faith communities in central city locations.

Two main challenges faced St James's in this creative and active year. Staff capacity was stretched and the financial result at year end (31 December 2023) was extremely

disappointing. Having broken even over the previous 24 months coming out of the pandemic the deficit recorded in 2023 presented a significant challenge to the business model. The PCC and SMT reacted swiftly and re-cast the business plan for 2024. The cultural programming was de-risked, the target for the Development Department to raise for the Operating Fund was halved, and the delivery of the strategy objectives re-timetabled. The ambition and objectives remain while delivery mechanisms have been revised. A new Finance and Audit (Risk) committee was formed at the start of 2023, and its robust oversight and challenge at quarterly meetings provides the PCC with clear advice in what remains a volatile and challenging environment to run a church.

The PCC, the elected council of the church, in partnership with the Rector and clergy team, remain bold and visionary, committed to shaping church life, both for those who feel comfortable in a Church of England setting, but especially, with their attention focussed on those who do not. St James's will continue to move forward, in its day-to-day open-door policy, the maintenance of its historic building, site and garden seven days a week, in its experimental cultural programming and daily rhythm of prayer, in its development strategy and engagement with its neighbours and in its feeding and clothing of all who come in need. The first year of the strategy contained huge achievements and revealed sizeable challenges in terms of staff capacity and financial robustness. This result served to double our focus and efforts on the core values of St James's, intent on forming the 'creative, open-hearted church' set out in the vision statement, while at the same time de-risking (as far as possible) the methods of income generation in the 2024 budget. A former Rector of St James's (William Temple, rector 1914-18) said that church is the only institution in society that exists for the benefit of those who do not belong to it. This is the outward looking approach that guides St James's mission today.

Reverend Lucy Winkett, Rector and PCC Chair of Trustees

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Parish of St James's, Piccadilly is a parish within the Church of England as defined by canon law. Individual parishes within the Church of England do not have a separate constitution. They work within the framework of Church of England ecclesiastical law. The Parochial Church Council is a corporate body established by the Church of England. The PCC operates under the Parochial Church Council (Powers) Measure 1956.

During 2023 the PCC consisted of nine elected members in accordance with Church of England representation rules together with four Deanery Synod representatives, two Churchwardens, and clergy.

The pay and remuneration of the church's key personnel is set by members of the Senior Management Team (SMT) under the delegated authority of the PCC. SJP undertake annual benchmarking comparable with other charitable organisations to ensure that SJP remains competitive within the sector. This exercise covers all staff, including managers remuneration, and is undertaken by the Human Resources Advisor. The results of the benchmarking are analysed alongside with the skills and experience of each employee to understand the remuneration options available. In broad terms, all salary bands are reviewed annually, and any inflationary increments is deemed appropriate and affordable for the overall pay-scale. Details of staff costs for the year are shown in note 4 of the financial statements.

OBJECTIVES AND ACTIVITIES

The aim, purpose and vocation of every Church of England parish is primarily to promote the mission of the church by serving every person within the historic parish boundary, hold regular public Christian services to which all are welcome, and to guard, promote and safeguard the historic assets of the church, held in trust for the people of England. The Church of England nationally has developed 'Five Marks of Mission'.

These are:

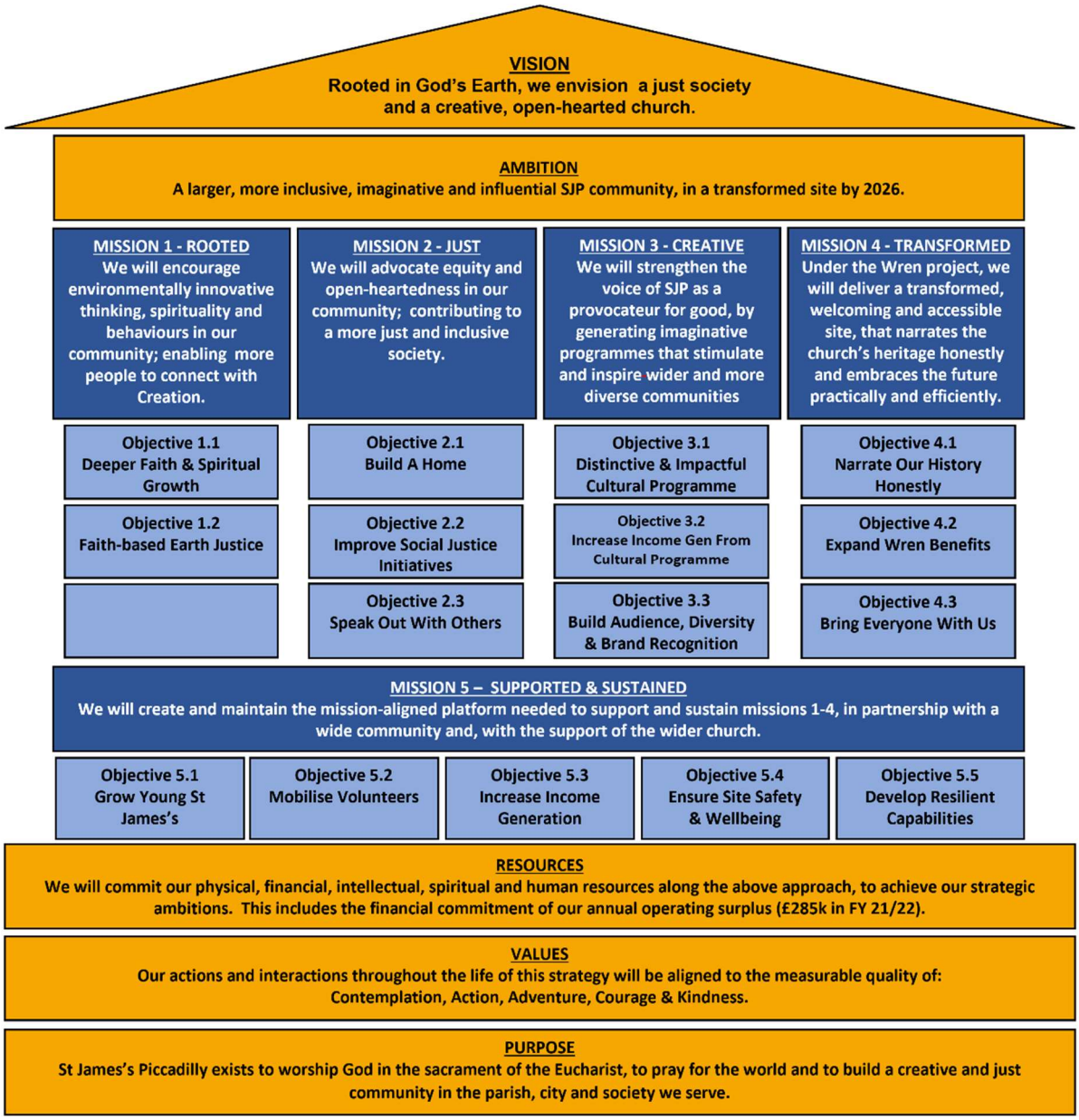
- To proclaim the Good News of the Kingdom
- To teach, baptise and nurture new believers
- To respond to human need by loving service
- To transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation
- To strive to safeguard the integrity of creation, and sustain and renew the life of the earth

St James's parish is in central London with a small residential population (around 1,000), with around 7,000 businesses, high footfall through the site seven days a week, and a dedicated and energetic gathered congregation, who meet on Sundays for worship, run social action projects and form Christian community.

The vision developed through 2022 is encapsulated in the statement 'Rooted in God's earth, we envision a just society and a creative, open-hearted church'. The ambition set by the Church Council is 'A larger, more inclusive, imaginative and influential SJP community

in a transformed site by 2026'. The values of St James's have been identified as Contemplation, Action, Adventure, Courage and Kindness.

Directly related to the support and delivery of the Church of England's Five Marks of Mission, the church's activity is delineated into five missions of its own, outlined in the strategy framework below, fit for the context of St James's Piccadilly.



In addition to the core activity of holding religious services, these missions and their corresponding objectives are distinctive, focussed on people of all faiths and none (not just practising Christians), on environmental work, social impact projects and an innovative creative programme.

Delivery of our strategy is organised into five Strategic Programmes, each containing a cohesive group of objectives from the above Strategy Framework. Each of these programmes is championed by a PCC member and managed by a member of the SMT.

In 2023, key activities delivered for the public benefit under this strategy were:

UNDER MISSION 1 – ROOTED



- All SJP liturgies, projects, gatherings and teaching is underpinned by the orthodox
- Creation-centred theology expressed in the celebration of the Eucharist.
- Delivery of a series of in person and online courses, book groups, debates and discussion events that invite people of all faiths and none to gather and explore what it means to be human, interdependent with creation.
- Maintaining a quiet green space (the Southwood Garden), that is accessible to the general public for peaceful respite.
- Continuing to source our energy from green energy providers, maintaining our solar panels and recycling site waste appropriately.
- Providing the public with opportunities to connect with nature through our Earth Justice and Walking Boots group activities.

UNDER MISSION 2 – JUST

- Increasing SJP's volunteer capacity to deliver high quality hot food to more members of the public experiencing homelessness/food poverty through SJP's twice-weekly Food Outreach programmes.
- Providing high quality clothing and sleeping bags to members of the public experiencing homelessness and/or poverty, through a weekly Wardrobe service.
- Maintaining the on–site Caravan counselling service, providing a free drop-in mental health service to the public over a period of increased anxiety. This service, delivered by final year trainee counsellors as part of their qualification, also supports capacity building in public mental health services.



UNDER MISSION 3 – CREATIVE



- Delivering a carefully curated, mission aligned programme of cultural events, through which to engage a more diverse and younger audience on the church's core values of Contemplation, Action, Adventure, Courage & Kindness. The 2023 programme included musical offerings such as the critically acclaimed "Piano Festival", perception challenging performances such as "Preach" and our "Cugoano 250" festival and permanent art installation by Trinidad-based artist, Che Lovelace.
- In this way, as a "Provocateur for Good", SJP aimed to inspire a wider section of society to determine and develop strong personal values and adopt aligned behaviours to benefit society as a whole.
- SJP also continued to offer free lunch time concerts for all, making live orchestral music more accessible and providing opportunities for members of our parish and the general public to avoid social isolation and loneliness.

UNDER MISSION 4 – TRANSFORMED

We started 2023 with a presentation to '**Project Giving Back'**, who are the charity created by the sponsors of the RHS **Chelsea Flower Show**, to consider supporting the creation of a St James's Garden at the 2024 show. An important part of building relationships is telling our story. As a church, we want that people recognise love, demonstrated through our faith in action, so that we can continue to do the work we do. Having the opportunity to share our good news nationally was important to us, and therefore why we approached Project Giving Back. Having shared our story, the Board, unanimously decided that we should be gifted a main avenue garden at the RHS Chelsea Flower Show 2024, with a grant of £400,000. The garden is designed by the award-winning garden architect Robert Myers, who is also designing our own restored St James's Garden as part of The Wren Project.

His Royal Highness The Duke of Edinburgh is the Patron of The Wren Project and in March 2023 he offered to host a special dinner to thank donors who had contributed thus far to the Wren Project and to cultivate new donors. Eighty invited guests attended at Spencer House (in St James's parish) and celebrated together this landmark moment for the project. With donors attending having pledged £4,4 Million at that point, it was an important opportunity to say thank you.



We continued to build on communicating and sharing our story with a very special concert in April with the world-famous Cory Brass Band and the commission of a new work entitled 'St James's – A New Beginning', composed by their conductor Philip Harper. Supported by our friends at the Salvation Army's Regent Hall on Oxford Street, the concert attracted an audience of over 350 people. The name of St James's and The Wren Project has reached tens of thousands of people ever since, with 'A New Beginning' having been chosen for the National Brass Band Championships in the UK at The Royal Albert Hall. The work was featured at the Belgian Brass Band Championships and also performed in Sweden and at the North America Brass Band championships. The work features the hymn tune 'St James's written by a former organist of St James's.

We kick started the summer with more music; in a spectacular concert given by The King's Singers in June, in support of The Wren Project at St James's.

Across the summer we continued to work alongside the Creative Department as we journeyed towards the installation of a new artwork to mark Cuguano250. One of the great relationships cultivated as a result of the dinner hosted by our patron in April, was

with Tai-Heng Cheng and his husband Cole Harrell, who very kindly came forward with a significant gift to make possible the commission and the festival to mark this very special anniversary for St James's in its history. It was an important moment to mark, and a series of events that carried great impact. From the Development department's point of view, it was an incredible series of gatherings that forged new relationships and generated enhanced engagement.

Following the Cuguano250 Festival Tai-Heng Cheng, a leading global lawyer, agreed to become the new Chair of our American Friends of St James's, who over the past year have contributed to our work with regular giving and major grants. Philip Bobbitt KBE has taken on the role of President of our American Friends.

As we journeyed towards the close of the year, we did so by launching the Changemaker Programme, as part of The Wren Project with a major event at St James's Palace hosted by HRH The Duke of Edinburgh. Over 200 guests gathered from across the UK and the USA to be present at the launch which featured a debate panel hosted by Sir Trevor McDonald to discuss the five core subjects associated with the changemaker programme: Arts, Music, Business, Civil Society, and the Environment. The Panel was made up of national experts in their field that included Dame Sharon White – CEO of John Lewis, Kwame Kwei-Armah – Artistic Director of the Young Vic, and the founder of Kids Against Plastic – Amy Meek as well as Harry Christophers, conductor of The Sixteen, Heather Mitchel European head of the Carlyle Group and Paul Roseby, CEO and Artistic Director of the National Youth Theatre. and A three-month consultation has taking place, headed by Revd. Dr Mariama Ifode-Blease, to establish the foundations of the Changemaker Programme with participants and academics from the UK and USA.

Our hallmark events across 2023 enabled us to cultivate many great relationships from across our parish and beyond, not just to support The Wren Project and festivals but importantly to support our mission and outreach work. We are strengthening relationships with our corporate friends within the parish that have seen an increase in volunteers coming forward to help support our social justice outreach. Our corporate friends also increased across the year with new friends joining including Vision Blue with a gift of £3,500, the Army & Navy Club and Brewin Dolphin, and Killik & Co. £8,000, all playing an important role to help fund our mission and outreach work. Westminster Council and The Big Give also supported our work in 2023, raising over £32,000.

Other significant developments in 2023 included pledges of support from our neighbours The Crown Estate and the news that St James's had been successful in securing Development Phase funds from the National Lottery Heritage Fund. Combined with other individuals, this brought another £4.5million for the Wren Project campaign.

UNDER MISSION 5 – SUPPORTED & SUSTAINED



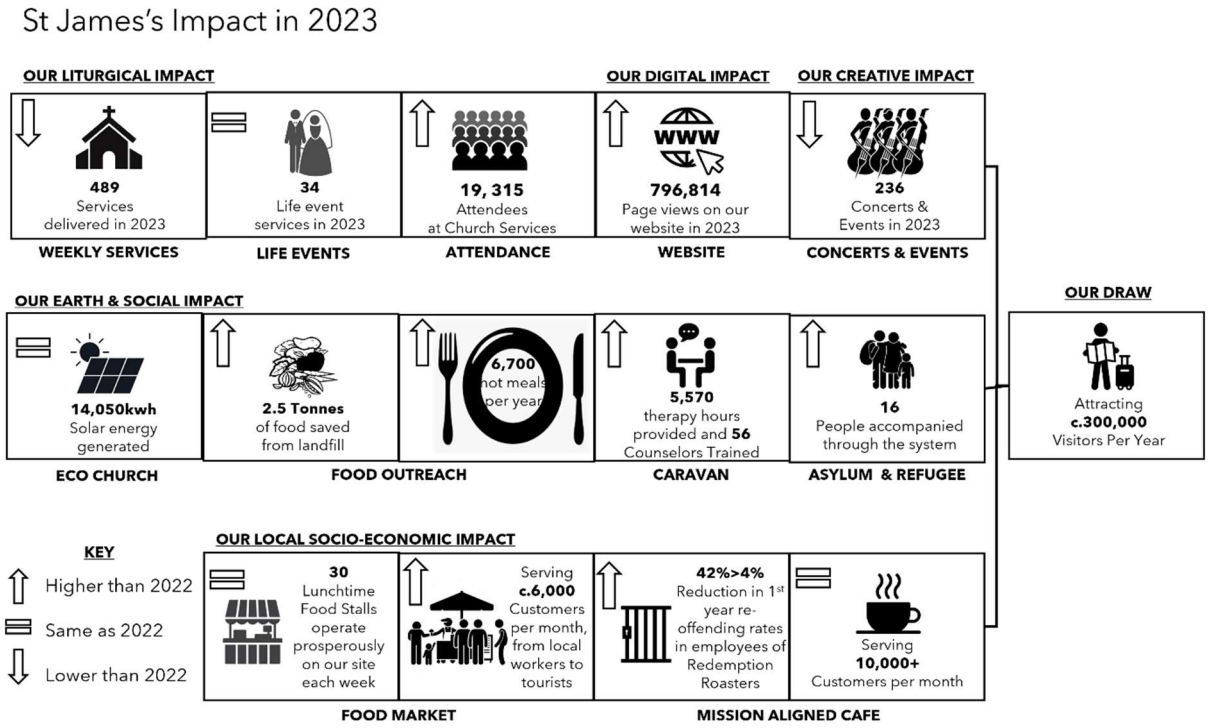
- Sustaining our work for the public benefit under Missions 1-4 by generating more site-based income to resource it. This achieved through a mix of mission aligned (Redemption Roasters Cafe) and mission supporting (Street-foodish Courtyard Food Market) partnerships.
- Additionally, increasing hire income from our meeting rooms and outdoor spaces by marketing a competitively priced offer to charities and community groups as well as commercial hirers.
- Ensuring our site can be enjoyed safely by all visitors and will comply with forthcoming Martyn's Law by increasing site security guarding to 7 days per week and installing external CCTV.
- Establishing a partnership with St Pancras Church, Euston so that we have a home we can bring everyone with us during Wren Project construction and so we that we can establish new site-based income schemes capable of sustaining both churches during the 2-year period of co-location.

In setting the objectives and activities of the Charity, the Trustees have had due regard for the guidance issued by the Charity Commission in respect of public benefit.

ACHIEVEMENTS AND PERFORMANCE

In the first year of our 2026 strategy, SJP has achieved significant progress and impact in missional terms, whilst also experiencing some significant challenges in financial terms (see Financial Review paragraph).

The below graphic quantifies some of our missional achievements in 2023.



Amongst these it is worth highlighting our performance against growth objectives:

- Attendees at church services have risen by 29% since 2022 (19,315 vs 15,000).
- 119,000 new visitors have engaged with our website (38% more than in 2022).
- Our Food Outreach volunteers provided 34% more free hot meals to homeless/impoverished community members via the FEAST and Sunday Breakfast initiatives than in 2022 (6,700 vs 5,000).
- We supported the Caravan counselling service in delivering 11% more counselling hours and training 60% more counsellors than in 2022 (5,570 hours vs 5,000 and 56 trained counsellors vs 35)
- Our Asylum & Refugee service supported 33% more people seeking sanctuary in the UK than in 2022 (16 vs 12).

NEW CULTURAL PROGRAMME

The cultural programme achieved impactful and distinctive events, in line with the objectives set in the strategy. In focussing on placing St James's publicly as a 'Provocateur for Good', the programme generated new audiences who don't imagine that church could be for them. As has been reported elsewhere in the report, the risk appetite culturally remains, while the ability of St James's to take such risks financially has reduced as a result of the experience of 2023.

The Piano Festival in February attracted large audiences, a varied programme and a 5* review from The Guardian for the only London performance from the singer song writer John Grant. 'Preach' was an innovative and perception-challenging invitation to local drag artists from Soho to come and perform to a large and appreciative audience in the church. Associated music events included the first ever performance in a church of the London-based choir 'Trans Voices'. Year-round concerts, including outdoor monthly gospel and soul music festivals 'Soul at Saint James', 'Gin and Jazz', dance performance as part of London Gallery Weekend, reached new audiences and were well reviewed and received.



The major programme took place in August and September. Cugoano250 included an art commission, high quality programming from internationally acclaimed artists and performers including Ben Okri, Julian knxx, and the guest curator Ekow Eshun. The congregation held an event as part of this outward-focussed programming, considering what the church congregation should do to honour Cugoano's legacy, writings and call to action. The bringing together of Che Lovelace, Tai Heng-Cheng and Cole Harrell along with British based artists and performers has been commended by the Contested Heritage Committee of the Church of England and will feature in its new guidance for historic places of worship. Both creative programme and congregational life were enhanced by the recruitment of a Head of Communications and Audience Development in order to produce and lead on a plan for building new audiences across all areas of the church's work. This has led to a significant and sustained increase of both our congregational and arts mailing lists as well as greater brand and communications coherence and strategy.

The programmes have reached new, younger, and more diverse audiences and have connected directly with big questions and themes core to the life of the church. De-risking the financial underpinning of this programme is key to maintaining the quality and reach of this aspect of St James's work.

FINANCIAL REVIEW

The first year of the new strategy revealed a financial result with a deficit of £303,450 on general funds. Overall, including designated and restricted funds, SJP has made a surplus of £493,776 before transfers.
This deficit in general funds was driven by underperformances of £160,000 in the cultural programme and £270,000 in general fund fundraising in combination with a period in which inflation has been more persistent. This was the first year of delivering these two untested areas of activity for SJP to the level embedded in the strategy. Income identified as high risk at the start of the year proved to be so.

Given the year end result 2023, in January 2024 SMT, audit & finance committee, churchwardens and staff undertook a detailed financial review to produce a revised business plan with a budget aligned to the PCC's direction to ensure that unrestricted funds will meet the line with the reserves policy to allow for continued organisational resilience and to identify other specific funds and activities which could be ringfenced to support the strategic objectives.

Further information regarding income and expenditure for 2023 and the reserves held as 31 December 2023 are given below.

INCOME

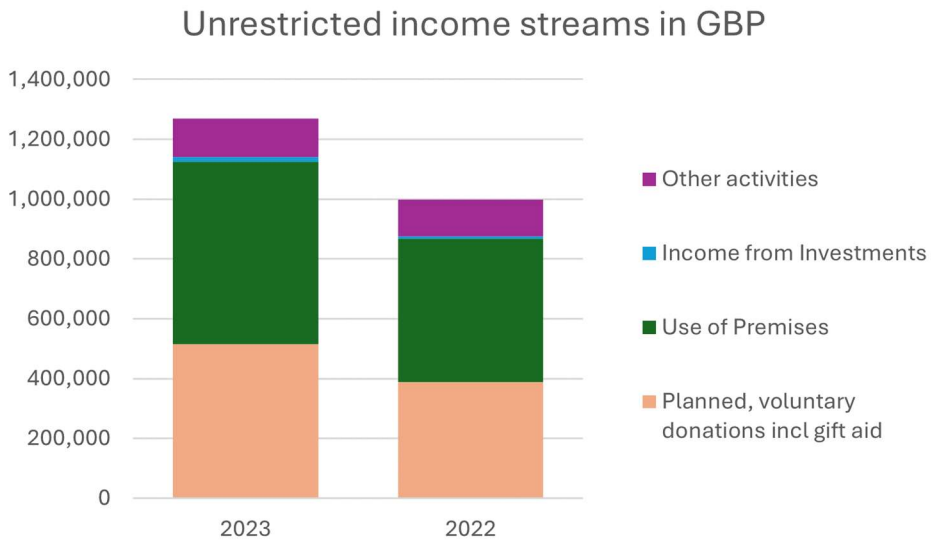
The total organisational income was £2,880,154 (2022: £1,139,573)

Total unrestricted fund income was £1,268,893 (2022: £998,512) of which £476,838 (2022: £385,159) was unrestricted planned and voluntary donations, and £37,467 was from Gift Aid (2022: £31,354).

Unrestricted but designated donations came to £54,159 (2022: £63,679), the majority of which were to finance the FEAST programme.

Total unrestricted fund income was 27.08% higher than 2022 and the general fund was 8.70% below the budget. The total income, including restricted funds increase 152.74% by £1,740,581 compared with the previous year, thanks to campaigns to collect funds for Wren project, Cugoano250 program, Chelsea Flower Show 2024 and the recognition of pledges for £100,000 in accrued restricted income.

The major unrestricted income streams for 2023 were planned and voluntary donations including Gift Aid, which accounted for 41% (2022: 39%) and use of the premises with 48% (2022: 48%) of the total unrestricted income.



For 2024 funding efforts continue to be focussed on Wren project and general funds with low-risk approach in expenditure in order to restore reserves.

EXPENDITURE

The total organisational expenditure was £2,387,766 (2022: £2,012,398).

£1,607,970 a 67% was spent from unrestricted funds, with the running costs of St James's Church Piccadilly being a significant portion of the total spent. Of the total expenditure, 31% was on staffing, the key factor in delivering all the liturgical services, cultural programme, FEAST, administration, fundraising and strategy. It is to be noted the higher expenditure in the investment in security services +190.35% as part of 2023-2025 strategy to keep the site open, safe, and welcoming. Electricity and gas with an increase of 82.46% from 2022 to 2023 due to the market wholesale prices that reached record highs in the UK during the 'energy crisis' 2022-2023 and have not returned to their earlier levels.

St James's Church Piccadilly offer towards the Diocesan Common Fund was £93,000 in 2023 (compared to £85,200 in 2022), which was paid in full.

All expenses are scrutinised and kept as low as possible, in line with the organisation's system of budgetary control.

INVESTMENTS

The PCC's portfolio of investments as 31 December 2023 had a total value of £525,819 of which £505,384 is held in the CBF Church of England Deposit Fund an actively managed, diversified portfolio of sterling pounds denominated money market deposits and instruments. It will principally invest in sterling pounds call accounts, notice accounts, term deposits and money market instruments that aims to provide a high level of capital security and competitive interest rates, managed by CCLA Investment Management Limited in accordance with the policies of the Church of England National Investing Bodies: The CBF Church of England Funds, the Church Commissioners for England and the Church of England Pensions Board. The objective for 2024 is to continue investing SJP restricted reserves in this fund combining a highest possible interest rate with immediate availability.

FUNDRAISING REGULATION

St James's Church Piccadilly is signed up to both the Fundraising Regulator and the Institute of Fundraising and abides by these codes of conduct. St James's Church Piccadilly employs a small team of professional fundraisers, running events and handling donations from individual supporters, trusts, foundations, and corporations. As part of the requirement and to strengthen the work around due diligence, in 2023 we have appointed the organisation Dun & Bradstreet, a global provider of business data and analytics.

No complaints have been received regarding St James's Church Piccadilly fundraising practices, and the safeguarding of all individuals, especially vulnerable adults is taken very seriously within the Development Department. All communication regarding the need for funds indicates that any size of gift is welcome, from £1 upwards, and the regulatory authority logos are used in all communications for reassurance and accountability.

For the encouragement of legacies, a member of the congregation leads on this in a volunteer capacity, an individual who is well known and respected within the community, and has been recruited for their knowledge, integrity and sensitivity.

RESERVES POLICY

The PCC has approved a policy of maintaining unrestricted general reserves at the level needed to cover at least four months of general fund expenditure on church activities, which equates to approximately £360,000. On 31 December 2023, general fund reserves were £136,830 and free reserves as defined by the Charity Commission amounted to a negative balance of £25,858. The level of unrestricted reserves is also reviewed against the risks to budgeted net unrestricted general income in the annual budget. The PCC will continue during 2024 to make efforts to restore the free reserves in line with the stated policy.
Surpluses are set aside for specific purposes, either into restricted funds as declared by a donor or resulting from the terms of an appeal, or into designated funds as determined by the PCC to be used for a particular future project or commitment. The purpose of holding the remainder of funds in the unrestricted general fund is to enable the church to cope with fluctuations in its cash flow and to provide a fund of money in case its income drops unexpectedly.
During 2023, SJP received income from its liturgical services, charitable activities, the use of its premises for letting out, a food market and from concerts and events. There are expenses already in the budget relating to these activities and the net income is taken into the general fund.

In 2023 St James's Church Piccadilly generated a general fund deficit of £303,450.

On 31 December 2023, general fund reserves were £136,830 (2022 - £337,369)
Restricted reserves were £835,202 on 31 December 2022 (2022 - -£504)
Designated reserves were £201,728 on 31 December 2022 (2022 - £343,120)

RELATED PARTIES

Transactions with any related party are on an "arm's length" basis. Details of any transactions, either directly or indirectly involving members of the PCC are given in Note 7 to the Financial Statements.

AUDIT FINANCE AND RISK COMMITTEE AND RISK MANAGEMENT

SJP has an Audit, Finance & Risk Committee to advise its PCC on the adequacy and effectiveness of systems of financial control and arrangements for risk management, governance and audit. The Committee also ordinarily reviews the contents of the Risk Register, although noting that measures are in place to mitigate many ongoing operational risks, the Committee focused its attention during 2023 primarily on new and emerging risks within our 2023 Business Plan and the missional and financial impact of continued inflation and energy crisis.

The PCC, which has the ultimate responsibility for managing any risks faced by the church, has given consideration, under advice from the Committee to the major risks to which it is exposed and has concluded that adequate systems are in place to manage these risks. It is recognised that systems can provide only reasonable but not absolute assurance that major risks have been managed.

The trustees have a risk management strategy comprising of an annual review of the principal risks and uncertainties that the church faces, the establishment of policies, systems and procedures to mitigate those risks, and the implementation of procedures

designed to minimise or manage any potential impact on the church should these risks materialise.

RISKS

The PCC identified 3 key areas of strategic risk and committed resources to mitigating these in year, as outlined below:

RISKS IN FUNDRAISING

SJP's growing dependence on Fundraising to resource delivery of the Wren Project, its 2026 strategy and to cover any shortfall against operating costs, increased its financial risks.

- If a significant delay between spending and receipt of funds was encountered, this could risk putting SJP's cashflow under significant strain.
- As mitigation against this, the PCC directed SMT to implement a more robust process for forecasting and reporting Fundraising Income, in order to manage cashflow better.
- In a fundraising shortfall scenario, the risk that SJP's reserves would be put under significant strain also increased.
- To mitigate against this, the PCC continued to invest in an expanded, professional Fundraising & Development Team and where a shortfall was forecast, strategy spending was to be paused or suspended.

Given the variety of Fundraising asks SJP planned to make (Wren Project capital & activity funding, Outreach activity funding and Operating Cost funding) and the wide pool of donors it was likely to approach, there could be increased risk to SJP's reputation from:

- Lack of clarity of what activities funds were being raised for in any given appeal, leading to incorrect allocation of donations and thereby cause for donor complaint.
- As mitigation against this, the PCC directed the Development Director to implement a more robust process for communicating the purpose of each appeal to donors and ensuring SJP verified with the donor that their donations were being allocated to the correct fund.
- The significant amounts of money being raised from a wide donor pool increased SJP's reputational risk if the suitability of significant donors was not verified.
- As mitigation against this, the PCC directed the Development Director to introduce a robust due diligence system, supported by an external expert partner, for all significant potential donors.

RISKS IN CREATIVE INCOME GENERATION

A continued slow post-pandemic recovery in West End footfall as well as the deepening energy crisis and its inflationary impact on the global economy continued to have a significant, prolonged financial impact on local hospitality and cultural enterprises in 2023. As a significant portion of SJP's annual income was forecast to come from its relatively untested Creative Programme (curated concerts, exhibitions, festivals), this presented a significant financial risk, initially mitigated by ensuring a balanced programme of cultural events (some in low risk and others higher risk in terms of ticket income).

This risk became an issue in the second quarter of 2023 with curated creative event income falling far below a higher than anticipated cost of delivery, creating a significant deficit.

- To reduce the impact of this issue the SMT, in consultation with the PCC, paused much of the remaining curated creative programme for the year and focused SJP's creative output on dry hire concert programming and reducing costs, which presented a more stable/lower risk income stream.
- The Cugoano 250 festival secured external sponsorship in advance, which enabled it to be delivered, ensuring significant cultural output and audience development was maintained despite these setbacks.
- Whilst this approach did not reverse the deficit it did limit it, preventing further losses.
- The PCC have directed, as further mitigation, that all future curated cultural programming should be funded in advance, i.e. all production costs covered by a secured sponsor or grant rather than risking a loss at the box office.

WREN PROJECT SITE CLOSURE RISKS

Under full-scope Wren Project plans, SJP's site will need to be vacated for up to 2 years while construction takes place. Whilst the timing of this is dependent on our success in raising the c.£20m capital funds required, for planning purposes we are working to late 2025 as the start point of construction.

On this timetable, it is anticipated that the church will be open for evening and weekend use in late 2026, but the remainder of the site will not be able to be occupied until late 2027.

This period causes extreme disruption to all SJP activities, impacts our ambition for growth in community, outreach, creative and income activities and introduces multiple complex risks (operational, reputational and financial).

To mitigate the impact of this disruption the PCC:

- Directed the Operations Director to produce an options analysis for relocating SJP and its full range of activities during this anticipated period of disruption.
- From this analysis the PCC selected their preferred relocation option, "Like for Like" (find a similar sized central London church which had the capacity to temporarily accommodate SJP and its full range of activities during construction).
- Subsequently, and with the blessing and support of the Diocese, a partnership with St Pancras Church, Euston was established to offer SJP this temporary home, whilst also presenting the opportunity to work together more widely, in an efficient, mutually beneficial way.
- The PCC have directed a project to scope out and develop this partnership, mitigating the risks of SJP's relocation, helping to sustain and further the mission of both churches going forward, be delivered in 2024.
- Further mitigating the project risks, the Diocese has granted full funding for a professional, sub-contracted project manager to support SJP in successfully delivering it.

The trustees believe these actions provide sufficient early warning systems, and the requisite controls and procedures in the event of adverse conditions.

PLANS FOR THE FUTURE



SJP's 2024 Business Plan seeks to move us into the second year of the strategy whilst:

- Ensuring that we act in response to everything we've learnt in 2023.
- Preparing SJP to temporarily move to St Pancras Church, Euston in 2025.
- Enabling both churches to operate resiliently from there throughout the 2-year period of Wren Construction.

Specifically, we plan to:

- Best prepare SJP pastorally, liturgically and practically to relocate and operate from St Pancras Church, Euston for 2 years commencing 2025, assuming Wren Project construction commences then.
- Retain SJP's strategic outward-looking focus on building a 'larger, more inclusive, influential SJP community'.
- At the same time, address the financial weakness in SJP's operating model by:
    - finding ways to share core costs/reduce overheads in partnership with St Pancras and others,
    - utilising SJP's site more effectively for dry hire income,
    - de-risking the financial returns of the Cultural Programme whilst maintaining creative output
    - reducing our reliance on fundraising to a more achievable amount, based on our 2023 fundraising performance.

- Reshape our staff structure, in particular our support functions (Finance, HR, IT, Marketing, Comms, Events and Project Management), to improve financial sustainability, address operational capacity/capability issues and focus our resources to greater effect.
- Invest appropriately in the Development Department to offset SJP's financial shortfall and fund its strategic ambition (including the Wren Project).
- Ensure more rigour in forecasting, cashflow management and performance reporting, including measuring our impact in all strategy areas more quantitatively to better support bids and applications processes and better understand our impact.

Our Budget ambition throughout delivery of the 2024 business plan is to restore **minimum free reserves** to policy required levels and deliver a **break-even** financial performance, without compromising SJP's "must do" activities (the minimum activities it is necessary for SJP to maintain in order to fulfil its charitable purpose, these are the gathered Sunday congregation and outreach projects, as outlined within our 2026 Strategy).

STATEMENT OF THE PAROCHIAL CHURCH COUNCIL'S FINANCIAL RESPONSIBILITIES

Law applicable to charities in England and Wales and guidance issued by the Central Board of Finance of the Church of England require the members of the Parochial Church Council (PCC) to prepare financial statements which give a true and fair view of the Parochial Church Council's activities during the year in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In preparing financial statements giving a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for the period, the members of the PCC should follow best practice and:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles of the Charities SORP (FRS102) and guidance issued by the Central Board of Finance of the Church of England.
- Make judgments and estimates that are reasonable and prudent.
- State whether the Church guidance, applicable accounting standards and statements of recommended practice 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 Parochial Church Council will continue in operation.

The Members of the PCC are responsible for keeping accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the PCC and enable them to ensure that their financial statements comply with the Church Accounting Regulations 2006, the Charity (Accounts and Reports) regulations 2008 and the Charities Act 2022. They are also

responsible for safeguarding the assets of the PCC and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

AUDITORS

The auditors, Goodman Jones LLP have indicated their willingness to be re-appointed, and a resolution proposing their re-appointment will be put to the Annual Parochial Church Meeting.

DISCLOSURE OF INFORMATION TO AUDITORS

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the Charity's auditors are unaware; and

that each Trustee has taken all steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

This report was approved by the PCC on 29 April 2024 and signed on its behalf by:

The Reverend Lucy Winkett
Rector

AUDITOR'S REPORT

Opinion

We have audited the financial statements of St James's Piccadilly (the 'charity') for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, 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).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2023 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 Charities Act 2011.

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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 Auditors' 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, except to the extent otherwise explicitly stated in our report, 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 where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the Trustees are responsible for the preparation of the financial statements which 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 charity or to cease operations, or have no realistic alternative but to do so.

Auditors' 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.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity and sector, we identified that the principal risks of non-compliance with laws and regulations related to sector regulations and unethical and prohibited business practices, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011, Charity Commission and sector regulations, and UK Tax Legislation. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). Appropriate audit procedures in response to these risks were carried. These procedures included:

- Discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reading minutes of meetings of those charged with governance;
- Obtaining and reading correspondence from legal and regulatory bodies including HMRC;
- Identifying and testing journal entries;
- Challenging assumptions and judgements made by management in their significant accounting estimates.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members; and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity'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 charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Goodman Jones LLP
Chartered Accountants and Statutory Auditors
29/30 Fitzroy Square
London
W1T 6LQ

Date:

Goodman Jones LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

St James's Church Piccadilly
Parochial Church Council
Statement of Financial Activities
For the year ended 31 December 2023

FINANCIAL STATEMENTS

	Notes	Unrestricted Funds General Funds £	Designated Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
INCOME FROM:						
Donations and legacies	2A	465,046	54,159	1,611,260	2,130,465	558,592
Church activities	2B	101,037	-	-	101,037	92,995
Use of premises	2C	611,593	-	-	611,593	480,000
Other trading activities	2D	21,473	-	-	21,473	-
Investments	2E	15,586	-	-	15,586	7,987
Other income	2F	-	-	-	-	-
TOTAL INCOME		**1,214,734**	**54,159**	**1,611,260**	**2,880,154**	**1,139,573**
EXPENDITURE ON:						
Church activities	3A	1,084,653	88,398	779,796	1,952,847	1,684,130
Raising funds						
Use of premises	3B	434,918	-	-	434,918	328,268
TOTAL EXPENDITURE		**1,519,572**	**88,398**	**779,796**	**2,387,766**	**2,012,398**
NET INCOME/(EXPENDITURE) BEFORE INVESTMENTS GAINS		**(304,837)**	**(34,239)**	**831,464**	**492,388**	**(872,824)**
NET GAINS/(LOSSES) ON INVESTMENTS		1,388	-	-	1,388	(1,946)
NET INCOME/(EXPENDITURE)		**(303,450)**	**(34,239)**	**831,464**	**493,776**	**(874,770)**
TRANSFER BETWEEN FUNDS	8	102,911	(107,153)	4,241	-	-
NET MOVEMENT IN FUNDS		**(200,538)**	**(141,392)**	**835,706**	**493,776**	**(874,770)**
RECONCILIATION OF FUNDS:						
Total funds brought forward	13A,13B	**337,369**	**343,120**	**(504)**	**679,984**	**1,554,754**
Total funds carried forward	13A,13B	**136,831**	**201,728**	**835,201**	**1,173,760**	**679,984**

St James's Church Piccadilly
Parochial Church Council
Statement of Financial Activities
For the year ended 31 December 2022

	Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total 2022
	£	£	£	£
INCOME FROM:				
Donations and legacies	353,852	63,679	141,062	558,592
Church activities	92,995	-	-	92,995
Use of premises	480,000	-	-	480,000
Other trading activities	-	-	-	-
Investments	7,987	-	-	7,987
Other	-	-	-	-
TOTAL INCOME	**934,833**	**63,679**	**141,062**	**1,139,573**
EXPENDITURE ON:				
Church activities	852,420	278,636	553,073	1,684,130
Raising funds:				
Use of premises	328,268	-	-	328,268
TOTAL EXPENDITURE	**1,180,688**	**278,636**	**553,073**	**2,012,398**
NET INCOME/(EXPENDITURE) BEFORE INVESTMENTS GAINS	**(245,855)**	**(214,958)**	**(412,012)**	**(872,824)**
NET GAINS/(LOSSES) ON INVESTMENTS	(1,946)	-	-	(1,946)
NET INCOME/(EXPENDITURE)	**(247,801)**	**(214,958)**	**(412,012)**	**(874,770)**
TRANSFER BETWEEN FUNDS	-	-	-	-
NET MOVEMENT IN FUNDS	**(247,801)**	**(214,958)**	**(412,012)**	**(874,770)**
RECONCILIATION OF FUNDS:				
Total funds brought forward	**585,170**	**558,077**	**411,507**	**1,554,754**
Total funds carried forward	**337,369**	**343,120**	**(504)**	**679,984**

St James's Church Piccadilly
Parochial Church Council
Balance Sheet as 31 December 2023

	Notes	2023	2022
		£	£
FIXED ASSETS			
Tangible	**9A**	108,944	94,019
Investments	**9B**	16,140	14,752
Heritage Assets	**9C**	53,744	-
		178,828	108,772
CURRENT ASSETS			
Trade debtors	**10A**	51,317	48,253
Other debtors	**10B**	9,272	553
Accrued income (restricted)	**10C**	100,000	-
Tax recoverable		7,710	8,264
Prepayments and accrued income		31,957	22,227
Short Term Deposits		525,819	445,342
Cash at bank and in hand		401,161	186,020
		1,127,236	710,659
CURRENT LIABILITIES			
Amounts falling due in one year	**11**	132,304	139,447
NET CURRENT ASSETS		**994,932**	**571,212**
TOTAL ASSETS LESS CURRENT LIABILITIES	**14**	1,173,760	679,984
NET ASSETS		**1,173,760**	**679,984**
PARISH FUNDS			
Unrestricted funds:	**13A**	338,558	680,488
Restricted funds	**13B**	835,202	(504)
NET FUNDS		**1,173,760**	**679,984**

Approved and authorised for issue by the Parochial Church Council on 29 April 2024.

The Reverend Lucy Winkett
The Rector
Trustee, Chair of PCC

St James's Church Piccadilly
Parochial Church Council
Statement of Cashflow
For the year ended 31 December 2023

	2023 £	2023 £	2022 £	2022 £
Net cash from operating activities		377,381		(853,822)
Cash flows from investing activities				
Dividends, interest and rent from investments	15,586		7,987	
Purchase of tangible fixed asset for the use of the PCC	(97,350)		(14,076)	
Net cash provided/(used in) investing activities		(81,764)		(6,089)
Change in cash and cash equivalents in the reporting period		**295,617**		(859,911)
Cash and cash equivalents at 1st January		631,362		1,491,274
Cash and cash equivalents at 31st December		**926,980**		631,362
Reconciliation of net income/(expenditure) before investment gains to net cash provided by operating activities				
Net income/(expenditure) as per statement of financial activities		493,776		(874,770)
Adjustments for:				
Depreciation charges		26,688		24,092
Loss from disposal of fixed assets		1,993		-
(Gains)/Losses on investments		(1,388)		1,946
Dividends, interest and rent from investments		(15,586)		(7,987)
Decrease/(Increase) in debtors		(120,959)		(40,907)
Increase/(Decrease) in creditors		(7,143)		43,804
Net cash provided by/(used in) operating activities		**377,381**		(853,822)
Analysis of cash and cash equivalents				
Cash deposit accounts		525,819		445,342
Cash at bank and in hand		401,161		186,020
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR		**926,980**		631,362

	At 1st January 2023 £	Cash-flow £	At 31st December 2023 £
Analysis of changes in net debt			
Cash	186,020	215,141	401,161
Cash equivalents	445,342	80,477	525,819
CASH AND CASH EQUIVALENTS	**631,362**	**295,618**	**926,980**

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

a) Statutory information

The Parochial Church Council of the Ecclesiastical Parish of St James, Westminster (St James's Church Piccadilly PCC) is a registered charity incorporated in England and Wales.
The registered address is: 197 Piccadilly Street, London, W1J 9LL.

b) Basis of preparation

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The financial statements have been prepared under the historical cost convention except for the valuation of investment assets, which are shown at market value. The presentation currency in these financial statements is in GBP pounds sterling (£), which is the functional currency of the charity, and all values are rounded to the nearest £, except where indicated.

c) Going concern

The financial statements have been prepared on going concern basis. The members of the PCC assess whether the use of going concern is appropriate and have identified no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The members of the PCC make this assessment in respect of a period of twelve months from the date of approval of the financial statements.

d) Public benefit entity

The Church constitutes a public benefit entity as defined by FRS102.

e) Land and buildings

The Church and the site on which the rectory and offices sit are consecrated and are excluded from accountability under Section 10(2) of the Charities Act 2011. Maintenance and improvement costs are written off in the year in which they are incurred.

f) Income

Income is recognised when the PCC is legally entitled to the income. Planned giving, collections and donations are recognised when received. Indirect giving: tax refunds are recognised as soon as the amounts are claimable. Grants and legacies

are accounted for when the PCC is legally entitled to the amounts due, receipt is probable, and the amounts can be measured reliably. Investment income: dividends are accounted for when received.

Interest and tax recoverable are accrued. The PCC does not usually invest separately for each fund. Where there is no separate investment, interest is apportioned to individual funds on a proportionate basis.

All income and gains falling within Sections 466-493 of the Corporation Taxes Act 2010 and Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to the entity's charitable objectives.

g) Expenditure and irrecoverable VAT

Payments to the Diocesan Common Fund are paid regularly and are included in expenditure for the year to which they relate. Grants from unrestricted funds (including donations to missions or charities) are recognised when determined by the PCC. Amounts received specifically for missions are dealt with as restricted funds and the liability for payment is recognised when the amounts are received. All other expenditure is generally recognised in the period to which it relates.

Expenditure on raising funds are those costs incurred in attracting voluntary income.

Charitable activities include expenditure associated with the day-to-day management of the charity and include both the direct costs and support costs relating to these activities.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

All expenditure is inclusive of irrecoverable VAT.

h) Allocation of support (overheads) costs

Resources expended are allocated to a particular church centre where the cost relates directly to an activity carried out by the centre. However, the cost of overall activities, comprising the overheads costs, is apportioned on a proportionate and consistent basis.

Overheads costs has been apportioned as follows:

- Congregation: 30%
- Cultural Programme: 24%
- Operations: 46%

i) Fund accounting

General purposes funds represent the funds of the PCC that are not subject to any restrictions regarding their use and are available for application on the general purposes of the PCC.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Designated funds are unrestricted funds earmarked by the PCC for particular purposes.

j) Tangible fixed assets and depreciation

Tangible fixed assets are capitalised where cost exceeds £1,000 and recognised when future economic benefits are probable, and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Fixtures, fittings, and equipment are depreciated in equal annual instalments over a period of four (4) years, except for the AV system and Solar PV system which useful life is ten (10) years. Items of a capital nature are reviewed for their purpose and are capitalised where they are considered to provide an ongoing use to the PCC.

k) Heritage assets

The PCC maintains four painting artworks from the artist Che Lovelace commissioned for the Cugoano250 Program held on permanent display, for public viewing, contributing to knowledge and culture. Those assets are recognised at cost and capitalised in the balance sheet. These artworks are deemed to have indeterminate lives and the PCC do not therefore consider it appropriate to charge depreciation. In exceptional circumstances, and with the approval of the PCC, the full collection of some of the items may be disposed of.

The rector and churchwardens hold on special trust for the PCC silver and plate gifted to the Church for ecclesiastical use. They date from the 17th century and therefore, there is insufficient cost information available. Due to the unique nature of these assets and their historic association with worship at the church over hundreds of years, conventional valuation techniques are not applicable and therefore they have not been recognised in the financial statements. The valuables, silver and plate, over 50 individual items in total, are listed in the church's inventory and are regarded by law as inalienable assets for which the PCC would require a faculty for disposal. There have been no additions or disposals from the collection

during the year. Most of the items are kept in secure locations including a museum, and the total value for insurance purposes is now £725,500.

l) Investments

Investments are included in the balance sheet at market value.

m) Debtors

Amounts owing to the PCC on 31st December in respect of fees, rents or other income are shown as debtors less provision for any amounts that may prove uncollectable. These are recognised initially at the settlement amount. Prepayments are valued at the amount prepaid, net of any trade discounts due.

n) Cash at bank and cash equivalents

Cash at bank and in hand and short-term deposits comprise cash and short-term highly liquid investments held with the CBF Church of England Deposit Fund, building societies and banks, maturing within three months or less from the opening of the deposit or similar account.

o) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p) Financial instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. All (including debtors and creditors) are initially recognised at transaction value and subsequently measured at their settlement value.

q) Operating leases

Rentals payable under operating leases are charged to expenditure on a straight-line basis over the period of the lease.

r) Pension scheme

The charity operates an auto enrolment pension scheme, which includes all eligible employees not already in a personal pension plan. All other eligible employees are included in their own pension plans. The contributions made by the employer were at 6% until the end of March 2018, then at 7.5% from 1st April 2018. The contributions made are charged to the SOFA in the year to which they relate.

s) Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

Other than noted below, there were no judgements of key assumptions. Income recognition, the charity receives grant income that may be subject to performance conditions and multi-year pledges. An assessment is made to determine the extent to which any performance conditions have been met, and to consider whether the charity has unconditional entitlement to multi-year pledges at each balance sheet date.

NOTE 2 INCOME

		Unrestricted Funds				
		General Funds £	Designated Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
2A	**VOLUNTARY INCOME**					
	Planned giving:					
	Gift aid - stewardship	69,257	-	-	69,257	108,110
	Tax recoverable	37,467	-	-	37,467	31,354
	Church collections	321,603	54,159	1,611,260	1,987,023	380,554
	Legacies	-	-	-	-	-
	Grants	3,500	-	-	3,500	-
	Collection boxes	31,819	-	-	31,819	37,556
	Trusts	1,400	-	-	1,400	1,018
	Cards 4 Good Causes	-	-	-	-	-
		465,046	**54,159**	**1,611,260**	**2,130,465**	**558,592**
2B	**INCOME FROM CHURCH ACTIVITIES**					
	Fees	32,927	-	-	32,927	65,347
	Lectures and Events	68,110	-	-	68,110	27,648
	Seminars and Retreats	-	-	-	-	-
	Publications	-	-	-	-	-
		101,037	**-**	**-**	**101,037**	**92,995**
2C	**INCOME FROM USE OF PREMISES**					
	Market rents	214,410	-	-	214,410	120,558
	Caffe licence	72,652	-	-	72,652	91,121
	Concerts	215,838	-	-	215,838	159,092
	Church, church hall and rectory	63,707	-	-	63,707	64,098
	Wren Flat	34,637	-	-	34,637	34,781
	Fire escape licence	10,350	-	-	10,350	10,350
		611,593	**-**	**-**	**611,593**	**480,000**
2D	**ACTIVITIES FOR GENERATING FUNDS**					
	Sale of Christmas Cards	999	-	-	999	-
	Drink sales	19,178	-	-	19,178	-
	Traidcraft-Fairtrade Stall	1,297	-	-	1,297	-
		21,473	**-**	**-**	**21,473**	**-**
2E	**INCOME FROM INVESTMENTS**					
	Interest	15,586	-	-	15,586	7,987
	Dividends	-	-	-	-	-
		15,586	**-**	**-**	**15,586**	**7,987**
2F	**OTHER INCOME**					
	Licences	-	-	-	-	-
		-	**-**	**-**	**-**	**-**
	TOTAL INCOME	**1,214,734**	**54,159**	**1,611,260**	**2,880,154**	**1,139,573**

NOTE 3 EXPENDITURE

		Unrestricted Funds				
		General Funds £	Designated Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
3A	**EXPENDITURE ON CHURCH ACTIVITIES**					
	Grants					
	Away-giving	200	-	-	200	500
	Ministry					
	Common Fund	93,000	-	-	93,000	85,200
	Clergy expenses	9,123	-	-	9,123	5,397
	Associate Rector	57,828	-	-	57,828	34,757
	Assistant Curate	13,248	-	-	13,248	19,973
	Organist and choir costs	51,671	-	-	51,671	40,348
	Salary of the Director of Music	26,617	-	-	26,617	25,392
	Altar requisites	9,919	-	2,664	12,583	8,489
	Officers, volunteers, visitors and staff expenses	10,626	-	-	10,626	7,602
	Social events	4,489	-	-	4,489	986
	Designated Projects	-	38,668	-	38,668	42,860
	Other events, and children's activities	50,369	-	-	50,369	53,242
	Salaries	352,579	29,872	4,964	387,415	358,925
	Pension contributions	24,116	1,376	355	25,847	20,402
	Telephone & Internet	11,033	-	-	11,033	9,476
	Printing and stationery	20,056	-	-	20,056	17,569
	Legal and professional fees	34,942	-	-	34,942	44,570
	Advertising & Marketing	10,446	-	-	10,446	10,792
	Depreciation	8,562	4,770	14,222	27,554	23,750
	Bank charges	2,628	-	-	2,628	2,097
	Sundry expenses	8,433	-	-	8,433	6,821
	Bad and doubtful debts	957	-	-	957	968
	Cleaning & Refuse collection	45,543	-	-	45,543	34,806
	Repairs and maintenance	13,424	-	-	13,424	10,912
	Garden maintenance	7,311	-	-	7,311	6,685
	Computer and equipment expenses	37,837	-	-	37,837	24,796
	Utilities	51,293	-	-	51,293	28,112
	Subscriptions	3,914	-	-	3,914	5,250
	Security	79,525	-	-	79,525	27,389
	Insurance	32,719	-	-	32,719	30,177
	Payroll and accountancy services	12,246	-	-	12,246	11,480
		1,084,453	**74,687**	**22,205**	**1,181,345**	**999,222**
	Projects					
	Wren renovation project	-	-	586,878	586,878	628,916
	Building Repair	-	13,711	-	13,711	36,865
	CCTV system	-	-	13,600	13,600	-
	Music scholarship program	-	-	18,122	18,122	18,627
	Chelsea Flower Show 2024	-	-	30,022	30,022	-
	Cugoano250 Program	-	-	108,970	108,970	-
		-	**13,711**	**757,591**	**771,303**	**684,408**
	TOTAL	**1,084,653**	**88,398**	**779,796**	**1,952,847**	**1,684,130**
3B	**EXPENDITURE ON USE OF PREMISES**					
	Markets	33,513	-	-	33,513	23,209
	Café	-	-	-	-	-
	Concerts	401,405	-	-	401,405	305,058
	Basement	-	-	-	-	-
	Wren Flat	-	-	-	-	-
	TOTAL	**434,918**	**-**	**-**	**434,918**	**328,268**
	TOTAL EXPENDITURE	**1,519,572**	**88,398**	**779,796**	**2,387,766**	**2,012,398**

NOTE 4 STAFF COSTS

	2023 £	2022 £
Wages and salaries	639,003	506,577
Employer's national insurance contributions	57,912	46,619
Pension costs	48,052	38,113
TOTAL	**744,967**	**591,309**

Analysed as follows:		2023 £	2022 £
Activities directly related to the work of the church:	Director of Music	26,617	25,392
	Verger's fees	1,580	1,888
Church management and administration:	Administration	380,434	340,100
Use of premises:	Concerts	217,020	192,330
Projects:	Solidarity	20,798	12,826
	Cugoano250 Program	1,892	-
	Wren renovation project	96,626	18,773
	TOTAL	**744,967**	**591,309**

Average number of employees	2023 No.	2022 No.
	23	20

No. of employees earned more than £60,000	2023 No.	2022 No.
	-	-

The remuneration of the key members of staff amounted to £391,066 (2022 - £319,039)

NOTE 5 AUDITORS' REMUNERATION

	2023 £	2022 £
Audit	8,000	8,000
TOTAL	**8,000**	**8,000**

NOTE 6 GRANTS

Away-giving
The amount for grants is agreed by the PCC through the budget for the year. Applications for grants are invited from the church community at the Annual Church Parochial Meeting. The PCC appoints a small committee to review the applications. Applications need to show a clear relationship between the church and the project and information about how the money is to be used.
Projects need to fit within our mission statement. The PCC makes the final decision.

The away-giving represents the following grants made by PCC:

	2023 £	2022 £
Student Christian Movement	200	-
Grace Bible Church-Pakistan	-	500
TOTAL	**200**	**500**

NOTE 7 RELATED PARTIES

During the year the following payments were made for PCC members:

	2023 Number	2022 Number	2023 £	2022 £
Clergy accommodation and other expenses	5	5	9,123	6,318

		2023 £	2022 £
Lucy Winkett	Leaving gifts for staff or PCC members	-	328
Lucy Winkett	Hospitality for clergy visit	-	
Alison Beck	As singer for different events	260	395
Deirdre Hetherington	School Shoes	52	-
Tracy McKeever	Hours worked as casual verger	820	-
Claire M. Wright	Home for Good, meeting hospitality	-	22
Ayla Lepine	Festival expenses	47	-
	TOTAL	1,179	745

	2023 £	2022 £
Total donations from PCC members to the Church	28,720	46,977

All transactions involving elected members of the PCC are dealt with on an "arm's length" basis and the individual PCC members concerned do not derive any personal benefit from such transactions.

None of the trustees in either the current or prior years received any remuneration

NOTE 8 ANALYSIS OF TRANSFERS BETWEEN FUNDS

	Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total £
Undesignation of Solidarity Fund	17,024	(17,024)	-	-
Undesignation of Special Projects Fund	40,129	(40,129)		-
Partial Undesignation of Building Repairs Fund	50,000	(50,000)		-
Deficit balance Music Scholarship	(4,241)	-	4,241	-
TOTAL	102,911	(107,153)	4,241	-

Undesignation of Solidarity Fund

PCC on 03 July 2023 resolves to un-designate funds currently held in the 'Solidarity Fund', dissolving this fund to simplify the message and amplify fund raising for social justice work.

Undesignation of Special Projects Fund

PCC on 08 April 2024 resolves to un-designated and close this fund, excess on funds to cover business plan and project that were financed with other sources.

Partial Undesignation of Building Repairs Fund

PCC on 08 April 2024 resolves to un-designated £50,000 in compensation of the donation for the same amount registered as restricted.

Deficit balance Music Scholarship

Management decision to cover the deficit in this fund at year end.

NOTE 9 FIXED ASSETS

			AV Equipment £	Office Equipment £	Furniture and Fixtures £	Total £
9A	**TANGIBLE**					
	Cost	at 1st January 2023	46,400	137,860	176,092	360,351
		Disposal	-	(1,058)	(2,678)	(3,736)
		Additions at cost	-	33,654	9,952	43,606
		at 31st December 2023	**46,400**	**170,456**	**183,365**	**400,221**
	Depreciation	at 1st January 2023	9,018	119,137	138,177	266,332
		Withdrawn on disposals	-	(683)	(1,060)	(1,743)
		Charge for the year	4,640	12,606	9,442	26,688
		at 31st December 2023	**13,658**	**131,060**	**146,559**	**291,277**
	Net book value	at 31st December 2023	**32,742**	**39,396**	**36,806**	**108,944**
		at 31st December 2022	37,382	18,722	37,915	94,019

			Accumulated Fund £	Legacy Fund £	Total £
9B	**INVESTMENTS**				
		Market value at 1st January 2023	11,653	3,099	14,752
		Unrealised gain/loss on revaluation	1,388	-	1,388
		Market value at 31st December 2023	**13,041**	**3,099**	**16,140**
			No. of shares	**No. of shares**	
			564	150	

The investments are managed by The Central Board of Finance of the Church of England. The historical cost is as follows:

The Central Board of Finance of the Church of England: Investment Fund	2023	2022
150 shares (Legacy Fund)	141	141
564 shares (Accumulated Fund)	562	562
	703	**703**

The market values of the investments are as quoted by The Central Board of Finance of the Church of England.

			2023		
9C	**HERITAGE ASSETS**	**Basis of capitalisation**	**At Cost**	**At Valuation**	**Total £**
	Cost	at 1st January 2023	-	-	-
		Disposal	-	-	-
		Additions at cost	53,744	-	53,744
		at 31st December 2023	**53,744**	**-**	**53,744**
	Depreciation/impairment	at 1st January 2023	-	-	-
		Withdrawn on disposals	-	-	-
		Charge for the year	-	-	-
		at 31st December 2023	**-**	**-**	**-**
	Revaluation		-	-	-
	Net book value	at 31st December 2023	**53,744**	**-**	**53,744**
		at 31st December 2022	-	-	-

The PCC maintains in Church narthex four painting artworks from the artist Che Lovelace commissioned for the Cugoano250 Program held on permanent display, for public viewing, contributing to knowledge and culture.

NOTE 10 DEBTORS

		2023 £	2022 £
10A	**TRADE DEBTORS (UNRESTRICTED FUNDS)**		
	Sales ledger balances	57,015	52,994
	Less: Provision for doubtful debts:	(5,698)	(4,741)
	TOTAL	**51,317**	**48,253**

		2023 £	2022 £
10B	**OTHER DEBTORS (UNRESTRICTED FUNDS)**	**9,272**	**553**

		2023 £	2022 £
10C	**ACCRUED INCOME (RESTRICTED FUNDS)**		
	The Mosawi Foundation pledge 2024-2025	**100,000**	**-**

NOTE 11 CURRENT LIABILITIES

	2023 £	2022 £
CREDITORS: AMOUNTS FALLING DUE IN ONE YEAR (UNRESTRICTED FUNDS)		
Trade creditors	89,836	117,834
Accruals	23,500	4,949
Taxation and social security	18,524	15,609
Other creditors	444	1,055
TOTAL	**132,304**	**139,447**

NOTE 12 FINANCIAL INSTRUMENTS

	2023 £	2022 £
Financial assets measured at fair value through income and expenditure	**943,120**	**646,114**

The above comprises fixed asset investments, cash deposit accounts and cash at bank and in hand.

NOTE 13 FUNDS

		2023 £	2022 £
13A	**Unrestricted funds:**		
	General Funds:		
	Surplus Fund Account	**136,831**	**337,369**
	Designated Funds:		
	Designated Building Repair Fund	146,892	206,816
	Church Renovation Fund	-	-
	Solidarity Fund	-	20,151
	Congregant Support Fund	-	-
	Special Projects	-	54,649
	Marketing	17,448	27,898
	Eco-Church	3,983	3,983
	Caravan Counselling	2,401	2,401
	Future Staffing Fund	-	-
	Designated Fixed Assets Fund	31,003	27,222
	Total Designated Funds	**201,728**	**343,120**

The designated funds represent sums which have been set aside out of unrestricted funds by the Parochial Church Council to fund special projects and ministries and for the purpose of replacing the church's assets.

Projects: FEAST, Sunday Breakfast and Wardrope

13B	**Restricted funds**		
	Organ Appeal Fund	3,553	3,553
	Church Renovation Fund	533,209	(79,430)
	Chelsea Flower Show 2024	26,978	-
	Cugoano Program250	-	-
	Fixed Assets Fund	106,775	53,653
	Staffing Fund (Restricted)	14,681	-
	Music Scholarship Program	-	7,880
	Easter & Decorations	5	240
	Restricted Building Repair Fund	150,000	-
	AV Equipment Fund	-	13,600
	Total Restricted Funds	**835,202**	**(504)**

The Organ Appeal Fund was established in 1982 to provide for repair and renovation costs of the organ.
The planning application for the Wren Project was granted in full in February 2023
Application awarded for funding to create a garden for the Chelsea Flower Show 2024
Funds to commemorate the 250th anniversary of the baptism of Quobna Ottobah Cugoano
Fixed Assets using culture recovery grant and church renovation funds
Fund to cover the food outreach coordinator position
Started in the autumn of 2021. Young musicians with talents and creativity will enhance the music of services.

The Mosawi Foundation pledge
Funds used for the design, supply and installation of CCTV system

13C Summary of fund movements

	Unrestricted Funds											Restricted Funds										
2023	General Fund £	Congregant Support £	Eco-Church £	Caravan Counselling £	Designated Future Staffing £	Special Projects £	Marketing £	Church Renovation £	Designated Building Repair £	Designated Fixed Assets £	Solidarity £	Church Renovation £	Organ Appeal £	Chelsea Flower Show 2024 £	Cugoano Program250 £	AV Equipment £	Easter&Dec orations £	Staffing Fund £	Music Scholarship £	Building Repair Fund £	Fixed Assets £	Total £
Balance at 1st January 2023	337,369	-	3,983	2,401	-	54,649	27,898	-	206,816	27,222	20,151	(79,430)	3,553	-	-	13,600	240	-	7,880	-	53,653	679,984
Income	1,214,734	-	-	-	-	-	-	-	3,788	8,552	41,819	1,199,518	-	57,000	108,970	-	2,429	20,000	6,000	150,000	67,344	2,880,154
Expenditure	(1,519,572)	-	-	-	-	(14,520)	(10,450)	-	(13,711)	(4,770)	(44,947)	(586,878)	-	(30,022)	(108,970)	(13,600)	(2,664)	(5,319)	(18,122)	-	(14,221)	(2,387,766)
Investment gains/(losses)	1,388	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,388
Transfer between funds	102,911	-	-	-	-	(40,129)	-	-	(50,000)	-	(17,024)	-	-	-	-	-	-	-	4,241	-	-	0
Balance at 31st December 2023	**136,831**	**-**	**3,983**	**2,401**	**-**	**-**	**17,448**	**-**	**146,892**	**31,003**	**-**	**533,209**	**3,553**	**26,978**	**-**	**-**	**5**	**14,681**	**-**	**150,000**	**106,775**	**1,173,760**

	Unrestricted Funds											Restricted Funds										
2022	General Fund £	Congregant Support £	Eco-Church £	Caravan Counselling £	Designated Future Staffing £	Special Projects £	Marketing £	Church Renovation £	Designated Building Repair £	Designated Fixed Assets £	Solidarity £	Church Renovation £	Organ Appeal £	Chelsea Flower Show 2024 £	Cugoano Program250 £	AV Equipment £	Easter&Dec orations £	Staffing Fund £	Music Scholarship £	Building Repair Fund £	Fixed Assets £	Total £
Balance at 1st January 2022	585,170	633	3,983	2,516	39,771	51,975	37,981	132,213	241,896	27,203	19,906	306,729	5,380	-	-	13,600	80	11,009	9,351	-	65,358	1,554,754
Income	934,833	-	-	-	-	20,000	-	969	1,785	3,644	37,281	122,745	10	-	-	-	1,151	-	17,156	-	-	1,139,573
Expenditure	(1,180,688)	(633)	-	(115)	(39,771)	(17,326)	(10,083)	(133,182)	(36,865)	(3,625)	(37,036)	(508,904)	(1,836)	-	-	-	(991)	(11,009)	(18,627)	-	(11,705)	(2,012,398)
Investment gains/(losses)	(1,946)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1,946)
Transfer between funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance at 31st December 2022	**337,369**	**-**	**3,983**	**2,401**	**-**	**54,649**	**27,898**	**-**	**206,816**	**27,222**	**20,151**	**(79,430)**	**3,553**	**-**	**-**	**13,600**	**240**	**-**	**7,880**	**-**	**53,653**	**679,984**

NOTE 14 SUMMARY OF ASSETS BY FUND

2023	Unrestricted Funds			
	General Funds £	Designated Funds £	Restricted Funds £	Total 2022 £
Tangible fixed assets	162,688	31,003	106,775	300,467
Investments fixed assets	16,140	-	-	16,140
Current assets	76,434	170,724	728,426	975,585
Liabilities	(118,432)	-	-	(118,432)
TOTAL	**136,831**	**201,728**	**835,202**	**1,173,760**

2022	Unrestricted Funds			
	General Funds £	Designated Funds £	Restricted Funds £	Total 2022 £
Tangible fixed assets	94,019	27,222	53,653	174,893
Investments fixed assets	14,752	-	-	14,752
Current assets	351,236	315,898	(54,157)	612,977
Liabilities	(122,639)	-	-	(122,639)
TOTAL	**337,369**	**343,120**	**(504)**	**679,984**

NOTE 15 COMMITMENTS UNDER OPERATING LEASES

At 31st December the PCC had a commitment under two non-cancellable operating lease in respect of photocopiers as follows:

	2023 £	2022 £
Within one year	2,064	9,041
In 2-5 years	-	2,135
TOTAL	**2,064**	**11,176**

NOTE 16 CAPITAL COMMITMENTS

Capital commitments contracted but not provided for in the financial statements are as follows:

New Electrical Connections	
Project UKP11252 with UK Power Solutions Ltd.	173,629
Deposit paid in 2022	(46,203)
The contestable element of the project, paid in 2023	(11,760)
TOTAL	**115,667**

On 26th April 2022, the PCC accepted the proposal for the provision from UK Power Solutions Ltd. of new electrical connections for the premises.
As at the balance sheet date, the PCC had paid a total of £57,963, representing 33% of the purchase, VAT incl.

Capital commitments at 31 December 2022 totalled £161,502.

THE PAROCHIAL CHURCH COUNCIL OF THE ECCLESIASTICAL PARISH OF ST JAMES, WESTMINSTER

England & Wales - Charity number 1133048

Accounts



St James's
PICCADILLY

St James's Church, Piccadilly PCC

197 Piccadilly, London W1J 9LL • 020 7734 4511
www.sjp.org.uk • enquiries@sjp.org.uk • @StJPiccadilly • Registered Charity No.1133048
Rector: The Revd Lucy Winkett
Clergy: The Revd Dr Ayla Lepine (Associate Rector), The Revd Dr Mariama Ifode-Blease, The Revd Dr Ivan Khovacs, The Revd Daniel Norris

PAROCHIAL CHURCH COUNCIL

Annual Report and Financial Statements

for the year ended 31 December 2022

Charity Number 1133048

St James's Church, Piccadilly
Parochial Church Council

CONTENTS

PCC ADMINISTRATIVE INFORMATION 4
FOREWORD 5
STRUCTURE, GOVERNANCE AND MANAGEMENT 7
OBJECTIVES AND ACTIVITIES 7
ACHIEVEMENTS AND PERFORMANCE 12
New Cultural Programme 13
FINANCIAL REVIEW 14
Income 14
Expenditure 15
Investments 15
Fundraising Regulation 15
RESERVES POLICY 16
RELATED PARTIES 16
AUDIT COMMITTEE AND RISK MANAGEMENT 17
Risks 17
PLANS FOR THE FUTURE 18
Establishing A Longer-Term Strategy & Objectives 18
STATEMENT OF THE PAROCHIAL CHURCH COUNCIL'S FINANCIAL RESPONSIBILITIES 19
Auditors 20
Disclosure of Information to Auditors 20
AUDITOR'S REPORT 21
FINANCIAL STATEMENTS 25
NOTES TO THE FINANCIAL STATEMENTS 29

St James's Church, Piccadilly
Parochial Church Council

Status:	The PCC is a registered charity, number 1133048
Governing documents:	The Church Representation Rules and The PCC (Powers) Measure 1956
Operational address:	St James's Church, Piccadilly 197 Piccadilly London W1J 9LL
Website:	www.sjp.org.uk
Bankers:	The Co-operative Bank 80 Cornhill London EC3V 2HR CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling ME19 4JQ
Solicitors:	Bates Wells 10 Queen Street Place London EC4R 1BE
Auditors:	Goodman Jones LLP 29 / 30 Fitzroy Square London W1T 6LQ

PCC ADMINISTRATIVE INFORMATION

The Parochial Church Council (PCC), registered with the Charity Commission as of 1 December 2009, presents its Annual Report for the year ended 31 December 2022 which complies with current statutory requirements.

The members of the Parochial Church Council, who were trustees of the charity, during the year are:

The Reverend Lucy Winkett	(Clergy, Rector)
The Reverend Dr John Russell	(Clergy, Associate Rector, appointed May 2020 resigned February 2022)
The Reverend Dr Ayla Lepine	(Clergy, Associate Rector, appointed July 2022)
The Reverend Dr Ivan Khovacs	(Clergy)
The Reverend Daniel Norris	(Clergy)
The Reverend Dr Mariama Ifode-Blease	(Clergy, Assistant Curate, appointed October 2020)

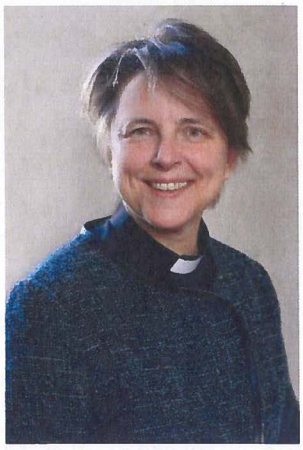
Deborah Colvin	(Churchwarden, elected April 2017, last re-elected October 2020)
Trevor Lines	(Churchwarden, elected April 2017, last re-elected October 2020)
Helen-Claire Burt	(elected May 2022)
Julie Cunningham	(Deanery Synod representative, elected October 2020
Shirley Dixon	(Deanery Synod representative, elected April 2018, re-elected October 2020, resigned 28 November 2022)
Rosalind Fane	(Deanery Synod representative, elected October 2020)
Deirdre Hetherington	(elected May 2022)
Joanna Hines	(Deanery Synod representative, elected October 2020)
Monica Bashabe	(elected October 2020)
Alison Beck	(elected October 2020)
David Loyn	(elected April 2019, re-elected May 2022)
Ben Mariam	(elected October 2020)
Lia Dong Shimada	(elected as Deanery Synod rep from April 2016, elected as lay member October 2020)
Heather Williams	(elected April 2016, re-elected April 2019, resigned 8 May 2022)
Wilson Wong	(elected April 2017, re-elected October 2020)
Claire Wright	(elected October 2020)

The following attended PCC meetings as appropriate but is not a trustee of the charity:

Keith Best	(PCC Secretary, appointed August 2021)

New PCC members are provided with an induction which includes advising them of their responsibilities and representatives are invited to attend training sessions arranged by the Diocese of London to keep them up to date with their responsibilities. Professionals are invited to advise at PCC meetings. Free training sessions run by lawyers and accountants are notified to PCC members for their attendance.

FOREWORD


Reverend Lucy Winkett

In a challenging environment socially, politically, economically, at a time of climate emergency and a hugely challenging time for the national church institution as a whole, St James's has taken time 2019-22 to formulate a reinvigorated plan for its direction in this perplexing time. The PCC members, the trustees, working with consultants, have taken the step of contributing to the future wellbeing of society by setting a direction that attempts to draw the boundaries around what is 'church' even more inclusively and broadly. This builds on the decades-long reputation that St James's has for open-hearted and open-minded activities, gatherings and projects. The core of St James's life is its historic vocation to gather people for Christian worship and prayer, and care for the parish. But equally direction,

is the invitation to people of all faiths and none to gather and explore life's meaning, whether that is at a Christian act of worship or not. The significant surplus made in 2021 was invested by trustees in 2022 in a new Senior Management Team (SMT), tasked with the formation of a strategy, the crafting of objectives and the professionalisation of a monitoring and assessment process that could start to deliver this vision, while planning too for The Wren Project. The Wren Project is a £20m transformation and rejuvenation project, restoring the Wren church and re landscaping the garden, adapting other buildings. Phase 2 of the Wren Project is a campaign to raise £10m in endowment.

2022 has been a year of learning, capacity building and experimentation in terms of reaching new audiences, re-gathering church congregations after the pandemic, and planning for the restoration and rejuvenation of the site in the 'Wren Project'. For PCC members (trustees) 2022 has been an exciting journey in terms of putting together the three years strategy, bringing the vision to life. But it has not been an easy year either, as implementation of this direction has meant change to trustee agendas and patterns of meetings, the delegation to a professional SMT of the executive function and has brought the significant challenge of income generation to the fore.

In this volatile environment in society generally and at a time of change for the church the PCC was especially satisfied to see that the 2022 budget was exceeded, assuring, over 24 months, a breakeven situation after the surplus investment of 2021.

The assurance of an integrated 3-year strategy has also given shape to the agility needed by trustees and staff, given the uncertainty of the timing of The Wren Project. New obligations are also placed on the PCC through the Protect Duty and Martyn's Law regarding the oversight of a central London site open to the public seven days a week. Maintaining the balance needed in governance between planning, assurance and handling the volatility of current circumstances, both external and internal, has demanded a lot of time, energy and commitment from trustees and senior management. But in managing risk, which is being done prudently and clearly with an independent Audit

Committee and revised risk register, it is clear the greater risk to the church's core mission is not being bold in this way.

The PCC, the elected council of the church, in partnership with the Rector and clergy team, remain bold and visionary, committed to shaping church life, both for those who feel comfortable in a Church of England setting, but especially, with their attention focussed on those who do not. St James's will continue to move forward, in its day-to-day open-door policy, the maintenance of its historic building, site and garden seven days a week, in its experimental cultural programming and daily rhythm of prayer, in its development strategy and engagement with its neighbours and in its feeding and clothing of all who come in need. The next three years of the new strategy are in front of us, and the PCC view this time with hope, realistic understanding of the challenges, and determination to remain outward-looking. One new programme that encapsulates the attempt to bring all of this together is the proposed St James's Changemaker Programme. Dependent on funding this programme, linked to the development of the Wren Project, invites young people to imagine the world to be different and will form a community of young changemakers across five disciplines in society, rooted in the values and vision of St James's Piccadilly. This is still in development but is an indication of St James's approach to the challenges and changes that lie ahead in a post Covid 19 central London (still recovering economically), handling climate emergency and a cost-of-living crisis and, at the time of writing, war in Europe. A former Rector of St James's (William Temple, rector 1914-18) said that church is the only institution in society that exists for the benefit of those who do not belong to it. This is the outward looking approach that guides St James's mission today.

Reverend Lucy Winkett, Rector and PCC Chair of Trustees

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Parish of St James's, Piccadilly is a parish within the Church of England as defined by canon law. Individual parishes within the Church of England do not have a separate constitution. They work within the framework of Church of England ecclesiastical law. The Parochial Church Council is a corporate body established by the Church of England. The PCC operates under the Parochial Church Council (Powers) Measure 1956.

During 2022 the PCC consisted of nine elected members in accordance with Church of England representation rules together with four Deanery Synod representatives, two Churchwardens, and clergy.

The pay and remuneration of the church's key personnel is set by members of the Senior Management Team (SMT) under the delegated authority of the PCC. SJP undertake annual benchmarking comparable with other charitable organisations to ensure that SJP remains competitive within the sector. This exercise covers all staff, including managers remuneration, and is undertaken by the Human Resources Advisor. The results of the benchmarking are analysed alongside with the skills and experience of each employee to understand the remuneration options available. In broad terms, all salary bands are reviewed annually, and any inflationary increments is deemed appropriate and affordable for the overall pay-scale. Details of staff costs for the year are shown in note 4 of the financial statements.

OBJECTIVES AND ACTIVITIES

The aim, purpose and vocation of every Church of England parish is primarily to promote the mission of the church by serving every person within the historic parish boundary, hold regular public Christian services to which all are welcome, and to guard, promote and safeguard the historic assets of the church, held in trust for the people of England. The Church of England nationally has developed 'Five Marks of Mission'. These are:

- To proclaim the Good News of the Kingdom
- To teach, baptise and nurture new believers
- To respond to human need by loving service
- To transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation
- To strive to safeguard the integrity of creation, and sustain and renew the life of the earth

St James's parish is in central London with a small residential population (around 1,000), with around 7,000 businesses, high footfall through the site seven days a week, and a dedicated and energetic gathered congregation, who meet on Sundays for worship, run social action projects and form Christian community.

The vision developed through 2022 is encapsulated in the statement 'Rooted in God's earth, we envision a just society and a creative, open-hearted church'. The ambition set by the Church Council is 'A larger, more inclusive, imaginative and influential SJP community in a transformed site by 2026'. The values of St James's have been identified as Contemplation, Action, Adventure, Courage and Kindness.

Directly related to the support and delivery of the Church of England's Five Marks of Mission, the church's activity is delineated into five missions of its own, outlined below, fit for the context of St James's Piccadilly. In addition to the core activity of holding religious services, these purposes are distinctive, focussed on people of all faiths and none (not just practising Christians), on environmental work, social impact projects and an innovative creative programme.

In 2022, SJP's PCC developed and launched an ambitious new strategy to fulfil its purpose and provide increased public benefit, over a challenging 3-year horizon. Direction was determined by careful analysis of likely environmental conditions and the increased unmet public need they might produce.

Prominent amongst the challenges identified and activities undertaken were:

- Declining UK socio-economic conditions in the wake of BREXIT, COVID, Rising Inflation and the Energy Crisis were assessed as likely to increase the number of people falling into poverty, homelessness, depression and crime.

- Support from the wider Charity & Public sectors was assessed likely to be under significantly increased strain and therefore unlikely to fully address this challenge, resulting in more unmet public need.

1. As has been stated previously, SJP's Charitable Purpose is to promote the whole mission of the Church of England (CofE), from within our parish. To meet the third and fourth marks of that mission (to respond to human need by loving service, and to transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation), the PCC identified four aims for Public Benefit:

- Increase SJP's capability to deliver high quality hot food to more members of the public experiencing homelessness/food poverty through SJP's twice-weekly Food Outreach programmes.

- Develop a drop-in Wardrobe programme to provide high quality donated clothing to members of the public experiencing homelessness and/or poverty.

- Maintain the on-site Caravan counselling service, providing a free drop-in mental health service to the public over a period of increased anxiety. This service, delivered by final year trainee counsellors as part of their qualification, also supports capacity building in public mental health services.

- To maintain a safe green space (the Southwood Garden), that is accessible to the general public for peaceful respite. This aim also fulfilled the fifth mark of CofE's mission (To strive to safeguard the integrity of creation and sustain and renew the life of the earth), winning a Gold Eco-Church award.



2. Alongside these challenging socio-economic conditions, there remained a continuous decline in faith and church attendance in the UK. With only 1% of UK 18–24-year-olds identifying themselves with Anglican Christianity, this trend (if left uncorrected), painted a bleak future for CofE's first and second marks of mission (to proclaim the Good News of the Kingdom, and to teach, baptise and nurture new believers). In a challenging time, the sources of comfort and messages of hope that the church has traditionally provided were increasingly failing to engage/inspire/benefit the public. The reasons behind this decline are complex but, three areas of opportunity to partially address it stood out from SJP's analysis; that the church remained valued by the public for its social impact projects and environmental stance, that young people were more likely to engage with the church through cultural activities, and that promoting more clearly the modern church's values alongside its beliefs (in particular, providing opportunities to explore and champion shared values together regardless of faith, through face to face activities, advocacy and increasingly online broadcasting), was necessary for the public to more clearly identify what the church stood for and to benefit from becoming a part of its extended community.

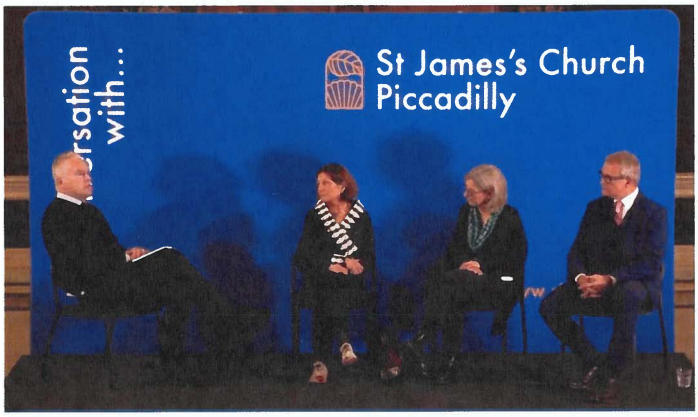
   To meet the third, fourth and fifth marks of mission, the PCC identified two broad aims for Public Benefit from its assessment:

- To further diversify and extend (beyond a congregation-centred model), its volunteer pool; enabling a wider community of all faiths and none to come together to support social and earth justice initiatives in alignment with the church's values (but not necessarily its beliefs). This enabled more members of the public to benefit from "giving something back" to society in an inclusive way by volunteering to support activities such as FEAST, Sunday Breakfast & Wardrobe (food outreach and social impact initiatives in support of our homeless and/or impoverished community members).



- To develop a carefully curated, mission aligned programme of cultural events, through which to engage a more diverse and younger audience on the church's core values of Contemplation, Action, Adventure, Courage & Kindness. In this way, as a "Provocateur for Good", SJP aimed to inspire a wider section of society to determine and develop strong personal values and adopt aligned behaviours to benefit society as a whole.

3. Over 2022 the newly formed Development Department continued to develop relationships across the parish of St James's with the aim of nurturing and engaging partners to support the day-to-day life of St James's, this alongside those identified to support The Wren Project. St James's has been encouraged to see corporate volunteers from within the community give of their time, and were blessed to see that from that service, for some in this community, a journey of faith and closer engagement with the church came. 2022 started with working to communicate our message in different ways, aimed at our parish and neighbours: first through an 'In-Conversation' series with the BBC presenter Huw Edwards as host.



Local celebrities such as Stephen Fry, Hugh Bonneville and Emerald Fennell, all took part and helped share the mission of St James's and the importance of the outreach work in the community. The Friends of St James's was created, aimed at individuals, not necessarily part of the Sunday congregation, to enable them to support our community outreach on a monthly basis and the Corporate Friends of St James's was created alongside. We saw a 50% increase across the year in our Friends of St James's and welcomed seven founder Corporate Friends, all making possible the ongoing outreach work. We were also able to secure several grants to support St James's mission including the Aziz Foundation and Mosawi Foundation. We were also thrilled to have in-kind support that sees, for example, a quarterly delivery of produce to help with 'Feast', our weekly meal with people going through homelessness or on low incomes.

To support The Wren Project, a series of dinners was created for 20 people each time, with a view to forging longer lasting relationships that become part of the wider support network of the church. From these engagements, St James's received pledges of funds and also introductions to other local networks and in-kind support.





We ended the year with the Heart of St James's Christmas Appeal, and were grateful to the actor Adjoa Andoh, who created an inspiring film with an invitation to become a Friend of St James's. Our inaugural Christmas Gala 'Beacon of Light' fundraising concert ended the year with amazing music performed by The Sixteen ensemble with Septura Brass and featured the world premiere of a commissioned work as part of the creation of a new St James's Songbook. Sponsored by a group of young professionals within the parish, the work took the words of William Blake 'To See a World in a Grain of Sand', with music composed by Sarah McDonald. With this piece, we have now begun a journey that each year will see a new music commission proclaiming the good news of the gospel each Christmas. Over 200 people gathered for the post event reception held at the RAA, for which we are the Parish Church. All went away ready for 2023 with a bottle in hand of the new St James's 1684 Gin, each helping us raise a little more to keep the work of St James's alive and well.

4. Sustaining this work for the public benefit also required the PCC to better utilise the income generation potential of its church site in Piccadilly, in a mission-aligned way. To sustain activities for the Public Benefit, in a way that met the third and fourth marks of mission, the PCC directed a specific change to its site-based income scheme:

- Supporting a partnership with a profit for purpose provider (Redemption Roasters) to improve offender rehabilitation. The latter train prison residents and people at risk of crime with the skills they need to gain secure and meaningful employment.



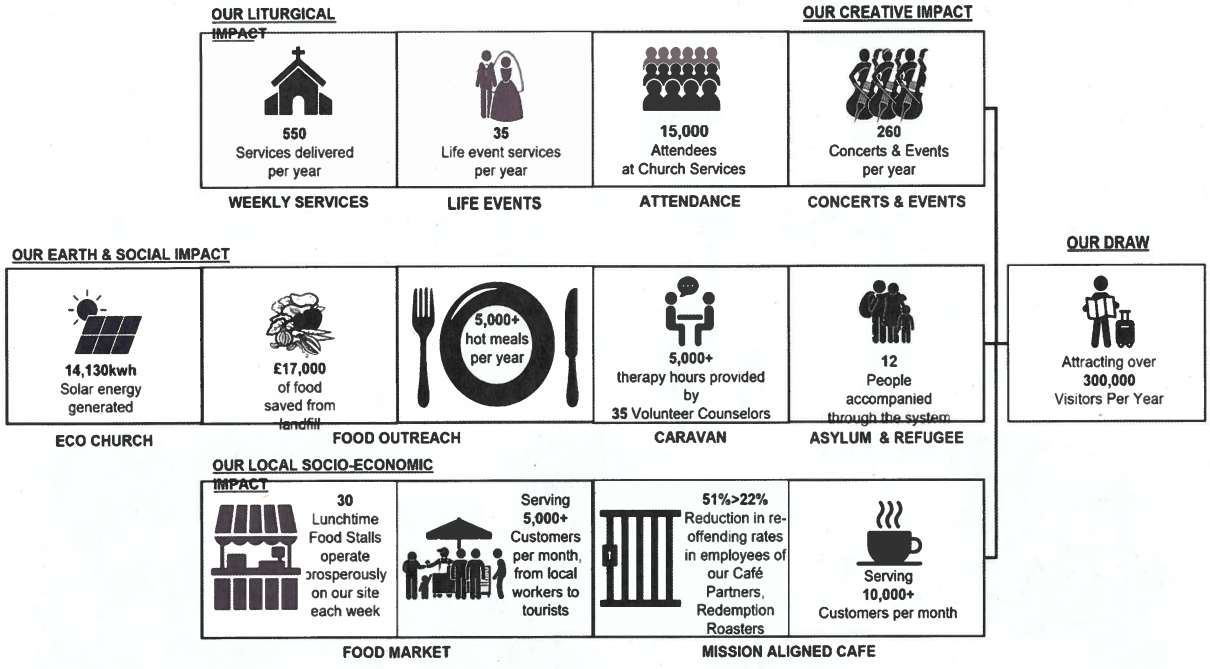
- The long-standing Courtyard Food Market (operated by Foodish Ltd.), expanded its operation from two to four days per week as the country emerged from Pandemic in 2022, helping to further boost on-site income generation.

In setting the objectives and activities of the Charity, the Trustees have had due regard for the guidance issued by the Charity Commission in respect of public benefit.

ACHIEVEMENTS AND PERFORMANCE

St James's Church, courtyard and garden are open seven days a week from 8am until late most days. The staffing of such a public site in the centre of London requires significant resource in itself, in order to provide a well maintained, safe site for all who come. The public benefit of having a Grade I listed heritage asset freely accessible, at no charge, to visitors, providing access to world famous architecture, carvings, art, public space to rest and well-maintained green space is clear. In addition, a weekly programme of music recitals, free to the public, is offered, alongside daily services of prayer and reflection. The Caravan counselling project located in the garden offers free listening on a drop-in basis, and in 2022, a new profit for purpose café partner (Redemption Roasters) was identified and opened.

The next graphic summarises SJP's key achievements quantitively.



Amongst these it is worth highlighting:

- The recovery in footfall post-pandemic has significantly restored SJP's ability to engage the public in the whole mission of the church, with a draw of an estimated 300,000 visitors per year.
- Our Food Outreach volunteers provided 5,000+ free hot meals to homeless/impoverished community members via the FEAST and Sunday Breakfast

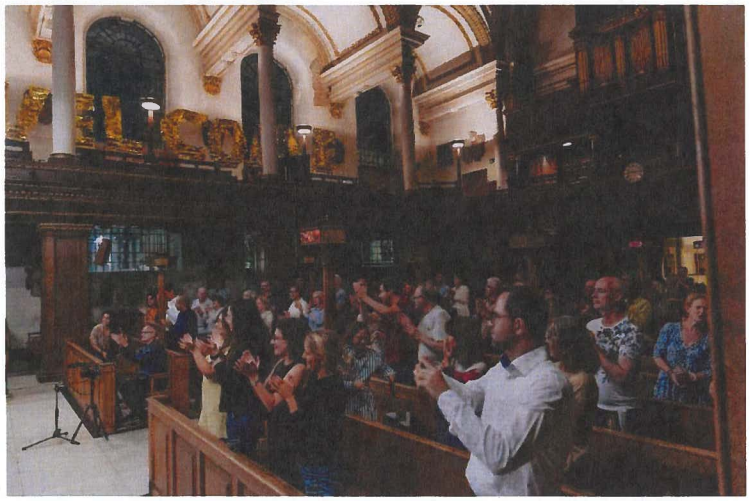
initiatives in 2022 and saved c.£17,000 of food from going into landfill while doing that.

- SJP now supports a 51% to 22% reduction in reoffending rates through its café partnership with Redemption Roasters

New Cultural Programme

With the surplus from 2021, the PCC invested in a new cultural programme for 2022, as part of the strategic direction, with the objective of reaching new audiences, and inviting more diverse communities to engage with the life of St James's. The ambition is to grow a more inclusive, diverse, imaginative and influential SJP community by addressing life's big questions through art, music, and gatherings of different kinds. The vocation of St James's as a central London church, to raise deeper questions and convene diverse gatherings has driven this investment, founded in the belief rooted in Christian theology, that creativity is in itself a language of the human spirit. The cultural programme's purpose is to be a 'provocateur for good', finding partners, individual practitioners, performers and allied organisations to curate programmes that invite people who may think that church is not for them.

2022 has seen the recruiting a new creative team, the testing of a new operating model and assembling building blocks to build audience reach and increase impact. We have seen over 250 concerts and events over the past year, ranging from lunchtime recitals providing a key platform for graduating musicians, to Talvin Singh OBE headlining our new annual 'Embark' festival which highlighted themes of migration, journeying and the crossing of thresholds and coinciding with the 75th anniversary of the partition of India and the creation of Pakistan. We hosted two artists in residence. The first was Iman Tajik who is based in Glasgow but originally from Iran, and who is himself a refugee and former asylum seeker. Iman created a new installation Radical Welcome as part of the Embark Festival, adopting an expression he took from conversations and the St James's website. The second was Jesse Darling, who undertook a new installation *Miserere* to coincide with the Frieze Art Fair. Darling, perhaps the most prominent UK artist who identifies as trans created an ambitious new multi-media installation in the church, which led to an article and review in *The Tablet*. Both Embark and Jesse Darling's projects were accompanied by panel discussions welcoming congregation as well as those of all faiths or none to expand upon the themes and meanings of the programming, in particular what it means to do these at a church.



Both creative programme and congregational life have been enhanced by the recruitment of a Head of Communications and Audience Development in order to produce and lead on a plan for building new audiences across all areas of the church's work. This has led to a near doubling of both our congregational and arts mailing lists as well as greater brand and communications coherence and strategy. Our newsletters are published weekly for congregation and monthly for arts and reach 5,000 people with a regular open rate of almost 70%.

The period has been particularly geared towards laying foundations, testing new models and learning. The programme started out with substantial income generation targets, which proved to be a step too far, and the economic challenges of this programme remain. However, the programme can be said to have achieved, in a short time, thoughtful and informed curation as well as attaining wider impact, both through visitor and artist feedback as well as through social media. The programmes have reached new, younger and more diverse audiences and have connected directly with big questions and themes core to the life of the church.



FINANCIAL REVIEW

Despite the challenging funding environment, SJP has exceeded the 2022 deficit budget improving the projected deficit of £283,322 to a result deficit of £247,801 thanks to the new three-year strategy of being a more focussed and streamlined organisation investing part of the reserves in programs more aligned to our mission combined with continued efforts in savings on overheads costs.

Further information regarding the make-up of income and expenditure for 2022 and of the reserves held as 31 December 2022 are given below.

Income

Total unrestricted fund income was £998,512 of which £385,159 was unrestricted planned and voluntary donations, and a further £31,354 was from Gift Aid. Unrestricted but designated donations came to £63,679, the majority of which were to finance the FEAST program.

Unrestricted fund income was 1.6% higher than 2021 and 8.23% above the budget, but the total income, including restricted fund, decreased 6.82% £83,378 compared with the previous year.

The major unrestricted income streams for 2022 was planned and voluntary donations including Gift Aid, which accounted for 42% and use of the premises with 48% of the total unrestricted income.

As the future external funding is focussed on raise funds for The Wren Project, we have evolved the income generation strategy, including the plan for establishing a trading subsidiary, as part of efforts to ensure SJP financial resilience.

Expenditure

£1,459,324 was spent from unrestricted funds, with the running costs of St James's being a significant portion of the total spent. It is to be noted that the higher expenditure amounts are a result of delivering activities reduced in 2021 because of the pandemic, the investment in new skilled staff and the launch of 2023-2025 strategy. St James's original offer towards the Diocesan Common Fund was £108,000 in 2020 (compared to £104,000 in 2019), but in light of the impact of Covid-19 on St James's finances, this was subsequently revised to £85,200 in 2021 and kept the same amount for 2022, which was paid in full. All expenses are scrutinised and kept as low as possible, in line with the church's system of budgetary control.

Investments

The PCC's portfolio of investments as 31 December 2022 had a total value of £460,094 of which £445,342 is held in the CBF Church of England Deposit Fund an actively managed, diversified portfolio of sterling denominated money market deposits and instruments. It will principally invest in sterling call accounts, notice accounts, term deposits and money market instruments that aims to provide a high level of capital security and competitive interest rates, managed by CCLA Investment Management Limited in accordance with the policies of the Church of England National Investing Bodies: The CBF Church of England Funds, the Church Commissioners for England and the Church of England Pensions Board. The objective for 2023 is to continue investing SJP reserves in this fund combining a highest possible interest rate with immediate availability.

Fundraising Regulation

St James's is signed up to both the Fundraising Regulator and the Institute of Fundraising and abides by these codes of conduct. St James's employs a small team of professional fundraisers, running events and handling donations from individual supporters, trusts, foundations, and corporations. Other external professional fundraising advice and legal services has been sought from the More Partnership Ltd in the establishment of the American Friends of St James's Piccadilly.

No complaints have been received regarding St James's fundraising practices, and the safeguarding of all individuals, especially vulnerable adults is taken very seriously within the Development Department. All communication regarding the need for funds indicates that any size of gift is welcome, from £1 upwards, and the regulatory authority logos are used in all communications for reassurance and accountability.

For the encouragement of legacies, a member of the congregation leads on this in a volunteer capacity, and individual who is well known and respected within the community, and has been recruited for their knowledge, integrity and sensitivity.

RESERVES POLICY

The PCC has approved a policy of maintaining unrestricted general reserves at the level needed to cover at least four months of general fund expenditure on church activities, which equates to approximately £335,000. On 31 December 2022, general fund reserves were £337,369 and free reserves as defined by the Charity Commission amounted to £243,350. The level of unrestricted reserves is also reviewed against the risks to budgeted net unrestricted general income in the annual budget. The PCC will continue during 2023 to make efforts to keep free reserves in line with the stated policy.

Surpluses are set aside for specific purposes, either into restricted funds as declared by a donor or resulting from the terms of an appeal, or into designated funds as determined by the PCC to be used for a particular future project or commitment. The purpose of holding the remainder of funds in the unrestricted general fund is to enable the church to cope with fluctuations in its cash flow and to provide a fund of money in case its income drops unexpectedly.

During 2022, the church received income from its services, charitable activities, and the use of its premises for letting out, a food market and from concerts and events. There are expenses already in the budget relating to these activities and the net income is taken into the general fund.

In 2022 St James's generated a general fund deficit of £247,801. On 31 December 2022, general fund reserves were £337,369 (2021 - £585,170), meeting our reserves target.

- Restricted reserves were -£504 on 31 December 2022 (2021 - £411,507).
- Designated reserves were £343,120 on 31 December 2022 (2021 - £558,078)

Restricted funds reserves closing balance was negative, due to the Church Renovation Fund account (The Wren Project) -£79,430. Expenses were needed to carry out and finish the design & planning stage. Finally, this application was submitted to the Westminster City Council on 03 August 2022. The decision on the application was delayed, and some pledges were linked to the outcome. The WCC granted the application in full on 7 February 2023. The SMT decided to bring forward the negative balance as the first pledge were received a few days after in February 2023 enough to cover and clear the balance.

RELATED PARTIES

Transactions with any related party are on an "arm's length" basis. Details of any transactions, either directly or indirectly involving members of the PCC are given in Note 7 to the Financial Statements.

AUDIT COMMITTEE AND RISK MANAGEMENT

The PCC has an Audit Committee to advise the PCC on the adequacy and effectiveness of systems of financial control and arrangements for risk management, governance and audit. The Audit Committee also ordinarily reviews the contents of the Risk Register, although noting that measures are in place to mitigate many ongoing operational risks, the Committee focused its attention during 2022 primarily on new and emerging risks and changes to existing risks emerging from the Covid-19 pandemic.

The PCC, which has the ultimate responsibility for managing any risks faced by the church, has given consideration, under advice from the Audit Committee to the major risks to which it is exposed and has concluded that adequate systems are in place to manage these risks. It is recognised that systems can provide only reasonable but not absolute assurance that major risks have been managed.

The trustees have a risk management strategy comprising of an annual review of the principal risks and uncertainties that the church faces, the establishment of policies, systems and procedures to mitigate those risks, and the implementation of procedures designed to minimise or manage any potential impact on the church should these risks materialise.

Risks

From its environmental analysis, the PCC identified 3 key strategic risks and committed resources to mitigating these as outlined:

Risks to Fundraising

- Growing unmet need, coupled with more straitened economic circumstances, had created a more challenging environment for charitable fundraising. Donors had less disposable income and, in the wake of the pandemic, a larger number of causes competing for a share of it.
- The risk to the church was assessed to be that, in this situation, it could fail to raise the funds needed to commence The Wren Project in a timely way, and to sufficiently sustain its missional activities without further drawing on its reserves.
- To mitigate against this, the PCC invested in an expanded, professional Fundraising & Development Team, and agreed a five-year Fundraising Strategy.

Risks to Other Income Generation

- A slow post-pandemic recovery in West End footfall as well as the general economy was assessed highly likely. This would have a significant, prolonged financial impact on the hospitality and cultural sectors.
- As a significant portion of the church's forecast income came from food and beverage (café, courtyard food market) and its Creative Programme (curated concerts, exhibitions, festivals), this presented a significant risk to financial sustainability.

- To mitigate these risks the PCC directed a balanced programme of cultural events (some in low risk and others higher risk in terms of ticket income), the expansion of the low-risk courtyard food market to four days a week to increase footfall capture, and application for a site alcohol licence to enable the church to run a bar at cultural events, in order to boost peripheral income.

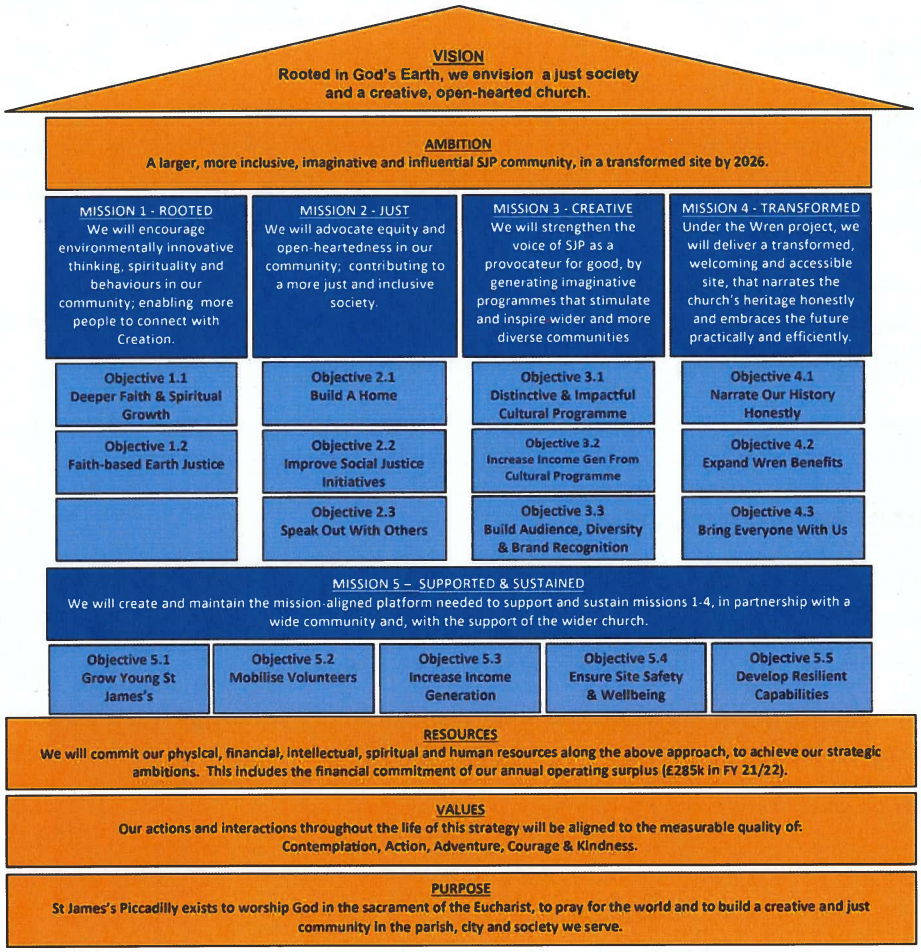
Risks to Congregational Growth

- Analysis of the British Social Attitudes Survey and CofE data showed the continued decline of church attendance in the UK, in particular amongst young people.
- The risk to the church was assessed to be that, if this trend continued, it would cease to become relevant and fall into decline over a period of decades.
- To mitigate this risk the PCC directed a positive and decisive approach to communicating its message through engaging liturgical and cultural programming, launched a transformational three-year strategy and invested its 2021 financial surplus in building the capacity and expertise required to deliver it.

The trustees believe these actions provide sufficient early warning systems, and the requisite controls and procedures in the event of adverse conditions.

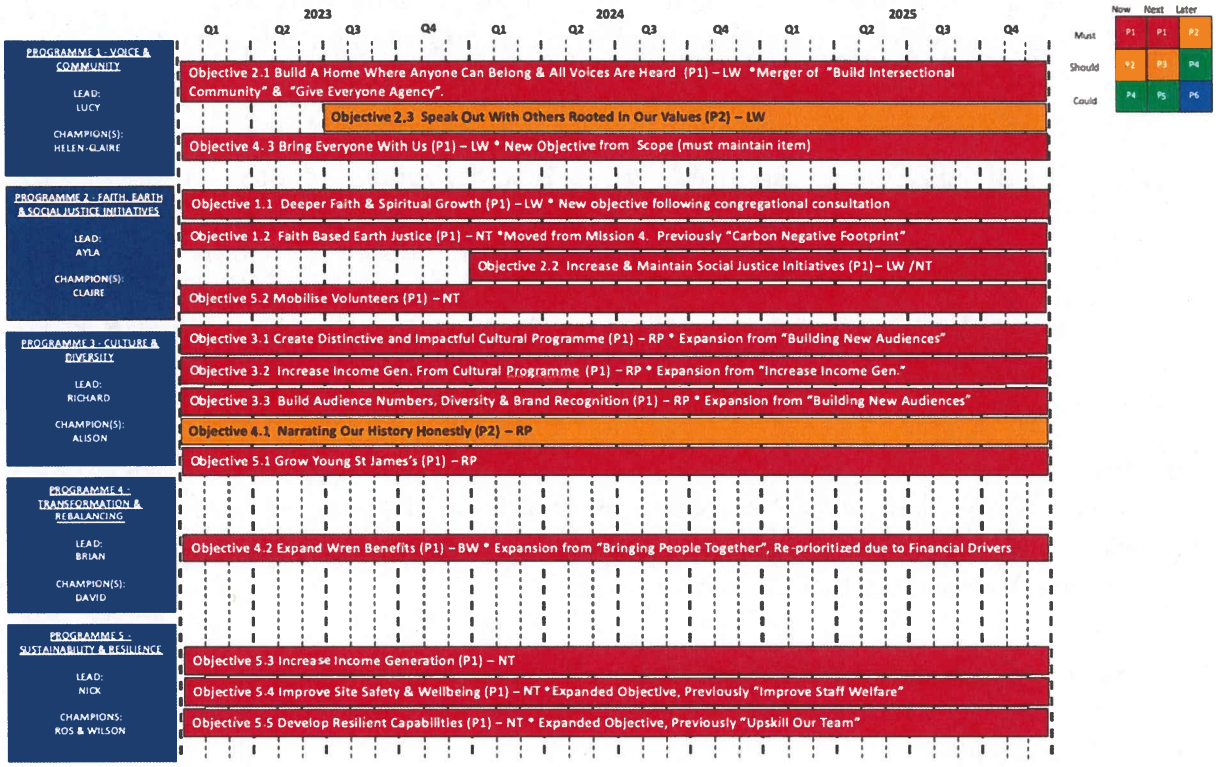
PLANS FOR THE FUTURE

Establishing A Longer-Term Strategy & Objectives



Building on significant previous stakeholder engagement, and in consultation with The Curiosity Society and the newly formed SMT, the PCC sought to define its longer-term ambition for the church and determine the purpose-aligned challenges it would undertake for the public good. Through a series of workshops, facilitated by the SMT, an authoritative Strategy Framework for 2023/26 was developed as illustrated above.

Delivery of this strategy was organised into five Strategic Programmes, each containing a cohesive group of objectives from the Strategy Framework. Each Strategic Delivery Programme would be championed by a PCC member, managed by an SMT member and prioritised in time and resource terms as illustrated below:



The final stage of this work was to produce a Business Plan and Budget for 2023 which would not only deliver against the new strategy but also maintain baseline activities during a period of significant transformation and change. This was approved by the PCC in December.

STATEMENT OF THE PAROCHIAL CHURCH COUNCIL'S FINANCIAL RESPONSIBILITIES

Law applicable to charities in England and Wales and guidance issued by the Central Board of Finance of the Church of England require the members of the Parochial Church Council (PCC) to prepare financial statements which give a true and fair view of the Parochial Church Council's activities during the year in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In preparing financial statements giving a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for the period, the members of the PCC should follow best practice and:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles of the Charities SORP (FRS102) and guidance issued by the Central Board of Finance of the Church of England.
- Make judgments and estimates that are reasonable and prudent.
- State whether the Church guidance, applicable accounting standards and statements of recommended practice 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 Parochial Church Council will continue in operation.

The Members of the PCC are responsible for keeping accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the PCC and enable them to ensure that their financial statements comply with the Church Accounting Regulations 2006, the Charity (Accounts and Reports) regulations 2008 and the Charities Act 2011. They are also responsible for safeguarding the assets of the PCC and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditors

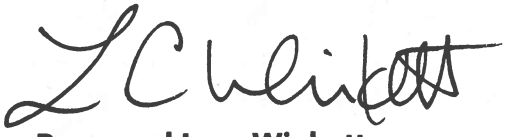
The auditors, Goodman Jones LLP were appointed during the year and have indicated their willingness to be re-appointed, and a resolution proposing their re-appointment will be put to the Annual Parochial Church Meeting.

Disclosure of Information to Auditors

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the Charity's auditors are unaware; and
- that each Trustee has taken all steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

This report was approved by the PCC on 24 April 2023 and signed on its behalf by:



The Reverend Lucy Winkett
Rector

AUDITOR'S REPORT

Opinion

We have audited the financial statements of St James's Piccadilly (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 related notes, 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).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the charity'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 Charities Act 2011.

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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 Auditors' 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, except to the extent otherwise explicitly stated in our report, 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 where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the Trustees are responsible for the preparation of the financial statements which 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 charity or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity and sector, we identified that the principal risks of non-compliance with laws and regulations related to sector regulations and unethical and prohibited business practices, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011, Charity Commission and sector regulations, and UK Tax Legislation. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). Appropriate audit procedures in response to these risks were carried. These procedures included:

- Discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reading minutes of meetings of those charged with governance;
- Obtaining and reading correspondence from legal and regulatory bodies including HMRC;
- Identifying and testing journal entries;
- Challenging assumptions and judgements made by management in their significant accounting estimates.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members; and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity'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 charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Goodman Jones LLP

Goodman Jones LLP
Statutory Auditors
29/30 Fitzroy Square
London
W1T 6LQ

Date: 05-05-23

Goodman Jones LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

St James's Church, Piccadilly
Parochial Church Council
Statement of Financial Activities
for the year ended 31 December 2022

FINANCIAL STATEMENTS

	Notes	Unrestricted Funds: General Funds £	Unrestricted Funds: Designated Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
INCOME FROM:						
Donations and legacies	2A	353,852	63,679	141,062	558,592	674,537
Church activities	2B	92,995	-	-	92,995	40,304
Use of premises	2C	480,000	-	-	480,000	331,802
Other trading activities	2D	-	-	-	-	-
Investments	2E	7,987	-	-	7,987	12,412
Other	2F	-	-	-	-	163,895
TOTAL INCOME		**934,833**	**63,679**	**141,062**	**1,139,573**	**1,222,951**
EXPENDITURE ON:						
Church activities	3A	852,420	278,636	553,073	1,684,130	1,303,956
Raising funds						
Use of premises	3B	328,268	-	-	328,268	99,592
TOTAL EXPENDITURE		**1,180,688**	**278,636**	**553,073**	**2,012,398**	**1,403,548**
NET INCOME/(EXPENDITURE) BEFORE INVESTMENTS GAINS		**(245,855)**	**(214,958)**	**(412,012)**	**(872,824)**	**(180,597)**
NET GAINS/(LOSSES) ON INVESTMENTS		(1,946)	-	-	(1,946)	2,099
NET INCOME/(EXPENDITURE)		(247,801)	(214,958)	(412,012)	(874,770)	(178,498)
TRANSFER BETWEEN FUNDS	8	-	-	-	-	-
NET MOVEMENT IN FUNDS		**(247,801)**	**(214,958)**	**(412,012)**	**(874,770)**	**(178,498)**
RECONCILIATION OF FUNDS:						
Total funds brought forward	13A,13B	**585,170**	**558,077**	**411,507**	**1,554,754**	**1,733,251**
Total funds carried forward	13A,13B	**337,369**	**343,120**	**(504)**	**679,984**	**1,554,754**

St James's Church, Piccadilly
Parochial Church Council
Statement of Financial Activities
for the year ended 31 December 2021

	Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total 2021
	£	£	£	£
INCOME FROM:				
Donations and legacies	381,126	53,557	239,854	674,537
Church activities	40,304	-	-	40,304
Use of premises	331,802	-	-	331,802
Other trading activities	-	-	-	-
Investments	12,109	-	303	12,412
Other	163,895	-	-	163,895
TOTAL INCOME	**929,237**	**53,557**	**240,157**	**1,222,951**
EXPENDITURE ON:				
Church activities	560,449	79,246	664,261	1,303,956
Raising funds				
Use of premises	75,711	-	23,881	99,592
TOTAL EXPENDITURE	**636,160**	**79,246**	**688,142**	**1,403,548**
NET INCOME/(EXPENDITURE) BEFORE INVESTMENTS GAINS	**293,077**	**(25,689)**	**(447,986)**	**(180,597)**
NET GAINS/(LOSSES) ON INVESTMENTS	2,099	-	-	2,099
NET INCOME/(EXPENDITURE)	295,176	(25,689)	(447,986)	(178,498)
TRANSFER BETWEEN FUNDS	(65,000)	65,000	-	-
NET MOVEMENT IN FUNDS	**230,176**	**39,311**	**(447,986)**	**(178,498)**
RECONCILIATION OF FUNDS:				
Total funds brought forward	**354,993**	**518,767**	**859,491**	**1,733,251**
Total funds carried forward	**585,170**	**558,078**	**411,506**	**1,554,754**

St James's Church, Piccadilly
Parochial Church Council
Balance Sheet as 31 December 2022

	Notes	2022	2021
		£	£
FIXED ASSETS			
Tangible	9A	94,019	104,036
Investments	9B	14,752	16,698
		108,772	120,734
CURRENT ASSETS			
Trade debtors	10A	48,253	18,941
Other debtors	10B	553	1,583
Accrued income (restricted)	10C	-	-
Tax recoverable		8,264	3,651
Prepayments and accrued income		22,227	14,214
Short Term Deposits		445,342	876,002
Cash at bank and in hand		186,020	615,272
		710,659	1,529,663
CURRENT LIABILITIES			
Amounts falling due in one year	11	139,447	95,643
NET CURRENT ASSETS		571,212	1,434,020
TOTAL ASSETS LESS CURRENT LIABILITIES	14	679,984	1,554,754
NET ASSETS		**679,984**	**1,554,754**
PARISH FUNDS			
Unrestricted funds:	13A	680,488	1,143,246
Restricted funds	13B	(504)	411,507
NET FUNDS		**679,984**	**1,554,754**

Approved and authorised for issue by The Parochial Church Council on 24 April 2023

The Reverend Lucy Winkett
Rector

St James's Church, Piccadilly
Parochial Church Council
Statement of Cash Flow
for the year ended 31 December 2022

	2022		2021	
	£	£	£	£
Net cash from operating activities		(853,822)		92,455
Cash flows from investing activities				
Dividends, interest and rent from investments	7,987		12,412	
Purchase of tangible fixed asset for the use of the PCC	(14,076)		(77,704)	
Net cash provided/(used in) investing activities		(6,089)		(65,292)
Change in cash and cash equivalents in the reporting period		(859,911)		27,163
Cash and cash equivalents at 1st January		1,491,274		1,464,111
Cash and cash equivalents at 31st December		**631,362**		**1,491,274**

Reconciliation of net income/(expenditure) before investment gains to net cash provided by operating activities

Net income/(expenditure) as per statement of financial activities	(874,770)	(178,498)
Adjustments for:		
Depreciation charges	24,092	19,618
Loss from disposal of fixed assets	-	745
(Gains)/Losses on investments	1,946	(2,099)
Dividends, interest and rent from investments	(7,987)	(12,412)
Decrease/(Increase) in debtors	(40,907)	221,866
Increase/(Decrease) in creditors	43,804	43,235
Net cash provided by/(used in) operating activities	(853,822)	92,455

Analysis of cash and cash equivalents

Cash deposit accounts	445,342	876,002
Cash at bank and in hand	186,020	615,272
	631,362	**1,491,274**

Analysis of changes in net debt	**At 1st January 2022**	**Cash-flows**	**At 31st December 2022**
	£	£	£
Cash	615,272	(429,252)	186,020
Cash equivalents	876,002	(430,660)	445,342
	1,491,274	**(859,912)**	**631,362**

NOTES TO THE FINANCIAL STATEMENTS

1. Accounting Policies

I. Basis of preparation

The financial statements have been prepared in accordance with the Church Accounting Regulations 2006 and the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland FRS102 effective January 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland FRS102 and the Charities Act 2011.

The financial statements have been prepared on the going concern basis. The members of the PCC assess whether the use of going concern is appropriate and have identified no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The members of the PCC make this assessment in respect of a period of twelve months from the data of approval of the financial statements.

The Church constitutes a public benefit entity as defined by FRS102.

The financial statements have been prepared under the historical cost convention except for the valuation of investment assets, which are shown at market value. The presentation currency in these financial statements is sterling and the figures are rounded to the nearest pound.

The financial statements have been prepared to give a "true and fair" view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a "true and fair" view. This departure has involved following the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland FRS 102 effective January 2019 rather than Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1st April 2005 which has since been withdrawn.

II. Land and buildings

The Church and the site on which the rectory and offices sit are consecrated and are excluded from accountability under Section 10(2) of the Charities Act 2011. Maintenance and improvement costs are written off in the year in which they are incurred.

III. Income

Income is recognised when the PCC is legally entitled to the income. Planned Giving, collections and donations are recognised when received. Indirect giving: tax refunds are recognised as soon as the amounts are claimable. Grants and legacies are accounted for when the PCC is legally entitled to the amounts due, receipt is probable, and the amounts

can be measured reliably. Investment income: dividends are accounted for when received; interest and tax recoverable are accrued. The PCC does not usually invest separately for each fund. Where there is no separate investment, interest is apportioned to individual funds on a proportionate basis.

All income and gains falling within Sections 466-493 of the Corporation Taxes Act 2010 and Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to the entity's charitable objectives.

IV. Expenditure

Payments to the Diocesan Common Fund are paid regularly and are included in expenditure for the year to which they relate. Grants from unrestricted funds (including donations to missions) are recognised when determined by the PCC. Amounts received specifically for missions are dealt with as restricted funds and the liability for payment is recognised when the amounts are received. All other expenditure is generally recognised in the period to which it relates.

Expenditure on raising funds are those costs incurred in attracting voluntary income.

Charitable activities include expenditure associated with the day-to-day management of the Church and include both the direct costs and support costs relating to these activities.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

All expenditure is inclusive of irrecoverable VAT.

V. Allocation of support (overheads) costs.

Resources expended are allocated to a particular Church Centre where the cost relates directly to an activity carried out by the centre. However, the cost of overall activities, comprising the overheads costs is apportioned on proportionate and consistent basis.

SJP has apportioned overheads costs to the centres as follows:

Congregation: 14%
Cultural Programme: 37%
Operations: 49%

VI. Fund accounting

General purposes funds represent the funds of the PCC that are not subject to any restrictions regarding their use and are available for application on the general purposes of the PCC.

Funds designated for a particular purpose by the PCC are also unrestricted.

VII. Tangible Fixed Assets and Depreciation

Tangible fixed assets are capitalised where the purchase price exceeds £1,000 and recognised when future economic benefits are probable, and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Fixtures, fittings, and equipment are depreciated in equal annual instalments over a period of four (4) years, except for the AV system and Solar PV system which useful life is ten (10) years. Items of a capital nature are reviewed for their purpose and are capitalised where they are considered to provide an ongoing use to the PCC.

The rector and churchwardens hold on special trust for the PCC silver and plate gifted to the Church for ecclesiastical use. They date from the 17th century and therefore, there is insufficient cost information available. Due to the unique nature of these assets and their historic association with worship at the church over hundreds of years, conventional valuation techniques are not applicable and therefore they have not been valued in the financial statements. The valuables, silver and plate, over 50 individual items in total, are listed in the church's inventory and are regarded by law as inalienable assets for which the PCC would require a faculty for disposal. There have been no additions or disposals from the collection during the year. Most of the items are kept in secure locations including a museum, and the total value for insurance purposes is now £725,500.

VIII. Investments

Investments are included in the balance sheet at market value.

IX. Debtors

Amounts owing to the PCC on 31st December in respect of fees, rents or other income are shown as debtors less provision for any amounts that may prove uncollectable. These are recognised initially at the settlement amount. Prepayments are valued at the amount prepaid, net of any trade discounts due.

X. Cash and Cash equivalents

Cash at bank and in hand and short-term deposits comprise cash and short-term highly liquid investments held with the CBF Church of England Deposit Fund, building societies and banks, maturing within three months or less from the opening of the deposit or similar account.

XI. Creditors

Creditors are recognised when the PCC has an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement and the amount of the settlement can be estimated reliably. Creditors are

recognised at the amount that the PCC anticipates it will pay to settle the debt or the amount it has received as advanced payment for the goods or services it must provide.

XII. Financial Instruments

The church only has financial assets and liabilities of a kind that qualify as basic financial instruments. All (including debtors and creditors) are initially recognised at transaction value and subsequently measured at their settlement value.

XIII. Operating leases

Rentals payable under operating leases are charged to expenditure on a straight-line basis over the period of the lease.

XIV. Pension scheme

The church operates an auto enrolment pension scheme, which includes all employees not already in a personal pension plan. Other employees are included in their own pension plans. The contributions made by the employer were at 6% until the end of March 2018, then at 7.5% from 1 April 2018. The contributions made are charged to the SOFA in the year to which they relate.

Charity information

St James's Church, Piccadilly is an Anglican church located at 197 Piccadilly, London, W1J 9LL. A description of the nature of the charity's operations and its principal activities can be found in The Annual Report of the PCC.

Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

No judgements (apart from those accounting estimates) have been made in the process of applying the above accounting policies.

No key assumptions concerning the future and key sources of estimated uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year have been identified.

NOTE 2 INCOME

		Unrestricted Funds				
		General Funds	Designated Funds	Restricted Funds	Total 2022	Total 2021
2A	**VOLUNTARY INCOME**					
	Planned giving:					
	Gift aid - stewardship	108,110	-	-	108,110	138,134
	Tax recoverable	31,354	-	-	31,354	32,113
	Church collections	175,814	63,679	141,062	380,554	334,422
	Legacies	-	-	-	-	13,423
	Grants	-	-	-	-	136,851
	Collection boxes	37,556	-	-	37,556	19,097
	Trusts	1,018	-	-	1,018	400
	Cards 4 Good Causes	-	-	-	-	-
	Winter Shelter	-	-	-	-	98
		353,852	**63,679**	**141,062**	**558,592**	**674,537**
2B	**INCOME FROM CHURCH ACTIVITIES**					
	Fees	65,347	-	-	65,347	23,398
	Lectures and Events	27,648	-	-	27,648	16,906
	Seminars and Retreats	-	-	-	-	-
	Publications	-	-	-	-	-
		92,995	-	-	92,995	40,304
2C	**INCOME FROM USE OF PREMISES**					
	Market rents	120,558	-	-	120,558	24,068
	Caffe	91,121	-	-	91,121	68,542
	Concerts	159,092	-	-	159,092	65,838
	Church, church hall and rectory	64,098	-	-	64,098	129,203
	Wren Flat licence	34,781	-	-	34,781	33,801
	Fire escape licence	10,350	-	-	10,350	10,350
		480,000	-	-	480,000	331,802
2D	**ACTIVITIES FOR GENERATING FUNDS**					
	Sale of Christmas Cards	-	-	-	-	-
	Christmas puddings	-	-	-	-	-
	Social Events	-	-	-	-	-
	Flowers	-	-	-	-	-
	Traidcraft Stall	-	-	-	-	-
		-	-	-	-	-
2E	**INCOME FROM INVESTMENTS**					
	Interest	7,987	-	-	7,987	12,412
	Dividends	-	-	-	-	-
		7,987	-	-	7,987	12,412
2F	**OTHER INCOME**					
	Licences	-	-	-	-	163,895
		-	-	-	-	163,895
	TOTAL INCOME	**934,833**	**63,679**	**141,062**	**1,139,573**	**1,222,951**

NOTE 3 EXPENDITURE

		Unrestricted Funds				
		General Funds	Designated Funds	Restricted Funds	Total 2022	Total 2021
3A	**EXPENDITURE ON CHURCH ACTIVITIES**					
	Grants					
	Away-giving	500	-	-	500	1,304
	Ministry					
	Common Fund	85,200	-	-	85,200	85,200
	Clergy expenses	5,397	-	-	5,397	5,381
	Associate Rector	34,757	-	-	34,757	53,903
	Assistant Curate	19,973	-	-	19,973	13,164
	Organist and choir costs	40,348	-	-	40,348	19,905
	Salary of the Director of Music	25,392	-	-	25,392	21,271
	Altar requisites	7,498	-	991	8,489	4,585
	Officers, volunteers, visitors and staff expenses	7,602	-	-	7,602	5,468
	Social events	986	-	-	986	128
	Designated Projects	-	42,860	-	42,860	33,469
	Other events, and children's activities	53,242	-	-	53,242	14,628
	Salaries	270,805	62,104	26,016	358,925	246,392
	Pension contributions	20,402	-	-	20,402	7,638
	Telephone	9,476	-	-	9,476	9,385
	Printing and stationery	17,569	-	-	17,569	7,774
	Legal and professional fees	44,570	-	-	44,570	57,316
	Advertising	10,792	-	-	10,792	16,694
	Depreciation	8,419	3,625	11,705	23,750	19,618
	Bank charges	2,097	-	-	2,097	(12,387)
	Sundry expenses	6,821	-	-	6,821	7,403
	Bad and doubtful debts	968	-	-	968	2,769
	Cleaning & Refuse collection	34,806	-	-	34,806	15,830
	Repairs and maintenance	10,912	-	-	10,912	13,175
	Garden maintenance	6,685	-	-	6,685	7,799
	Computer and equipment expenses	24,796	-	-	24,796	21,094
	Utilities	28,112	-	-	28,112	15,216
	Subscriptions	5,250	-	-	5,250	5,558
	Security	27,389	-	-	27,389	11,517
	Insurance	30,177	-	-	30,177	28,959
	Payroll and accountancy services	11,480	-	-	11,480	11,937
		851,920	**108,589**	**38,713**	**999,222**	**750,787**
	Projects					
	Wren renovation project	-	133,182	495,734	628,916	234,689
	Building Repair	-	36,865	-	36,865	12,157
	Music scholarship program	-	-	18,627	18,627	7,097
	Recovery and resilience (Business Model)	-	-	-	-	297,920
		-	**170,047**	**514,361**	**684,408**	**551,864**
	TOTAL	**852,420**	**278,636**	**553,073**	**1,684,130**	**1,303,956**
3B	**EXPENDITURE ON USE OF PREMISES**					
	Markets	23,209	-	-	23,209	5,622
	Café	-	-	-	-	-
	Concerts	305,058	-	-	305,058	93,970
	Basement	-	-	-	-	-
	Wren Flat	-	-	-	-	-
	TOTAL	**328,268**	**-**	**-**	**328,268**	**99,592**
	TOTAL EXPENDITURE	**1,180,688**	**278,636**	**553,073**	**2,012,398**	**1,403,548**

NOTE 4 STAFF COSTS

	2022	2021
	£	£
Wages and salaries	506,577	328,450
Employer's national insurance contributions	46,619	23,962
Pension costs	38,113	24,788
	591,309	377,200

		2022	2021
Analysed as follows:		£	£
Activities directly related to the work of the church:	Director of Music	25,392	21,271
	Verger's fees	1,888	468
Church management and administration:	Administration	340,100	283,952
Use of premises:	Concerts	192,330	71,509
Projects:	Solidarity	12,826	-
	Wren renovation project	18,773	-
		591,309	377,200

Average number of employees	2022	2021
	No.	No.
	20	18

	2022	2021
No. of employees earned more than £60,000	No.	No.
	-	-

The remuneration of the key members of staff amounted to £319,036 (2021 - £209,098)

NOTE 5 AUDITORS' REMUNERATION

	2022	2021
Audit	£	£
	8,000	8,520

NOTE 6 GRANTS

Away-giving

The amount for grants is agreed by the PCC through the budget for the year. Applications for grants are invited from the church community at the Annual Church Parochial Meeting. The PCC appoints a small committee to review the applications. Applications need to show a clear relationship between the church and the project and information about how the money is to be used.
Projects need to fit within our mission statement. The PCC makes the final decision.

The away-giving represents the following grants made by PCC:

	2022	2021
	£	£
Deanery of Westminster	-	654
Grace Bible Church-Pakistan	500	-
Interfaith Matters	-	500
Beyond Food	-	150
TOTAL	**500**	**1,304**

NOTE 7 RELATED PARTIES

During the year the following payments were made for PCC members:

	2022 Number	2021 Number	2022 £	2021 £
Clergy accommodation and other expenses	5	5	6,318	8,095

		2022	2021
		£	£
Lucy Winkett	Leaving gifts for staff	328	-
Alison Beck	As singer for different events	395	-
Deborah Colvin	2 x climate stripes banners for COP26	-	270
Deborah Colvin	Tablets for community use	-	120
Joanna Hines	Flags for St James's Day	-	255
Claire M. Wright	Home for Good, meeting hospitality	22	91
Michael Byrne	Fees assistance with PCC Secretarial matters	-	1,089
		745	1,825

	2022	2021
	£	£
Total donations from PCC members to the Church	46,977	25,391

All transactions involving elected members of the PCC are dealt with on an "arm's length" basis and the individual PCC members concerned do not derive any personal benefit from such transactions. No PCC member received any remuneration during the year.

NOTE 8 ANALYSIS OF TRANSFERS BETWEEN FUNDS

	Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total £
Designation of net income for the year	-	-	-	-
	-	-	-	-

NOTE 9 FIXED ASSETS

9A TANGIBLE

		AV Equipment	Office Equipment	Furniture and Fixtures	Total
		£	£	£	£
Cost	at 1st January 2022	46,400	127,428	172,448	346,276
	Disposal	-	-	-	-
	Additions at cost	-	10,432	3,644	14,076
	at 31st December 2022	46,400	137,860	176,092	360,351
Depreciation	at 1st January 2022	4,378	110,340	127,522	242,240
	Withdrawn on disposals	-	-	-	-
	Charge for the year	4,640	8,798	10,654	24,092
	at 31st December 2022	9,018	119,138	138,177	266,332
Net book value	at 31st December 2022	**37,382**	**18,722**	**37,915**	**94,019**
	at 31st December 2021	42,022	17,088	44,925	104,036

9B INVESTMENTS

	Accumulated Fund	Legacy Fund	Total
	£	£	£
Market value at 1st January 2022	13,631	3,067	16,698
Unrealised gain/loss on revaluation	(1,978)	32	(1,946)
Market value at 31st December 2022	**11,653**	**3,099**	**14,752**
	No. of shares	No. of shares	
	564	150	

The investments are managed by The Central Board of Finance of the Church of England. The historical cost is as follows:

The Central Board of Finance of the Church of England: Investment Fund	2022	2021
150 shares (Legacy Fund)	141	141
564 shares (Accumulated Fund)	562	562
	703	**703**

The market values of the investments are as quoted by The Central Board of Finance of the Church of England.

NOTE 10 DEBTORS

		2022	2021
		£	£
10A	**TRADE DEBTORS (UNRESTRICTED FUNDS)**		
	Sales ledger balances	52,994	22,715
	Less: Provision for doubtful debts:	(4,741)	(3,773)
	TOTAL	48,253	18,941

		2022	2021
10B	**OTHER DEBTORS (UNRESTRICTED FUNDS)**	£	£
		553	1,583

		2022	2021
10C	**ACCRUED INCOME (RESTRICTED FUNDS)**	£	£
	50% Culture Recovery Grant	-	-

NOTE 11 CURRENT LIABILITIES

	2022	2021
	£	£
CREDITORS: AMOUNTS FALLING DUE IN ONE YEAR (UNRESTRICTED FUNDS)		
Trade creditors	117,834	74,347
Accruals	4,949	6,044
Taxation and social security	15,609	9,297
Other creditors	1,055	5,955
TOTAL	139,447	95,643

NOTE 12 FINANCIAL INSTRUMENTS

	2022	2021
	£	£
Financial assets measured at fair value through income and expenditure	646,114	1,507,972

The above comprises fixed asset investments, cash deposit accounts and cash at bank and in hand.

NOTE 13 FUNDS

		2022	2021	
		£	£	
13A	**Unrestricted funds:**			
	General Funds:			
	Surplus Fund Account	337,369	585,170	
	Designated Funds:			The designated funds represent sums which have been set aside out of unrestricted funds by the Parochial Church Council to fund special projects
	Designated Building Repair Fund	206,816	241,896	and ministries and for the purpose of replacing the church's assets.
	Church Renovation Fund	-	132,213	
	Solidarity Fund	20,151	19,906	Former International Group and Winter Shelter funds. Projects FEAST and Sunday Breakfast
	Congregant Support Fund	-	633	
	Special Projects	54,649	51,975	
	Marketing	27,898	37,981	
	Eco-Church	3,983	3,983	
	Caravan Counselling	2,401	2,516	
	Future Staffing Fund	-	39,771	
	Designated Fixed Assets Fund	27,222	27,203	
	Total Designated Funds	343,120	558,077	
13B	**Restricted funds**			
	Organ Appeal Fund	3,553	5,380	The Organ Appeal Fund was established in 1982 to provide for repair and renovation costs of the organ.
	Church Renovation Fund	(79,430)	306,729	Extra expenditure needed it for design & planning stage of The Wren Project. Pledges linked to the decision of the planning application. The application was granted in full in February 2023 and the pledges received in the same month, enough to clear the balance.
	Culture Recovery Fund	-	-	Culture Recovery Fund, grant awarded for the National Lottery for the development of the business plan and cover significant expenses.
	Fixed Assets Fund	53,653	65,358	Fixed Assets using culture recovery grant and church renovation funds
	Staffing Fund (Restricted)	-	11,009	Fund to cover some positions at SJP
	Music Scholarship Program	7,880	9,351	Started in the autumn of 2021. Young musicians with talents and creativity will enhance the music of services.
	Easter & Decorations	240	80	
	AV Equipment Fund	13,600	13,600	Donations received for the improvement and enhancement of the AV system
	Total Restricted Funds	(504)	411,507	

13C **Summary of fund movements**

	Unrestricted Funds															Restricted Funds								
2022	General Fund	Winter Shelter	Pastoral Assistant	International Group	Congregant Support	Eco-Church	Caravan Counselling	Designated Future Staffing	Special Projects	Marketing	Church Renovation	Designated Building Repair	Designated Fixed Assets	Solidarity	Monthly Diary	Church Renovation	Organ Appeal	AV Equipment	Culture Recovery	Easter&Decorations	Staffing Fund	Music Scholarship	Fixed Assets	Total
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Balance at 1st January 2022	585,170	-	-	-	633	3,983	2,516	39,771	51,975	37,981	132,213	241,896	27,203	19,906	-	306,729	5,380	13,600	-	80	11,009	9,351	65,358	1,554,754
Income	934,833	-	-	-	-	-	-	-	20,000	-	969	1,785	3,644	37,281	-	122,745	10	-	-	1,151	-	17,156	-	1,139,573
Expenditure	(1,180,688)	-	-	-	(633)	-	(115)	(39,771)	(17,326)	(10,083)	(133,182)	(36,865)	(3,625)	(37,036)	-	(508,904)	(1,836)	-	-	(991)	(11,009)	(18,627)	(11,705)	(2,012,398)
Investment gains/(losses)	(1,946)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1,946)
Transfer between funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance at 31st December 2022	337,369	-	-	-	-	3,983	2,401	-	54,649	27,898	-	206,816	27,222	20,151	-	(79,430)	3,553	13,600	-	240	-	7,880	53,653	679,984

	Unrestricted Funds															Restricted Funds								
2021	General Fund	Winter Shelter	Pastoral Assistant	International Group	Congregant Support	Eco-Church	Caravan Counselling	Designated Future Staffing	Special Projects	Marketing	Church Renovation	Designated Building Repair	Designated Fixed Assets	Solidarity	Monthly Diary	Church Renovation	Organ Appeal	AV Equipment	Culture Recovery	Easter&Decorations	Staffing Fund	Music Scholarship	Fixed Assets	Total
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Balance at 1st January 2021	354,993	15,921	3,058	9,167	-	251	2,516	49,635	41,975	37,981	100,000	253,054	-	-	5,209	468,117	5,822	13,600	344,289	-	-	-	27,665	1,733,252
Income	929,237	98	-	314	1,323	39,332	-	-	-	-	2,213	1,000	-	9,278	-	81,783	-	-	99,810	716	41,400	16,448	-	1,222,951
Expenditure	(636,160)	(993)	(3,058)	(2,016)	(690)	(7,700)	-	(9,864)	(20,000)	-	-	(12,157)	(698)	(16,862)	(5,209)	(234,689)	(442)	-	(405,837)	(636)	(30,391)	(7,097)	(9,050)	(1,403,548)
Investment gains/(losses)	2,099	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,099
Transfer between funds	(65,000)	(15,027)	-	(7,464)	-	(27,900)	-	-	30,000	-	30,000	-	27,900	27,491	-	(8,482)	-	-	(38,261)	-	-	-	46,743	-
Balance at 31st December 2021	585,170	-	-	-	633	3,983	2,516	39,771	51,975	37,981	132,213	241,896	27,203	19,906	-	306,729	5,380	13,600	-	80	11,009	9,351	65,358	1,554,754

NOTE 14 SUMMARY OF ASSETS BY FUND

2022	Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total 2022
	£	£	£	£
Tangible fixed assets	94,019	27,222	53,653	174,893
Investments fixed assets	14,752	-	-	14,752
Current assets	351,236	315,898	(54,157)	612,977
Liabilities	(122,639)	-	-	(122,639)
	337,369	**343,120**	**(504)**	**679,984**

2021	Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total 2021
	£	£	£	£
Tangible fixed assets	104,036	-	-	104,036
Investments fixed assets	16,698	-	-	16,698
Current assets	560,079	558,077	411,507	1,529,663
Liabilities	(95,643)	-	-	(95,643)
	585,170	**558,077**	**411,507**	**1,554,754**

NOTE 15 COMMITMENTS UNDER OPERATING LEASES

At 31st December the PCC had a commitment under two non-cancellable operating lease in respect of photocopiers as follows:

	2022	2021
	£	£
Within one year	9,041	4,212
In 2-5 years	2,135	3,159
	11,176	7,371

NOTE 16 CAPITAL COMMITMENTS

Capital commitments contracted but not provided for in the financial statements are as follows:

New Electrical Connections

Project UKP11252 with UK Power Solutions Ltd	173,629
Deposit paid	(46,203)
	127,427

On 26th April 2022, the PCC accepted the proposal for the provision from UK Power Solutions Ltd. of new electrical connections for the premises.
As at the balance sheet date, the PCC had paid a deposit of £46,203, representing 27% of the purchase, VAT incl.

Trial pits in the garden

Daedalus Conservation – a division of R W Armstrong & Sons Ltd:	
Application 1	14,098
Application 2	19,977
Deposit paid	-
	34,075

On 11th October, the PCC accepted the proposal for the phase 1 of the works to survey the roots in the top soil.
Due to variation of works (phase 2) a second application was accepted in November.

There were no capital commitments at 31 December 2021.

THE PAROCHIAL CHURCH COUNCIL OF THE ECCLESIASTICAL PARISH OF ST JAMES, WESTMINSTER

England & Wales - Charity number 1133048

Accounts

St James's Church, Piccadilly

197 Piccadilly, London W1J 9LL • 020 7734 4511
www.sjp.org.uk • enquiries@sjp.org.uk • @StJPiccadilly • Registered Charity No.1133048
Rector: The Revd Lucy Winkett
Clergy: The Revd Dr John Russell (Associate Rector), The Revd Dr Mariama Ifode-Blease, The Revd Dr Ivan Khovacs, The Revd Daniel Norris

PAROCHIAL CHURCH COUNCIL

Annual Report and Financial Statements

for the year ended 31st December 2021

Charity Number 1133048

St James's Church, Piccadilly
Parochial Church Council

CONTENTS

Legal and Administrative Information	3
PCC Annual Report	4-9
Independent Auditors' Report	10-13
Statement of Financial Activities 2021	14
Statement of Financial Activities 2020	15
Balance Sheet	16
Statement of Cash Flows and related notes	17
Notes to the Financial Statements	18-29

St James's Church, Piccadilly
Parochial Church Council
Legal and Administrative Information

Status:	The PCC is a registered charity, number 1133048
Governing documents:	The Church Representation Rules and The PCC (Powers) Measure 1956
Operational address:	St James's Church, Piccadilly 197 Piccadilly London W1J 9LL
Bankers:	The Co-operative Bank 80 Cornhill London EC3V 2HR CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling ME19 4JQ
Solicitors:	Winckworth Sherwood LLP Minerva House 5 Montague Close London SE1 9BB
Auditors:	Griffin Stone Moscrop & Co 21-27 Lamb's Conduit Street London WC1N 3GS

Annual Report for the year ended 31st December 2021

PCC administrative information

The Parochial Church Council (PCC), registered with the Charity Commission as of 1st December 2009, presents its Annual Report for the year ended 31st December 2021, which complies with current statutory requirements.

The members of the Parochial Church Council, who were trustees of the charity, during the year are:

The Reverend Lucy Winkett	(Clergy, Rector)
The Reverend Dr John Russell	(Clergy, Associate Rector, appointed May 2020)
The Reverend Dr Ivan Khovacs	(Clergy)
The Reverend Daniel Norris	(Clergy)
The Reverend Dr Mariama Ifode-Blease	(Clergy, Assistant Curate, appointed October 2020)

Deborah Colvin	(Churchwarden, elected April 2017, last re-elected October 2020)
Trevor Lines	(Churchwarden, elected April 2017, last re-elected October 2020)

Julie Cunningham	(Deanery Synod representative, elected October 2020
Shirley Dixon	(Deanery Synod representative, elected April 2018, re-elected October 2020)
Rosalind Fane	(Deanery Synod representative, elected October 2020)
Joanna Hines	(Deanery Synod representative, elected October 2020)
Monica Bashabe	(elected October 2020)
Alison Beck	(elected October 2020)
David Loyn	(elected April 2019)
Ben Mariam	(elected October 2020)
Adolfo Sansolini	(elected April 2016, re-elected April 2019, resigned September 2021)
Lia Dong Shimada	(elected as Deanery Synod rep from April 2016, elected as lay member October 2020)
Heather Williams	(elected April 2016, re-elected April 2019)
Wilson Wong	(elected April 2017, re-elected October 2020)
Claire Wright	(elected October 2020)

The following attended PCC meetings as appropriate, but are not trustees of the charity:

Graham Cooper	(PCC Secretary, appointed October 2011, resigned May 2021)
Michael Byrne	(PCC Secretary, appointed May 2011, resigned August 2021)
Keith Best	(PCC Secretary, appointed August 2021)

New PCC members are provided with an induction, which includes advising them of their responsibilities and representatives are invited to attend training sessions arranged by the Diocese of London to keep them up to date with their responsibilities. Professionals are invited to advise at PCC meetings.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Parish of St James's, Piccadilly is a parish within the Church of England as defined by canon law. Individual parishes within the Church of England do not have a separate constitution. They work within the framework of Church of England ecclesiastical law. The Parochial Church Council is a corporate body established by the Church of England. The PCC operates under the Parochial Church Council (Powers) Measure 1956.

During 2021 the PCC consisted of nine elected members in accordance with Church of England representation rules together with four Deanery Synod representatives, two Churchwardens, and clergy.

The pay and remuneration of the church's key personnel is set by members of the Standing Committee under the delegated authority of the PCC.

The Parochial Church Council has reviewed the operational and financial risks faced by the organisation and is satisfied that appropriate procedures and controls are in place to mitigate the impact of those risks.

AIM AND PURPOSES

The St James's Church, Piccadilly Parochial Church Council (PCC) has the responsibility of cooperating with the Rector of St James's, the Reverend Lucy Winkett, in promoting and encouraging the life of the church, as part of the worldwide Anglican Communion.

Our aim in 2021 has been to increase our impact and be proactive in more closely aligning our income generation with our values, as well as taking opportunities when they arise, such as the film location opportunity. A wider programme of cultural events is designed to attract more diverse audiences, as well as maintaining our core purpose which is to be a place of contemplation, peace and prayer for people from all faiths and none.

OBJECTIVES AND ACTIVITIES

The PCC is committed to enabling as many people as possible to worship at the church and to become part of the parish community at St James's Church, Piccadilly. The PCC generates funding for the ongoing commitments of the church and employs staff to manage and maintain its seven days a week ministry. It is responsible for safeguarding the assets of the church and generates income by way of voluntary collections, donations, organising concerts, running a food market, leasing space for a caffe, flat and fire escape. In addition, the church is seeking planning permission for the restoration of the church building and the development of the site for which a fundraising campaign, The Heart of St James's, has been launched. Throughout 2021, the PCC maintained a strong determination not to withdraw from its activities as a consequence of the difficulties caused by the Covid-19 pandemic, but as explained further below, to navigate its way through these and to be proactive in developing a new strategy to sustain St James's in the years ahead. Funded by a grant from the Department for Digital, Culture, Media & Sport (DCMS) under the Government's Culture Recovery Fund, business planners and heritage consultants have continued to work with the PCC and the incumbent to generate new models of income generation and a cultural activity programme.

The incumbent and the PCC continue to take account of the Charity Commission's guidance on public benefit.

ACHIEVEMENTS AND PERFORMANCE

Restrictions continued to disrupt the ongoing activities of the church for much of 2021. The church was proactive in developing and launching a new website, enabling virtual engagement, and a new digital tour of the church

was launched as part of this. In October 2021, the Heart of St James's Appeal was launched, and a recruitment round was held for the new post of Operations Director, a senior leadership appointment to manage risk and oversee the strategic development of the church's income generation and activity levels. A piano concert series was piloted in June 2021, and a new monthly music event of soul music and spoken word artists was started in August 2021. Footfall, while recovering, is still up to 30% below 2019 levels in central London and so the challenge of sustainable income generation remained acute throughout 2021. The church negotiated a film location deal in the autumn of 2021, which generated a significant amount of income and other ways to hire the church grounds were explored actively. The church's work with people going through homelessness and seeking asylum was continually prioritised and a new sit down 3 course meal was started weekly to support this work.

The church's environmental group 'Eco-Church' ran Aftermath, a community art and recovery project through 2021, and an art project was a joint commission with the Royal Academy of Arts marked the church's advocacy during the COP 26 conference in September.

The weekly celebration of the Eucharist is at the heart of the life of the church, now both online and in person. Online Worship is set to be a permanent feature of life at St James's even once a full return to worship in person in church is resumed. In the most testing of years, St James's continued to develop its online presence and continued to support a large number of people in their daily life.

FINANCIAL REVIEW

As a result of the pandemic, the components of the PCC's finances have altered dramatically compared to 2019 and 2020. In particular, we have recognised external grants totalling over £136,851 as income in 2021 of which £99,810 is restricted and is not available to be applied to the general purposes of the PCC. The whole of these restricted grants was recognised as income by 31 December 2021.

Income

Total unrestricted fund income was £982,794, of which £365,431 was unrestricted planned and voluntary donations, and a further £32,113 was from Gift Aid. Unrestricted but designated donations came to £53,459, the majority of which were to fund the installation of the new solar panels and for the Solidarity Fund.

In total, unrestricted fund income was 22% higher than 2020, including exceptional scaffolding licence fees and government grants, still with an increase of 18% compared with the previous year using the same base of comparison.

The major unrestricted income stream for 2021 was planned and voluntary donations, which accounted for 37% of total unrestricted income.

The PCC applied for and was awarded the following government grants during 2021:

- Job Retention Scheme (unrestricted funds): £10,813
- Emergency Grant (unrestricted funds): £300
- National Lockdown Grant (unrestricted funds): £25,928
- Culture Recovery Grant (restricted funds) £94,280

Expenditure

£715,406 was spent from unrestricted funds, with the running costs of St James's being a significant portion of the total spend. St James's original offer towards the Diocesan Common Fund was £108,000 in 2020 (compared to £104,000 in 2019), but in light of the impact of Covid-19 on St James's finances, this was subsequently revised

to £85,200 in 2020 and 2021, which was paid in full. All expenses are scrutinised and kept as low as possible, in line with the church's system of budgetary control.

Investments

The PCC's portfolio of investments as 31st December 2021 had a total value of £892,700 of which £876,002 was held in cash deposits. The objective to obtain capital growth in the short and mid-term has been affected due to the constraints of the pandemic.

RESERVES POLICY

The PCC has approved a policy of maintaining unrestricted general reserves at the level needed to cover at least four months of general fund expenditure on church activities, which equates to approximately £284,000. At 31st December 2021, free reserves as defined by the Charity Commission amounted to £481,133. The level of unrestricted reserves is also reviewed against the risks to budgeted net unrestricted general income in the annual budget. The PCC continues to make efforts to keep free reserves in line with the stated policy.

Surpluses are set aside for specific purposes, either into restricted funds as declared by a donor or resulting from the terms of an appeal, or into designated funds as determined by the PCC to be used for a particular future project or commitment. The purpose of holding the remainder of funds in the unrestricted general fund is to enable the church to cope with fluctuations in its cash flow and to provide a fund of money in case its income drops unexpectedly.

During 2021, the church received income from its services, charitable activities, and the use of its premises for letting out, a market and from concerts and events. There are expenses already in the budget relating to these activities and the net income is taken into the general fund.

In 2021 St James's generated a general fund surplus of £295,176 before transfers. On 31st December 2021, general fund reserves were £585,170 (2020 - £354,993).

- Restricted reserves were £411,506 on 31st December 2021 (2020 - £859,491).
- Designated reserves were £558,078 on 31st December 2021 (2020 - £518,767)

These reserves are key to the financial health of St James's Church in 2022.

IMPLICATIONS OF COVID-19

The combination of the Culture Recovery Grant covering staff costs for six months (January 2021-June 2021) and the response and support of the congregation have been crucial to keeping intact the levels of unrestricted reserves and in the survival of St James's as a charity organisation.

In 2021, St James's is still suffering from a loss of income of c. 40% in unrestricted funds, due to the impact of Covid-19, comparative with 2019 as a normal year, but as a result of the above and due to tight management of expenses, this is a significantly better position than the prospect of an 84% reduction that we faced immediately prior to the first lockdown in March 2020. Lower costs in some areas, as a result of lower levels of activity, also contributed to this improvement.

For 2022, a deficit budget has been approved in a year for investing reserves into models more aligned with the mission and senior management staff that could help to implement the business models designed as results of the work undertaken by consultants on the "Mission-aligned Business for SJP: Recovery and resilience after covid" (Business Plan).

The strategy is to enhance the profile of St James's as a destination venue. This has meant investment in a new website, new visual identity, live streaming, filming, and recording capabilities for online national and international engagement with St James's events.

Support with staff salaries, inflation rates and staff training remain the most pressing need, to consolidate and embed the new ways of working that have happened during this crisis, and investing in audience research and business planning, enhancing St James's offer culturally, musically, artistically and intellectually.

RELATED PARTIES

Transactions with any related party are on an "arm's length" basis. Details of any transactions, either directly or indirectly involving members of the PCC are given in Note 7 to the Financial Statements.

AUDIT COMMITTEE AND RISK MANAGEMENT

The PCC has an Audit Committee to advise the PCC on the adequacy and effectiveness of systems of financial control and arrangements for risk management, governance and audit. The Audit Committee also ordinarily reviews the contents of the Risk Register, although noting that measures are in place to mitigate many ongoing operational risks, the Committee focused its attention during 2022 primarily on new and emerging risks and changes to existing risks emerging from the Covid-19 pandemic.

The PCC, which has the ultimate responsibility for managing any risks faced by the church, has given consideration, under advice from the Audit Committee to the major risks to which it is exposed. A detailed review of the risk register is expected in 2022 following work done by the senior management team. It is recognised that systems can provide only reasonable but not absolute assurance that major risks have been managed.

The trustees have a risk management strategy comprising of an annual review of the principal risks and uncertainties that the church faces, the establishment of policies, systems and procedures to mitigate those risks, and the implementation of procedures designed to minimise or manage any potential impact on the church should these risks materialise.

The trustees believe these actions provide sufficient early warning systems, and the requisite controls and procedures in the event of adverse conditions.

STATEMENT OF THE PAROCHIAL CHURCH COUNCIL'S FINANCIAL RESPONSIBILITIES

Law applicable to charities in England and Wales and guidance issued by the Central Board of Finance of the Church of England require the members of the Parochial Church Council to prepare financial statements which give a true and fair view of the Parochial Church Council's activities during the year.

In preparing financial statements giving a true and fair view, the members of the Parochial Church Council should follow best practice and:

- Make judgments and estimates that are reasonable and prudent.
- State whether the Church guidance, applicable accounting standards and statements of recommended practice 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 Parochial Church Council will continue in operation.

St James's Church, Piccadilly
Parochial Church Council

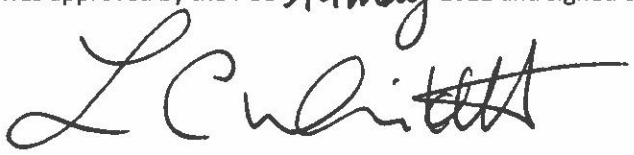
Annual Report for the year ended 31st December 2021

The Members of the Parochial Church Council are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the Parochial Church Council and enable them to ensure that their financial statements comply with the Church Accounting Regulations 2006 and the Charities Act 2011. They are also responsible for safeguarding the assets of the Parochial Church Council and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditors

The auditors, Griffin Stone Moscrop & Co have indicated their willingness to be re-appointed. As a matter of good practice and periodic review there will be a tender process for the appointment of auditors.

This report was approved by the PCC 5th May 2022 and signed on its behalf by:



The Reverend Lucy Winkett
Rector

Independent Auditors' Report to the Members of St James's Church, Piccadilly Parochial Church Council

Opinion

We have audited the financial statements of St James's Church, Piccadilly, Parochial Church Council ("the church") for the year ended 31st December 2021 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 FRS 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 PCC's affairs as at 31st December 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis of 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the church 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 PCC Members' 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 church'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 auditors' report thereon. The PCC Members are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 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 annual report; or
- the church has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of PCC Members

As explained more fully in the Statement of the Parochial Church Council's financial responsibilities, the PCC Members 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 PCC Members 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 PCC Members are responsible for assessing the church'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 PCC Members either intend to liquidate the church or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;
- Carrying out substantive checking to supporting documentation, on a sample basis, of individual transactions within income and expenditure to give comfort that the statement of financial activities does not contain any irregular items;
- Verifying that material balances within the balance sheet are supported by third party evidence to confirm existence and valuation at the balance sheet date;
- Verifying the existence, on a sample basis, of individual employees on the payroll;
- Enquiry of management and those charged with governance around actual and potential litigation and claims; and
- Reviewing minutes of PCC meetings.

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 is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- 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. 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.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the church's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the PCC Members.
- Conclude on the appropriateness of the PCC Members' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the church's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the church to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Independent Auditors' Report to the Members of St James's Church, Piccadilly Parochial Church Council

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the PCC Members, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the PCC Members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the church and the PCC Members, as a body, for our audit work, for this report, or for the opinions we have formed.

Griffin Stone Moscrop & Co

Griffin Stone Moscrop & Co

Chartered Accountants
Statutory Auditors

21-27 Lamb's Conduit Street
London
WC1N 3GS

Date: 26th May 2022

St James's Church, Piccadilly
Parochial Church Council
Statement of Financial Activities
for the year ended 31st December 2021

	Notes	Unrestricted Funds: General Funds £	Unrestricted Funds: Designated Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
INCOME FROM:						
Donations and legacies	2A	381,126	53,557	239,854	674,537	1,022,729
Church activities	2B	40,304	-	-	40,304	8,798
Use of premises	2C	331,802	-	-	331,802	273,726
Other trading activities	2D	-	-	-	-	-
Investments	2E	12,109	-	303	12,412	5,138
Other	2F	163,895	-	-	163,895	-
TOTAL INCOME		**929,237**	**53,557**	**240,157**	**1,222,951**	**1,310,390**
EXPENDITURE ON:						
Church activities	3A	560,449	79,246	664,261	1,303,956	796,870
Raising funds						
Use of premises	3B	75,711	-	23,881	99,592	158,917
TOTAL EXPENDITURE		**636,160**	**79,246**	**688,142**	**1,403,548**	**955,787**
NET INCOME/(EXPENDITURE) BEFORE INVESTMENTS GAINS		**293,077**	**(25,689)**	**(447,986)**	**(180,597)**	**354,603**
NET GAINS/(LOSSES) ON INVESTMENTS		2,099	-	-	2,099	912
NET INCOME/(EXPENDITURE)		295,176	(25,689)	(447,986)	(178,498)	355,515
TRANSFER BETWEEN FUNDS	8	(65,000)	65,000	-	-	-
NET MOVEMENT IN FUNDS		**230,176**	**39,311**	**(447,986)**	**(178,498)**	**355,515**
RECONCILIATION OF FUNDS:						
Total funds brought forward	13A,13B	**354,993**	**518,767**	**859,491**	**1,733,251**	**1,377,736**
Total funds carried forward	13A,13B	**585,170**	**558,078**	**411,506**	**1,554,754**	**1,733,251**

St James's Church, Piccadilly
Parochial Church Council
Statement of Financial Activities
for the year ended 31st December 2020

	Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total 2020
	£	£	£	£
INCOME FROM:				
Donations and legacies	468,108	50,821	503,800	1,022,729
Church activities	8,798	-	-	8,798
Use of premises	273,726	-	-	273,726
Other trading activities	-	-	-	-
Investments	3,623	-	1,515	5,138
Other	-	-	-	-
TOTAL INCOME	**754,255**	**50,821**	**505,315**	**1,310,391**
EXPENDITURE ON:				
Church activities	550,033	59,462	187,375	796,870
Raising funds				
Use of premises	137,832	-	21,085	158,917
TOTAL EXPENDITURE	**687,865**	**59,462**	**208,461**	**955,788**
NET INCOME/(EXPENDITURE) BEFORE INVESTMENTS GAINS	**66,390**	**(8,641)**	**296,854**	**354,603**
NET GAINS/(LOSSES) ON INVESTMENTS	912	-	-	912
NET INCOME/(EXPENDITURE)	**67,302**	**(8,641)**	**296,854**	**355,515**
TRANSFER BETWEEN FUNDS	(42,075)	42,075	-	-
NET MOVEMENT IN FUNDS	**25,227**	**33,434**	**296,854**	**355,515**
RECONCILIATION OF FUNDS:				
Total funds brought forward	**329,766**	**485,333**	**562,637**	**1,377,736**
Total funds carried forward	**354,993**	**518,767**	**859,491**	**1,733,251**

St James's Church, Piccadilly
Parochial Church Council
Balance Sheet at 31st December 2021

	Notes	2021	2020
		£	£
FIXED ASSETS			
Tangible	9A	104,036	46,695
Investments	9B	16,698	14,599
		120,734	61,294
CURRENT ASSETS			
Trade debtors	10A	18,941	1,097
Other debtors	10B	1,583	90
Accrued income (restricted)	10C	-	245,100
Tax recoverable		3,651	3,210
Prepayments and accrued income		14,214	10,758
Short Term Deposits		876,002	874,945
Cash at bank and in hand		615,272	589,166
		1,529,663	1,724,366
CURRENT LIABILITIES			
Amounts falling due in one year	11	95,643	52,409
NET CURRENT ASSETS		1,434,020	1,671,957
TOTAL ASSETS LESS CURRENT LIABILITIES	14	1,554,754	1,733,251
NET ASSETS		**1,554,754**	**1,733,251**
PARISH FUNDS			
Unrestricted funds:	13A	1,143,246	873,760
Restricted funds	13B	411,507	859,491
NET FUNDS		**1,554,754**	**1,733,251**

Approved and authorised for issue by the Parochial Church Council on 5th May 2022.

L Winkett

The Reverend Lucy Winkett

The Rector

St James's Church, Piccadilly
Parochial Church Council
Statement of Cash Flows
for the year ended 31st December 2021

	2021		2020	
	£	£	£	£
Net cash from operating activities		92,455		136,382
Cash flows from investing activities				
Dividends, interest and rent from investments	12,412		5,138	
Purchase of tangible fixed asset for the use of the PCC	(77,704)		(34,412)	
Net cash provided/(used in) investing activities		(65,292)		(29,274)
Change in cash and cash equivalents in the reporting period		27,163		107,108
Cash and cash equivalents at 1st January		1,464,111		1,357,003
Cash and cash equivalents at 31st December		**1,491,274**		**1,464,111**

Reconciliation of net income/(expenditure) before investment gains to net cash provided by operating activities

Net income/(expenditure) as per statement of financial activities	(178,498)	355,515
Adjustments for:		
Depreciation charges	19,618	11,373
Loss from disposal of fixed assets	745	-
(Gains)/Losses on investments	(2,099)	(912)
Dividends, interest and rent from investments	(12,412)	(5,138)
Decrease/(Increase) in debtors	221,866	(166,578)
Increase/(Decrease) in creditors	43,235	(57,878)
Net cash provided by/(used in) operating activities	92,455	136,382

Analysis of cash and cash equivalents

Cash deposit accounts	876,002	874,945
Cash at bank and in hand	615,272	589,166
	1,491,274	**1,464,111**

Analysis of changes in net debt	**At 1st January 2021**	**Cash-flows**	**At 31st December 2021**
	£	£	£
Cash	589,166	26,106	615,272
Cash equivalents	874,945	1,057	876,002
	1,464,111	**27,163**	**1,491,274**

St James's Church, Piccadilly
Parochial Church Council
Notes to the Financial Statements
for the year ended 31st December 2021

1. Accounting Policies

I. Basis of preparation

The financial statements have been prepared in accordance with the Church Accounting Regulations 2006 and the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) effective October 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102) and the Charities Act 2011.

The financial statements have been prepared on the going concern basis. The members of the PCC assess whether the use of going concern is appropriate and have identified no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The members of the PCC make this assessment in respect of a period of twelve months from the data of approval of the financial statements.

The Church constitutes a public benefit entity as defined by FRS 102.

The financial statements have been prepared under the historical cost convention except for the valuation of investment assets, which are shown at market value.

The financial statements have been prepared to give a "true and fair" view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a "true and fair" view. This departure has involved following the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective October 2019 rather than Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1st April 2005 which has since been withdrawn.

II. Land and buildings

The Church and the site on which the rectory and offices sit are consecrated and are excluded from accountability under Section 10(2) of the Charities Act 2011. Maintenance and improvement costs are written off in the year in which they are incurred.

III. Income

Income is recognised when the PCC is legally entitled to the income. Planned Giving, collections and donations are recognised when received. Indirect giving: tax refunds are recognised as soon as the amounts are claimable. Grants and legacies are accounted for when the PCC is legally entitled to the amounts due. Investment income: dividends are accounted for when received; interest and tax recoverable are accrued. The PCC does not usually invest separately for each fund. Where there is no separate investment, interest is apportioned to individual funds on a proportionate basis.

All income and gains falling within Sections 466-493 of the Corporation Taxes Act 2010 and Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to the entity's charitable objectives.

IV. Expenditure

Payments to the Diocesan Common Fund are paid regularly and are included in expenditure for the year to which they relate. Grants from unrestricted funds (including donations to missions) are recognised

when determined by the PCC. Amounts received specifically for missions are dealt with as restricted funds and the liability for payment is recognised when the amounts are received. All other expenditure is generally recognised when it is incurred.

Expenditure on raising funds are those costs incurred in attracting voluntary income.

Charitable activities include expenditure associated with the day-to-day management of the Church and include both the direct costs and support costs relating to these activities.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

V. Fund accounting

General purposes funds represent the funds of the PCC that are not subject to any restrictions regarding their use and are available for application on the general purposes of the PCC.

Funds designated for a particular purpose by the PCC are also unrestricted.

VI. Fixed Assets and Depreciation

Fixtures, fittings, and equipment are depreciated in equal annual instalments over a period of four (4) years, except for the AV system and Solar PV system which useful life is ten (10) years. Items of a capital nature are reviewed for their purpose and are capitalised where they are considered to provide an ongoing use to the PCC.

The rector and churchwardens hold on special trust for the PCC silver and plate gifted to the Church for ecclesiastical use. They date from the 17th century and therefore, there is insufficient cost information available. Due to the unique nature of these assets and their historic association with worship at the church over hundreds of years, conventional valuation techniques are not applicable and therefore they have not been valued in the financial statements. The valuables, silver and plate, over 50 individual items in total, are listed in the church's inventory and are regarded by law as inalienable assets for which the PCC would require a faculty for disposal. There have been no additions or disposals from the collection during the year. Most of the items are kept in secure locations including a museum, and the total value for insurance purposes is now £725,500.

VII. Investments

Investments are included in the balance sheet at market value.

VIII. Debtors

Amounts owing to the PCC on 31st December in respect of fees, rents or other income are shown as debtors less provision for any amounts that may prove uncollectable. These are recognised initially at the settlement amount. Prepayments are valued at the amount prepaid, net of any trade discount due.

IX. Cash and Cash equivalents

Cash at bank and in hand and short-term deposits comprise cash and short-term highly liquid investments held with the CBF Church of England Deposit Fund, building societies and banks, maturing within three months or less from the opening of the deposit or similar account.

X. Creditors

Creditors are recognised when the PCC has an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement and the amount of the settlement can be estimated reliably. Creditors are recognised at the amount that the PCC anticipates it will pay to settle the debt or the amount it has received as advanced payment for the goods or services it must provide.

XI. Financial Instruments

The church only has financial assets and liabilities of a kind that qualify as basic financial instruments. All (including debtors and creditors) are initially recognised at transaction value and subsequently measured at their settlement value.

XII. Operating leases

Rentals payable under operating leases are charged to expenditure on a straight-line basis over the period of the lease.

XIII. Pension scheme

The church operates an auto enrolment pension scheme, which includes all eligible employees not already in a personal pension plan. All other eligible employees are included in their own pension plans. The contributions made by the employer were at 6% until the end of March 2018, then at 7.5% from 1st April 2018. The contributions made are charged to the SOFA in the year to which they relate.

2. Charity information

St James's Church, Piccadilly is an Anglican church located at 197 Piccadilly, London, W1J 9LL. A description of the nature of the charity's operations and its principal activities can be found in The Annual Report of the PCC.

The presentation currency in these financial statements is sterling and the figures are rounded to the nearest pound.

NOTE 2 INCOME

		Unrestricted Funds				
		General Funds	Designated Funds	Restricted Funds	Total 2021	Total 2020
2A	**VOLUNTARY INCOME**					
	Planned giving					
	Gift aid - stewardship	138,134	-	-	138,134	128,489
	Tax recoverable	32,113	-	-	32,113	39,148
	Church collections	140,918	53,459	140,044	334,422	170,173
	Legacies	13,423	-	-	13,423	21,975
	Grants	37,041	-	99,810	136,851	648,740
	Collection boxes	19,097	-	-	19,097	11,293
	Trusts	400	-	-	400	600
	Cards 4 Good Causes	-	-	-	-	-
	Winter Shelter	-	98	-	98	2,310
		381,126	**53,557**	**239,854**	**674,537**	**1,022,729**
2B	**INCOME FROM CHURCH ACTIVITIES**					
	Fees	23,398	-	-	23,398	8,278
	Lectures and Events	16,906	-	-	16,906	520
	Seminars and Retreats	-	-	-	-	-
	Publications	-	-	-	-	-
		40,304	-	-	40,304	8,798
2C	**INCOME FROM USE OF PREMISES**					
	Market rents	24,068	-	-	24,068	86,268
	Café	68,542	-	-	68,542	66,094
	Concerts	65,838	-	-	65,838	61,470
	Church, church hall and rectory	129,203	-	-	129,203	17,675
	Wren Flat licence	33,801	-	-	33,801	31,868
	Fire escape licence	10,350	-	-	10,350	10,350
		331,802	-	-	331,802	273,726
2D	**ACTIVITIES FOR GENERATING FUNDS**					
	Sale of Christmas Cards	-	-	-	-	-
	Christmas puddings	-	-	-	-	-
	Social Events	-	-	-	-	-
	Flowers	-	-	-	-	-
	Traidcraft Stall	-	-	-	-	-
		-	-	-	-	-
2E	**INCOME FROM INVESTMENTS**					
	Interest	12,109	-	303	12,412	4,930
	Dividends	-	-	-	-	208
		12,109	-	303	12,412	5,138
2F	**OTHER INCOME**					
	Licences	163,895	-	-	163,895	-
		163,895	-	-	163,895	-
	TOTAL INCOME	**929,237**	**53,557**	**240,157**	**1,222,951**	**1,310,390**

NOTE 3 EXPENDITURE

		Unrestricted Funds				
		General Funds	Designated Funds	Restricted Funds	Total 2021	Total 2020
3A	**EXPENDITURE ON CHURCH ACTIVITIES**					
	Grants					
	Away-giving	1,304	-	-	1,304	3,304
	Ministry					
	Common Fund	85,200	-	-	85,200	85,200
	Clergy expenses	5,381	-	-	5,381	8,226
	Associate Rector	53,903	-	-	53,903	34,724
	Assistant Curate	13,164	-	-	13,164	3,474
	Organist and choir costs	19,905	-	-	19,905	9,740
	Salary of the Director of Music	9,663	-	11,608	21,271	10,344
	Altar requisites	4,585	-	-	4,585	2,447
	Officers, volunteers, visitors and staff expenses	5,468	-	-	5,468	4,166
	Friends diary and other publications	-	-	-	-	-
	Social events	128	-	-	128	1,113
	Designated Projects	-	33,469	-	33,469	40,740
	Other events, and children's activities	14,628	-	-	14,628	2,244
	Salaries	109,573	12,922	123,897	246,392	238,747
	Pension contributions	7,638	-	-	7,638	12,897
	Telephone	9,385	-	-	9,385	8,535
	Printing and stationery	7,774	-	-	7,774	8,620
	Legal and professional fees	57,316	-	-	57,316	32,314
	Advertising	16,694	-	-	16,694	4,029
	Depreciation	9,871	697	9,050	19,618	11,373
	Bank charges	(12,387)	-	-	(12,387)	1,370
	Sundry expenses	7,403	-	-	7,403	4,782
	Bad and doubtful debts	2,769	-	-	2,769	-
	Cleaning & Refuse collection	15,830	-	-	15,830	27,937
	Repairs and maintenance	13,175	-	-	13,175	18,164
	Garden maintenance	7,799	-	-	7,799	3,341
	Computer and equipment expenses	21,094	-	-	21,094	14,444
	Utilities	15,216	-	-	15,216	14,457
	Subscriptions	5,558	-	-	5,558	2,933
	Security	11,517	-	-	11,517	10,430
	Insurance	28,959	-	-	28,959	31,659
	Payroll and accountancy services	11,937	-	-	11,937	17,203
		559,145	**47,088**	**144,555**	**750,788**	**686,653**
	Projects					
	Wren renovation project	-	-	234,689	234,689	90,215
	Building Repair	-	12,157	-	12,157	2,340
	Music scholarship program	-	-	7,097	7,097	-
	Recovery and resilience (Business Model)	-	20,000	277,920	297,920	35,358
		-	**32,157**	**519,706**	**551,864**	**127,913**
	TOTAL	**560,449**	**79,246**	**664,261**	**1,303,956**	**796,870**
3B	**EXPENDITURE ON USE OF PREMISES**					
	Markets	5,622	-	-	5,622	78,039
	Café	-	-	-	-	-
	Concerts	70,089	-	23,881	93,970	80,878
	Basement	-	-	-	-	-
	Wren Flat	-	-	-	-	-
	TOTAL	**75,711**	**-**	**23,881**	**99,592**	**158,917**
	TOTAL EXPENDITURE	**636,160**	**79,246**	**688,142**	**1,403,548**	**955,787**

NOTE 4 STAFF COSTS

	2021	2020
	£	£
Wages and salaries	328,450	319,693
Employer's national insurance contributions	23,962	22,508
Pension costs	24,788	24,293
	377,200	366,495

		2021	2020
Analysed as follows:		£	£
Activities directly related to the work of the church:	Director of Music	21,271	10,344
	Verger's fees	468	384
Church management and administration:	Administration	283,952	251,260
Use of premises:	Concerts	71,509	66,201
	Markets	-	38,306
		377,200	366,495

	2021	2020
Average number of employees	No.	No.
	18	20

	2021	2020
	No.	No.
No. of employees earned more than £60,000	-	-

The remuneration of the key members of staff amounted to £177,422 (2020 - £164,841)

NOTE 5 AUDITORS' REMUNERATION

	2021	2020
	£	£
Audit	8,520	9,440

NOTE 6 GRANTS

Away-giving

The amount for grants is agreed by the PCC through the budget for the year. Applications for grants are invited from the church community at the Annual Church Parochial Meeting. The PCC appoints a small committee to review the applications. Applications need to show a clear relationship between the church and the project and information about how the money is to be used.
Projects need to fit within our mission statement. The PCC makes the final decision.

The away-giving represents the following grants made by PCC:

	2021	2020
	£	£
Deanery of Westminster	654	1,804
God is Giving	-	1,000
Amos Trust	-	-
CHASE Africa	-	-
Kalilintad Philipinas Incorporated	-	-
Puck de Raadt - Work with Asylum Seekers	-	-
A Rocha UK	-	-
CHIVA Africa	-	-
Universities Together	-	-
Interfaith Matters	500	500
JustShare	-	-
Mampong Diocese Development Trust	-	-
Beyond Food	150	-
CEPAD	-	-
TOTAL	**1,304**	**3,304**

NOTE 7 RELATED PARTIES

During the year the following payments were made for PCC members:

	2021 Number	2020 Number	2021 £	2020 £
Clergy accommodation and other expenses	5	5	8,095	8,574

		2021 £	2020 £
Deborah Colvin	International group expenses claim 07/12	-	157
Deborah Colvin	Garden incinerators for courtyard for Christmas services	-	197
Trevor Lines	Receipt for winter shelter project	-	58
Alison Beck	As singer for different events	-	295
Adolfo Sansolini	Expenses for international group	-	48
Deborah Colvin	2 x climate stripes banners for COP26	270	
Deborah Colvin	Tablets for community use	120	
Joanna Hines	Flags for St James's Day	255	
Claire M. Wright	St James's Day food + congestion charge	91	
Michael Byrne	Fees assistance with PCC Secretarial matters	1,089	
		1,825	755

	2021 £	2020 £
Total donations from PCC members to the Church	25,391	25,423

All transactions involving elected members of the PCC are dealt with on an "arm's length" basis and the individual PCC members concerned do not derive any personal benefit from such transactions. No PCC member received any remuneration during the year.

NOTE 8 ANALYSIS OF TRANSFERS BETWEEN FUNDS

	Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total £
Designation of net income for the year	(65,000)	65,000	-	-
	(65,000)	65,000	-	-

NOTE 9 FIXED ASSETS

9A TANGIBLE

		AV Equipment	Office Equipment	Furniture and Fixtures	Total
		£	£	£	£
Cost	at 1st January 2021	18,911	120,068	210,738	349,717
	Disposal	-	-	(81,146)	(81,146)
	Additions at cost	27,489	7,360	42,855	77,704
	at 31st December 2021	46,400	127,428	172,448	346,276
Depreciation	at 1st January 2021	66	102,307	200,650	303,023
	Withdrawn on disposals	-	-	(80,401)	(80,401)
	Charge for the year	4,312	8,033	7,274	19,618
	at 31st December 2021	4,378	110,340	127,522	242,240
Net book value	at 31st December 2021	**42,022**	**17,088**	**44,925**	**104,036**
	at 31st December 2020	18,845	17,762	10,088	46,695

9B INVESTMENTS

	Accumulated Fund	Legacy Fund	Total
	£	£	£
Market value at 1st January 2021	11,532	3,067	14,599
Unrealised gain on revaluation	2,099		2,099
Market value at 31st December 2021	**13,631**	**3,067**	**16,698**
	No. of shares	**No. of shares**	
	564	150	

The investments are managed by The Central Board of Finance of the Church of England. The historical cost is as follows:

The Central Board of Finance of the Church of England: Investment Fund	2021	2020
150 shares (Legacy Fund)	141	141
564 shares (Accumulated Fund)	562	562
	703	**703**

The market values of the investments are as quoted by The Central Board of Finance of the Church of England.

NOTE 10 DEBTORS

		2021	2020
		£	£
10A	**TRADE DEBTORS (UNRESTRICTED FUNDS)**		
	Sales ledger balances	22,715	2,437
	Less: Provision for doubtful debts	(3,773)	(1,340)
	TOTAL	18,941	1,097

10B	**OTHER DEBTORS (UNRESTRICTED FUNDS)**	2021	2020
		£	£
		1,583	90

10C	**ACCRUED INCOME (RESTRICTED FUNDS)**	2021	2020
		£	£
	50% Culture Recovery Grant	-	245,100

NOTE 11 CURRENT LIABILITIES

	2021	2020
	£	£
CREDITORS: AMOUNTS FALLING DUE IN ONE YEAR (UNRESTRICTED FUNDS)		
Trade creditors	74,347	36,275
Accruals	6,044	4,281
Taxation and social security	9,297	9,712
Other creditors	5,955	2,141
TOTAL	95,643	52,409

NOTE 12 FINANCIAL INSTRUMENTS

	2021	2020
	£	£
Financial assets measured at fair value through income and expenditure	1,507,972	1,478,710

The above comprises fixed asset investments, cash deposit accounts and cash at bank and in hand.

NOTE 13 FUNDS

		2021	2020
		£	£
13A	**Unrestricted funds:**		
	General Funds:		
	Surplus Fund Account	585,170	354,993
	Designated Funds:		
	Designated Building Repair Fund	241,896	253,054
	Church Renovation Fund	132,213	100,000
	Pastoral Assistant Fund	-	3,058
	Winter Shelter Fund	-	15,921
	International Group	-	9,167
	Solidarity Fund	19,900	
	Congregant Support Fund	633	
	Special Projects	51,975	41,975
	Marketing	37,981	37,981
	Eco-Church	3,983	251
	Caravan Counselling	2,516	2,516
	Future Staffing Fund	39,771	49,635
	Designated Fixed Assets Fund	27,203	-
	Monthly Diary Fund	-	5,209
	Total Designated Funds	558,677	518,787
13B	**Restricted funds**		
	Organ Appeal Fund	5,380	5,822
	Church Renovation Fund	306,729	468,115
	Culture Recovery Fund	-	344,289
	Fixed Assets Fund	65,358	27,665
	Staffing Fund (Restricted)	11,008	-
	Music Scholarship Program	9,351	-
	Easter & Decorations	80	-
	AV Equipment Fund	13,600	13,600
	Total Restricted Funds	411,507	859,491

13C **Summary of fund movements**

	Unrestricted Funds																											
2021	General Fund	Winter Shelter	Pastoral Assistant	International Group	Congregant Support	Eco-Church	Caravan Counselling	Designated Future Staffing	Special Projects	Marketing	Church Renovation	Designated Building Repair	Designated Fixed Assets	Solidarity	Monthly Diary	Church Renovation	Organ Appeal	AV Equipment	Culture Recovery	Easter&Decorations	Staffing Fund	Music Scholarship	Fixed Assets	Total
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Balance at 1st January 2021	354 993	15 921	3 058	9 167		251	2 516	49 635	41 975	37 981	100 000	253 054			5 209	468 117	5 822	13 600	344 289				27 665	1 733 252
Income	929 737	98		314	1 323	39 232					2 213	1 000		9 278		81 783			99 810	716	41 400	18 448		1 222 951
Expenditure	(536 160)	(993)	(3 058)	(2 918)	(690)	(7 700)		(9 864)	(20 000)			(12 157)	(998)	(16 882)	(5 209)	(224 699)	(442)		(405 837)	(536)	(30 591)	(7 097)	(9 050)	(1 405 548)
Investment gains/(losses)	2 099																							2 099
Transfer between funds	(65 000)	(15 027)		(7 464)		(27 900)			30 000		30 000		27 900	27 491					(38 261)		11 008		46 743	-
Balance at 31st December 2021	**666 170**	-	-	**633**	**3 853**	**1 816**	**39 771**	**51 975**	**37 981**	**132 213**	**241 896**	**37 203**	**27 902**	**18 887**	-	**300 729**	**5 380**	**13 600**	-	**80**	**11 008**	**9 351**	**64 358**	**1 864 764**

	Unrestricted Funds																											
2020	General Fund	Winter Shelter	Pastoral Assistant	International Group	Congregant Support	Eco-Church	Caravan Counselling	Future Staffing	Special Projects	Marketing	Church Renovation	Designated Building Repair	Designated Fixed Assets	Solidarity	Monthly Diary	Church Renovation	Organ Appeal	AV Equipment	Culture Recovery	Easter&Decorations	Staffing Fund	Music Scholarship	Fixed Assets	Total
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Balance at 1st January 2020	329 766	17 859	1 804	19 726	(199)	502	2 516	19 639	20 000	50 000	100 000	253 394				556 815	5 822							1 337 736
Income	754 255	2 319	12 838	5 479		400		14 996	3 000			2 000			10 000	1 515		13 600	490 200					1 310 391
Expenditure	(687 866)	(4 279)	(11 382)	(16 040)		(651)		(5 000)	(3 000)	(12 019)		(2 340)			(4 791)	(90 215)			(117 992)				(254)	(955 787)
Investment gains/(losses)	912																							912
Transfer between funds	(42 975)				100			20 000	21 975										(27 919)				27 919	(0)
Balance at 31st December 2020	354 993	15 921	3 058	9 167		251	2 516	49 635	41 975	37 981	100 000	253 054			5 209	468 115	5 822	13 600	344 289				27 665	1 733 251

NOTE 14 SUMMARY OF ASSETS BY FUND

2021	Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total 2021
	£	£	£	£
Tangible fixed assets	104,036	-	-	104,036
Investments fixed assets	16,698	-	-	16,698
Current assets	560,079	558,077	411,507	1,529,663
Liabilities	(95,643)	-	-	(95,643)
	585,170	**558,077**	**411,507**	**1,554,754**

2020	Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total 2020
	£	£	£	£
Tangible fixed assets	46,695	-	-	46,695
Investments fixed assets	14,599	-	-	14,599
Current assets	346,108	518,767	859,491	1,724,366
Liabilities	(52,409)	-	-	(52,409)
	329,765	**518,767**	**859,491**	**1,733,251**

NOTE 15 COMMITMENTS UNDER OPERATING LEASES

At 31st December the PCC had a commitment under a non-cancellable operating lease in respect of a photocopier as follows:

	2021	2020
	£	£
Within one year	4,212	4,152
In 2-5 years	3,159	7,266
	7,371	11,418

THE PAROCHIAL CHURCH COUNCIL OF THE ECCLESIASTICAL PARISH OF ST JAMES, WESTMINSTER

England & Wales - Charity number 1133048

Accounts



St James's Church, Piccadilly

197 Piccadilly, London W1J 9LL • 020 7734 4511

www.sjp.org.uk • enquiries@sjp.org.uk • @StJPiccadilly • Registered Charity No.1133048

Rector: The Revd Lucy Winkett

Clergy: The Revd Dr John Russell (Associate Rector), The Revd Dr Mariama Ifode-Blease, The Revd Dr Ivan Khovacs, The Revd Daniel Norris

PAROCHIAL CHURCH COUNCIL

Annual Report and Financial Statements

for the year ended 31st December 2020

Charity Number 1133048

St James's Church, Piccadilly
Parochial Church Council

CONTENTS

Legal and Administrative Information	3
PCC Annual Report	4-9
Independent Auditors' Report	10-13
Statement of Financial Activities 2020	14
Statement of Financial Activities 2019	15
Balance Sheet	16
Statement of Cash Flows and related notes	17
Notes to the Financial Statements	18-30

St James's Church, Piccadilly
Parochial Church Council
Legal and Administrative Information

Status:	The PCC is a registered charity, number 1133048
Governing documents:	The Church Representation Rules and The PCC (Powers) Measure 1956
Operational address:	St James's Church, Piccadilly 197 Piccadilly London W1J 9LL
Bankers:	The Co-operative Bank 80 Cornhill London EC3V 2HR CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling ME19 4JQ
Solicitors:	Winckworth Sherwood LLP Minerva House 5 Montague Close London SE1 9BB
Auditors:	Griffin Stone Moscrop & Co 21-27 Lamb's Conduit Street London WC1N 3GS

St James's Church, Piccadilly
Parochial Church Council

Annual Report for the year ended 31st December 2020

The Parochial Church Council (PCC), registered with the Charity Commission as of 1st December 2009, presents its Annual Report for the year ended 31st December 2020, which complies with current statutory requirements.

The members of the Parochial Church Council, who were trustees of the charity, during the year are:

The Reverend Lucy Winkett	(Clergy, Rector)
The Reverend Dr John Russell	(Clergy, Associate Rector, appointed May 2020)
The Reverend Dr Ivan Khovacs	(Clergy)
The Reverend Daniel Norris	(Clergy)
The Reverend Dr Mariama Ifode-Blease	(Clergy, Assistant Curate, appointed October 2020)
The Reverend Hugh Valentine	(Clergy, resigned January 2020)

Deborah Colvin	(Churchwarden, elected April 2017, last re-elected October 2020)
Trevor Lines	(Churchwarden, elected April 2017, last re-elected October 2020)

Julie Cunningham	(Deanery Synod representative, elected October 2020
Shirley Dixon	(Deanery Synod representative, elected April 2018, re-elected October 2020)
Rosalind Fane	(Deanery Synod representative, elected October 2020)
Joanna Hines	(Deanery Synod representative, elected October 2020)
Pearl Willis	(Deanery Synod representative, resigned October 2020)

Monica Bashabe	(elected October 2020)
Alison Beck	(elected October 2020)
Carolyn Davies	(resigned October 2020)
Robert Duirs	(resigned October 2020)
Leah Hoskin	(resigned October 2020)
David Loyn	(elected April 2019)
Ben Mariam	(elected October 2020)
Evelyn Namutebl	(resigned October 2020)
Rakshita Patel	(resigned October 2020)
Adolfo Sansolini	(elected April 2016, re-elected April 2019)
Lia Dong Shimada	(elected as Deanery Synod rep from April 2016, elected as lay member October 2020)
Heather Williams	(elected April 2016, re-elected April 2019)
Wilson Wong	(elected April 2017, re-elected October 2020)
Claire Wright	(elected October 2020)

The following attends PCC meetings as appropriate, but is not a trustee of the charity:

Graham Cooper	(PCC Secretary, appointed October 2011)

New PCC members are provided with an induction, which includes advising them of their responsibilities, and representatives are invited to attend training sessions arranged by the Diocese of London to keep them up to date with their responsibilities. Professionals are invited to advise at PCC meetings.

St James's Church, Piccadilly
Parochial Church Council

Annual Report for the year ended 31st December 2020

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Parish of St James's, Piccadilly is a parish within the Church of England as defined by canon law. Individual parishes within the Church of England do not have a separate constitution. They work within the framework of Church of England ecclesiastical law. The Parochial Church Council is a corporate body established by the Church of England. The PCC operates under the Parochial Church Council (Powers) Measure 1956.

During 2020 the PCC consisted of nine elected members in accordance with Church of England representation rules together with four Deanery Synod representatives, two Churchwardens, and clergy.

The pay and remuneration of the church's key personnel is set by members of the Standing Committee under the delegated authority of the PCC.

The Parochial Church Council has reviewed the operational and financial risks faced by the organisation and is satisfied that appropriate procedures and controls are in place to mitigate the impact of those risks.

AIM AND PURPOSES

The St James's Church, Piccadilly Parochial Church Council (PCC) has the responsibility of cooperating with the Rector of St James's, the Reverend Lucy Winkett, in promoting and encouraging the life of the church, as part of the worldwide Anglican Communion.

OBJECTIVES AND ACTIVITIES

The PCC is committed to enabling as many people as possible to worship at the church and to become part of the parish community at St James's Church, Piccadilly. The PCC generates funding for the ongoing commitments of the church and employs staff to manage and maintain its seven days a week ministry. It is responsible for safeguarding the assets of the church and generates income by way of voluntary collections, donations, organising concerts, running a market, leasing space for a café, flat and fire escape. In addition, the church is seeking planning permission for the restoration of the church building and the development of the site for which a fundraising campaign will be necessary. Throughout 2020, the PCC maintained a strong determination not to withdraw from its activities as a consequence of the difficulties caused by the Covid-19 pandemic, but as explained further below, to navigate its way through these and to be proactive in developing a new strategy to sustain St James's in the years ahead. A large consultation exercise was undertaken in 2020 and a refreshed vision, values and activity plan have been generated. Funded by a grant from the Department for Digital, Culture, Media & Sport (DCMS) under the Government's Culture Recovery Fund, business planners and heritage consultants have worked with the PCC and the incumbent to generate a new model of income generation and a cultural activity programme.

The incumbent and the PCC continue to take account of the Charity Commission's guidance on public benefit.

ACHIEVEMENTS AND PERFORMANCE

For some of the reporting period, St James's Church building continued to be open seven days a week from 8am until the evening. From 23 March 2020 the church building closed and, according to Government instruction,

has been periodically closed for long periods of the year. Following a feasibility study commissioned from business planners, the gift market in the courtyard was closed permanently in December 2020.

Socially distanced audiences were welcomed to the church as soon as this was legal, and a new comprehensive AV system was fitted, enabling concerts and events to go online live-streamed. Funded by the DCMS Culture Recovery Grant, a new visual identity was confirmed, and a new website is under construction (for delivery in May 2021) with a transformed ability to communicate the church's activities and mission and to generate interest in donating. New donation boxes, essential survey work, and investment in audience research, with a view to pivoting the church's income generation activities, was undertaken in the closing months of 2020, and all the church's religious activity (services, courses, meetings and groups) went online on YouTube and through the video conferencing platform Zoom. Central London economic activity has reduced dramatically due to the pandemic and at the time of writing has not recovered. Footfall is still 70% below 2019 figures. The church is therefore proactively and energetically exploring new ways of generating income. As a priority, work with asylum seekers and rough sleepers was continued throughout the pandemic to support in particular LGBTQ+ asylum seekers fleeing persecution. A new hot takeaway breakfast was started during the second 2020 lockdown and continued through the winter.

The new Planned Giving group ran a 'Covid Emergency Appeal' which exceeded its target during the year, in addition to achieving a substantial increase in regular Planned Giving scheme contributions. Total Planned Giving income for the year amounted to £128,489, compared to a budget of £88,566, a positive variance of 45%.

The building development project was paused in March, but a new fundraiser was appointed in early 2021, who will take this project forward during 2021/2022.

The church's environmental group 'Eco-Church' ran the 'Daily Bread' art and science project throughout 2020, and new links with the Royal Academy of Arts were established. The weekly celebration of the Eucharist is at the heart of the life of the church, now both online and in person. Online Worship is set to be a permanent feature of life at St James's even once a full return to worship in person in church is resumed. In the most testing of years, St James's acted quickly in March and continued to support a large number of people in their daily life.

Pilot heritage and music projects were created and filmed during 2020 as part of the church's determination to reach new audiences and to develop its income generation to align more closely with its vision and values.

FINANCIAL REVIEW

As a result of the pandemic, the components of the PCC's finances have altered dramatically compared to 2019. In particular, we have recognised external grants totalling over £600,000 as income in 2020 of which £490,200 is restricted and is not available to be applied to the general purposes of the PCC. Whilst accounting convention requires that the whole of this restricted grant is recognised as income by 31 December 2020, £245,100 of this remains a debtor at 31 December 2020 as the terms of the grant are that it is paid over in two equal instalments. Further information regarding the make-up of income and expenditure for 2020 and of the reserves held as at 31 December 2020 are given below.

Income

Total unrestricted fund income was £805,076, of which £283,419 was unrestricted planned and voluntary donations, and a further £39,148 was from Gift Aid. Unrestricted but designated donations came to £50,821, the majority of which were to fund the Pastoral Assistant post, Future Staffing, International Group and

Monthly Diary projects. In total, unrestricted fund income was 14% higher than budgeted in April 2020, but the total income, excluding exceptional scaffolding licence fees and government grants, decreased significantly compared with the previous year.

The major unrestricted income stream for 2020 was planned and voluntary donations, which accounted for c.45% of total unrestricted income.

The PCC applied for and was awarded the following government grants during 2020:

- Job Retention Scheme (unrestricted funds): £92,640
- Emergency Grant (unrestricted funds): £49,300
- National Lockdown Grant (unrestricted funds): £3,000
- Culture Recovery Grant (restricted funds) £490,200

Apart from elements of the Culture recovery grant, these contributed towards covering expenses.

Expenditure

£747,327 was spent from unrestricted funds, with the running costs of St James's being a significant portion of the total spend. St James's original offer towards the Diocesan Common Fund was £108,000 in 2020 (compared to £104,000 in 2019), but in light of the impact of Covid-19 on St James's finances, this was subsequently revised to £85,200, which was paid in full. All expenses are scrutinised and kept as low as possible, in line with the church's system of budgetary control.

Investments

The PCC's portfolio of investments as at 31st December 2020 had a total value of £889,544 of which £874,945 was held in cash deposits. The objective continues to be to obtain capital growth in the short and mid-term.

RESERVES POLICY

The PCC has approved a policy of maintaining unrestricted general reserves at the level needed to cover at least four months of general fund expenditure on church activities, which equates to approximately £183,000. At 31st December 2020, free reserves as defined by the Charity Commission amounted to £308,298. The level of unrestricted reserves is also reviewed against the risks to budgeted net unrestricted general income in the annual budget. The PCC continues to make efforts to keep free reserves in line with the stated policy.

Surpluses are set aside for specific purposes, either into restricted funds as declared by a donor or resulting from the terms of an appeal, or into designated funds as determined by the PCC to be used for a particular future project or commitment. The purpose of holding the remainder of funds in the unrestricted general fund is to enable the church to cope with fluctuations in its cash flow and to provide a fund of money in case its income drops unexpectedly.

During 2020, the church received income from its services, charitable activities, and the use of its premises for letting out, a market and from concerts and events. There are expenses already in the budget relating to these activities and the net income is taken into the general fund.

In 2020 St James's generated a general fund surplus of £67,302 before transfers. On 31st December 2020, general fund reserves were £354,993 (2019 - £329,766).

- Restricted reserves were £859,491 on 31st December 2020 (2019 - £562,637).
- Designated reserves were £518,767 on 31st December 2020 (2019 - £485,333)

St James's Church, Piccadilly
Parochial Church Council

Annual Report for the year ended 31st December 2020

IMPLICATIONS OF COVID-19

The combination of the Culture Recovery Grant covering staff costs for six months (October 2020-March 2021) and the response and support of the congregation have been crucial to keeping intact the levels of unrestricted reserves and in the survival of St James's as a charity organisation.

In 2021, St James's is still suffering from a loss of income of c. 45% in unrestricted funds, due to the impact of Covid-19, but as a result of the above and due to tight management of expenses, this is a significantly better position than the prospect of an 84% reduction that we faced immediately prior to the first lockdown in March 2020. Lower costs in some areas, as a result of lower levels of activity, also contributed to this improvement.

For 2021, a nearly break-even budget has been approved. Once the results of the work undertaken by consultants on the "Mission-aligned Business for SJP: Recovery and resilience after covid" (Business Plan) is known, a new financial plan and a new budget will be developed and an assessment will be undertaken to assess the viability and reasonableness of these against a number of scenarios in order to ensure future financial sustainability.

The impact on central London footfall of covid-19 restrictions has been well narrated in the press. Detailed data is collected and reported daily by the Heart of London Business Alliance (BID) and St James's PCC has access to this data. Predictions are hard to make, but, based on Visit Britain data and BID analysis, we are assuming:

- that tourism, both domestic and international, will not exceed 50% of 2019 levels in the period April 2021-March 2022.
- that local office workers will return part time over the same period, with an average of 2 days a week working from home, giving an overall percentage of perhaps 60% attendance of 2019 levels.

Given that it is not expected that this drop in footfall from tourism and working population will recover quickly, our strategy is to enhance the profile of St James's as a destination venue. This has meant investment in a new website, new visual identity, live streaming, filming and recording capabilities for online national and international engagement with St James's events.

Support with staff salaries and staff training remains the most pressing need, to consolidate and embed the new ways of working that have happened during this crisis, and investing in audience research and business planning, enhancing St James's offer culturally, musically, artistically and intellectually. The staff team shifts have been reduced, and some new skills recruited (fundraiser and, in due course, a digital media officer).

RELATED PARTIES

Transactions with any related party are on an "arm's length" basis. Details of any transactions, either directly or indirectly involving members of the PCC are given in Note 7 to the Financial Statements.

AUDIT COMMITTEE AND RISK MANAGEMENT

The PCC has an Audit Committee to advise the PCC on the adequacy and effectiveness of systems of financial control and arrangements for risk management, governance and audit. The Audit Committee also ordinarily reviews the contents of the Risk Register, although noting that measures are in place to mitigate many ongoing operational risks, the Committee focused its attention during 2020 primarily on new and emerging risks and changes to existing risks emerging from the Covid-19 pandemic.

St James's Church, Piccadilly
Parochial Church Council

Annual Report for the year ended 31st December 2020

The PCC, which has the ultimate responsibility for managing any risks faced by the church, has given consideration, under advice from the Audit Committee to the major risks to which it is exposed and has concluded that adequate systems are in place to manage these risks. It is recognised that systems can provide only reasonable but not absolute assurance that major risks have been managed.

The trustees have a risk management strategy comprising of an annual review of the principal risks and uncertainties that the church faces, the establishment of policies, systems and procedures to mitigate those risks, and the implementation of procedures designed to minimise or manage any potential impact on the church should these risks materialise. The major risks include fire, theft, and damage to the property. The risk of fire is assessed annually by a consultant in conjunction with the fire brigade. There are strategically placed fire extinguishers and regular fire drills. The risk of theft of church property is managed by having the high value items stored in secure locations when not in use.

All cash handling and finance functions are subject to internal controls and checks. The risk of damage to church property is managed by having regular patrols by the vergers.

STATEMENT OF THE PAROCHIAL CHURCH COUNCIL'S FINANCIAL RESPONSIBILITIES

Law applicable to charities in England and Wales and guidance issued by the Central Board of Finance of the Church of England require the members of the Parochial Church Council to prepare financial statements which give a true and fair view of the Parochial Church Council's activities during the year.

In preparing financial statements giving a true and fair view, the members of the Parochial Church Council should follow best practice and:

- In preparing financial statements giving a true and fair view, the members of the Parochial Church Council should follow best practice and,
- Make judgments and estimates that are reasonable and prudent.
- State whether the Church guidance, applicable accounting standards and statements of recommended practice 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 Parochial Church Council will continue in operation.

The Members of the Parochial Church Council are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the Parochial Church Council and enable them to ensure that their financial statements comply with the Church Accounting Regulations 2006 and the Charities Act 2011. They are also responsible for safeguarding the assets of the Parochial Church Council and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditors

The auditors, Griffin Stone Moscrop & Co have indicated their willingness to be re-appointed, and a resolution proposing their re-appointment will be put to the Annual Parochial Church Meeting.

This report was approved by the PCC on 26th April 2021 and signed on its behalf by:

The Reverend Lucy Winkett
Incumbent

Independent Auditors' Report to the Members of St James's Church, Piccadilly Parochial Church Council

Opinion

We have audited the financial statements of St James's Church, Piccadilly, Parochial Church Council ("the church") for the year ended 31 December 2020 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 FRS 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 PCC's affairs as at 31 December 2020, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis of 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the church 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 PCC Members' 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 church'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.

Independent Auditors' Report to the Members of St James's Church, Piccadilly Parochial Church Council (continued)

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditors' report thereon. The PCC Members are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 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 annual report; or
- the church has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns.
- we have not received all the information and explanations we require for our audit.

Responsibilities of PCC Members

As explained more fully in the *Statement of the Parochial Church Council's financial responsibilities* set out on page 9, the PCC Members 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 PCC Members 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 PCC Members are responsible for assessing the church'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 PCC Members either intend to liquidate the church or to cease operations, or have no realistic alternative but to do so.

Independent Auditors' Report to the Members of St James's Church, Piccadilly Parochial Church Council (continued)

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;
- Carrying out substantive checking to supporting documentation, on a sample basis, of individual transactions within income and expenditure to give comfort that the statement of financial activities does not contain any irregular items;
- Verifying that material balances within the balance sheet are supported by third party evidence to confirm existence and valuation at the balance sheet date;
- Verifying the existence, on a sample basis, of individual employees on the payroll;
- Enquiry of management and those charged with governance around actual and potential litigation and claims; and
- Reviewing minutes of PCC meetings.

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 is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- 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. 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.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the church's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the PCC Members.
- Conclude on the appropriateness of the PCC Members' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the church's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the church to cease to continue as a going concern.

Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the PCC Members, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the PCC Members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the church and the PCC Members, as a body, for our audit work, for this report, or for the opinions we have formed.

Griffin Stone Moscrop & Co

Griffin Stone Moscrop & Co

Chartered Accountants
Statutory Auditors

21-27 Lamb's Conduit Street
London
WC1N 3GS

Date: 27/4/2021

Griffin Stone Moscrop & Co are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

St James's Church, Piccadilly
Parochial Church Council
Statement of Financial Activities
for the year ended 31st December 2020

	Notes	Unrestricted Funds: General Funds	Unrestricted Funds: Designated Funds	Restricted Funds	Total 2020	Total 2019
		£	£	£	£	£
INCOME FROM:						
Donations and legacies	2A	468,108	50,821	503,800	1,022,729	251,963
Church activities	2B	8,798	-	-	8,798	47,737
Use of premises	2C	273,726	-	-	273,726	841,371
Other trading activities	2D	-	-	-	-	1,848
Investments	2E	3,623	-	1,515	5,138	9,495
Other	2F	-	-	-	-	206,794
TOTAL INCOME		**754,255**	**50,821**	**505,315**	**1,310,390**	**1,359,208**
EXPENDITURE ON:						
Church activities	3A	550,033	59,462	187,375	796,870	964,744
Raising funds						
Use of premises	3B	137,832	-	21,085	158,917	251,762
TOTAL EXPENDITURE		**687,865**	**59,462**	**208,461**	**955,787**	**1,216,506**
NET INCOME/(EXPENDITURE) BEFORE INVESTMENTS GAINS		**66,390**	**(8,641)**	**296,854**	**354,603**	**142,702**
NET GAINS/(LOSSES) ON INVESTMENTS		912	-	-	912	2,158
NET INCOME/(EXPENDITURE)		67,302	(8,641)	296,854	355,515	144,860
TRANSFER BETWEEN FUNDS	8	(42,075)	42,075	-	-	-
NET MOVEMENT IN FUNDS		**25,227**	**33,434**	**296,854**	**355,515**	**144,860**
RECONCILIATION OF FUNDS:						
Total funds brought forward	13A,13B	**329,766**	**485,333**	**562,637**	**1,377,736**	**1,232,876**
Total funds carried forward	13A,13B	**354,993**	**518,767**	**859,491**	**1,733,251**	**1,377,736**

St James's Church, Piccadilly
Parochial Church Council
Statement of Financial Activities
for the year ended 31st December 2019

	Unrestricted			
	General Funds	Designated Funds	Restricted Funds	Total 2019
	£	£	£	£
INCOME FROM:				
Donations and legacies	217,464	34,499	-	251,963
Church activities	47,737	-	-	47,737
Use of premises	841,371	-	-	841,371
Other trading activities	1,848	-	-	1,848
Investments	4,880	-	4,615	9,495
Other	206,794	-	-	206,794
TOTAL INCOME	1,320,094	34,499	4,615	1,359,208
EXPENDITURE ON:				
Church activities	808,722	86,509	69,513	964,744
Raising funds				
Use of premises	251,762	-	-	251,762
TOTAL EXPENDITURE	1,060,484	86,509	69,513	1,216,506
Net Income/(Expenditure) before investment gains	259,610	(52,010)	(64,898)	142,702
NET GAIN/(LOSSES) ON INVESTMENTS	2,158	-	-	2,158
NET INCOME/(EXPENDITURE)	261,768	(52,010)	(64,898)	144,860
TRANSFER BETWEEN FUNDS	(245,800)	245,800	-	-
NET MOVEMENT IN FUNDS	15,968	193,790	(64,898)	144,860
RECONCILIATION OF FUNDS:				
Total funds brought forward	313,798	291,543	627,535	1,232,876
Total funds carried forward	329,766	485,333	562,637	1,377,736

St James's Church, Piccadilly
Parochial Church Council
Balance Sheet at 31st December 2020

	Notes	2020	2019
		£	£
FIXED ASSETS			
Tangible	9A	46,695	23,656
Investments	9B	14,599	13,687
		61,294	37,343
CURRENT ASSETS			
Trade debtors	10A	1,097	43,759
Other debtors	10B	90	16,689
Accrued income (restricted)	10C	245,100	-
Tax recoverable		3,210	16,250
Prepayments and accrued income		10,758	16,979
Short Term Deposits		874,945	962,411
Cash at bank and in hand		589,166	394,592
		1,724,366	1,450,680
CURRENT LIABILITIES			
Amounts falling due in one year	11	52,409	110,287
NET CURRENT ASSETS		1,671,957	1,340,393
TOTAL ASSETS LESS CURRENT LIABILITIES	14	1,733,251	1,377,736
NET ASSETS		**1,733,251**	**1,377,736**
PARISH FUNDS			
Unrestricted funds:	13A	873,760	815,099
Restricted funds	13B	859,491	562,637
NET FUNDS		**1,733,251**	**1,377,736**

Approved and authorised for issue by the Parochial Church Council on 2021.

The Reverend Lucy Winkett
Incumbent

St James's Church, Piccadilly
Parochial Church Council
Statement of Cash Flows
for the year ended 31st December 2020

	2020		2019	
	£	£	£	£
Net cash from operating activities		136,382		191,793
Cash flows from investing activities				
Dividends, interest and rent from investments	5,138		9,495	
Purchase of tangible fixed asset for the use of the PCC	(34,412)		(20,656)	
Net cash provided/(used in) investing activities		(29,274)		(11,161)
Change in cash and cash equivalents in the reporting period		107,108		180,632
Cash and cash equivalents at 1st January		1,357,003		1,176,371
Cash and cash equivalents at 31st December		**1,464,111**		**1,357,003**

Reconciliation of net income/(expenditure) before investment gains to net cash provided by operating activities		
Net income/(expenditure) as per statement of financial activities	355,515	144,860
Adjustments for:		
Depreciation charges	11,373	10,899
(Gains)/Losses on investments	(912)	(2,158)
Dividends, interest and rent from investments	(5,138)	(9,495)
(Increase)/Decrease in debtors	(166,578)	(685)
Increase/(Decrease) in creditors	(57,878)	48,372
Net cash provided by/(used in) operating activities	136,382	191,793
Analysis of cash and cash equivalents		
Cash deposit accounts	874,945	962,411
Cash at bank and in hand	589,166	394,592
	1,464,111	**1,357,003**

Analysis of changes in net debt	**At 1st January 2020** £	**Cash-flows** £	**At 31st December 2020** £
Cash	394,592	194,574	589,166
Cash equivalents	962,411	(87,466)	874,945
	1,357,003	**107,108**	**1,464,111**

St James's Church, Piccadilly
Parochial Church Council Notes to the Financial Statements
for the year ended 31st December 2020

1. Accounting Policies

I. Basis of preparation

The financial statements have been prepared in accordance with the Church Accounting Regulations 2006 and the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) effective October 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102) and the Charities Act 2011.

The financial statements have been prepared on the going concern basis. The members of the PCC assess whether the use of going concern is appropriate and have identified no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The members of the PCC make this assessment in respect of a period of twelve months from the data of approval of the financial statements.

The Church constitutes a public benefit entity as defined by FRS 102.

The financial statements have been prepared under the historical cost convention except for the valuation of investment assets, which are shown at market value.

The financial statements have been prepared to give a "true and fair" view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a "true and fair" view. This departure has involved following the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective October 2019 rather than Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1st April 2005 which has since been withdrawn.

II. Land and buildings

The Church and the site on which the rectory and offices sit are consecrated and are excluded from accountability under Section 10(2) of the Charities Act 2011. Maintenance and improvement costs are written off in the year in which they are incurred.

III. Income

Income is recognised when the PCC is legally entitled to the income. Planned Giving, collections and donations are recognised when received. Indirect giving: tax refunds are recognised as soon as the amounts are claimable. Grants and legacies are accounted for when the PCC is legally entitled to the amounts due. Investment income: dividends are accounted for when received; interest and tax recoverable are accrued. The PCC does not usually invest separately for each fund. Where there is no separate investment, interest is apportioned to individual funds on a proportionate basis.

All income and gains falling within Sections 466-493 of the Corporation Taxes Act 2010 and Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to the entity's charitable objectives.

IV. Expenditure

Payments to the Diocesan Common Fund are paid regularly and are included in expenditure for the year to which they relate. Grants from unrestricted funds (including donations to missions) are recognised when determined by the PCC. Amounts received specifically for missions are dealt with as restricted funds and the liability for payment is recognised when the amounts are received. All other expenditure is

generally recognised when it is incurred.

Expenditure on raising funds are those costs incurred in attracting voluntary income.

Charitable activities include expenditure associated with the day-to-day management of the Church and include both the direct costs and support costs relating to these activities.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

V. **Fund accounting**
General purposes funds represent the funds of the PCC that are not subject to any restrictions regarding their use and are available for application on the general purposes of the PCC.

Funds designated for a particular purpose by the PCC are also unrestricted.

VI. **Fixed Assets and Depreciation**
Fixtures, fittings, and equipment are depreciated in equal annual instalments over a period of four (4) years, except for the AV system which useful life is ten (10) years. Items of a capital nature are reviewed for their purpose and are capitalised where they are considered to provide an ongoing use to the PCC.

The rector and churchwardens hold on special trust for the PCC silver and plate gifted to the Church for ecclesiastical use. They date from the 17th century and therefore, there is insufficient cost information available. Due to the unique nature of these assets and their historic association with worship at the church over hundreds of years, conventional valuation techniques are not applicable and therefore they have not been valued in the financial statements. The valuables, silver and plate, over 50 individual items in total, are listed in the church's inventory and are regarded by law as inalienable assets for which the PCC would require a faculty for disposal. There have been no additions or disposals from the collection during the year. Most of the items are kept in secure locations including a museum, and the total value for insurance purposes is now £725,500.

VII. **Investments**
Investments are included in the balance sheet at market value.

VIII. **Debtors**
Amounts owing to the PCC on 31st December in respect of fees, rents or other income are shown as debtors less provision for any amounts that may prove uncollectable. These are recognised initially at the settlement amount. Prepayments are valued at the amount prepaid, net of any trade discount due.

IX. **Cash and Cash equivalents**
Cash at bank and in hand and short-term deposits comprise cash and short-term highly liquid investments held with the CBF Church of England Deposit Fund, building societies and banks, maturing within three months or less from the opening of the deposit or similar account.

X. **Creditors**
Creditors are recognised when the PCC has an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement and the amount of the settlement can be estimated reliably. Creditors are recognised at the amount that the PCC anticipates it will pay to settle the debt or the amount it has received as advanced payment for the goods or services it must provide.

XI. Financial Instruments

The church only has financial assets and liabilities of a kind that qualify as basic financial instruments. All (including debtors and creditors) are initially recognised at transaction value and subsequently measured at their settlement value.

XII. Operating leases

Rentals payable under operating leases are charged to expenditure on a straight-line basis over the period of the lease.

XIII. Pension scheme

The church operates an auto enrolment pension scheme, which includes all eligible employees not already in a personal pension plan. All other eligible employees are included in their own pension plans. The contributions made by the employer were at 6% until the end of March 2018, then at 7.5% from 1st April 2018. The contributions made are charged to the SOFA in the year to which they relate.

2. Charity information

St James's Church, Piccadilly is an Anglican church located at 197 Piccadilly, London, W1J 9LL. A description of the nature of the charity's operations and its principal activities can be found in The Annual Report of the PCC.

The presentation currency in these financial statements is sterling and the figures are rounded to the nearest pound.

St James's Church, Piccadilly
Parochial Church Council Notes to the Financial Statements
for the year ended 31st December 2020 (continued)

NOTE 2 INCOME

		Unrestricted Funds				
		General Funds	Designated Funds	Restricted Funds	Total 2020	Total 2019
2A	**VOLUNTARY INCOME**					
	Planned giving:					
	Gift aid - stewardship	128,489	-	-	128,489	79,175
	Tax recoverable	39,148	-	-	39,148	31,828
	Church collections	121,662	48,511	-	170,173	102,794
	Legacies	21,975	-	-	21,975	-
	Grants	144,940	-	503,800	648,740	-
	Collection boxes	11,293	-	-	11,293	18,249
	Trusts	600	-	-	600	7,363
	Cards 4 Good Causes	-	-	-	-	6,570
	Winter Shelter	-	2,310	-	2,310	5,984
		468,108	50,821	503,800	1,022,729	251,963
2B	**INCOME FROM CHURCH ACTIVITIES**					
	Fees	8,278	-	-	8,278	24,620
	Lectures and Events	520	-	-	520	13,897
	Seminars and Retreats	-	-	-	-	9,135
	Publications	-	-	-	-	85
		8,798	-	-	8,798	47,737
2C	**INCOME FROM USE OF PREMISES**					
	Market rents	86,268	-	-	86,268	406,940
	Café	66,094	-	-	66,094	117,500
	Concerts	61,470	-	-	61,470	215,478
	Church, church hall and rectory	17,675	-	-	17,675	53,081
	Wren Flat licence	31,868	-	-	31,868	31,522
	Fire escape licence	10,350	-	-	10,350	16,850
		273,726	-	-	273,726	841,371
2D	**ACTIVITIES FOR GENERATING FUNDS**					
	Sale of Christmas Cards	-	-	-	-	-
	Christmas puddings	-	-	-	-	-
	Social Events	-	-	-	-	844
	Flowers	-	-	-	-	76
	Traidcraft Stall	-	-	-	-	928
		-	-	-	-	1,848
2E	**INCOME FROM INVESTMENTS**					
	Interest	3,415	-	1,515	4,930	9,097
	Dividends	208	-	-	208	398
		3,623	-	1,515	5,138	9,495
2F	**OTHER INCOME**					
	Licences	-	-	-	-	206,794
		-	-	-	-	206,794
	TOTAL INCOME	**754,255**	**50,821**	**505,315**	**1,310,390**	**1,359,208**

NOTE 3 EXPENDITURE

		Unrestricted Funds				
		General Funds	Designated Funds	Restricted Funds	Total 2020	Total 2019
3A	**EXPENDITURE ON CHURCH ACTIVITIES**					
	Grants					
	Away-giving	3,304	-	-	3,304	12,200
	Ministry					
	Common Fund	85,200	-	-	85,200	104,000
	Clergy expenses	8,226	-	-	8,226	154
	Associate Rector	34,724	-	-	34,724	44,730
	Assistant Curate	3,474	-	-	3,474	-
	Organist and choir costs	9,740	-	-	9,740	25,568
	Salary of the Director of Music	5,535	-	4,809	10,344	9,472
	Altar requisites	2,447	-	-	2,447	13,843
	Officers, volunteers, visitors and staff expenses	4,166	-	-	4,166	10,227
	Friends diary and other publications	-	-	-	-	6,709
	Social events	1,113	-	-	1,113	4,143
	Designated Projects	-	40,740	-	40,740	59,996
	Other events, and children's activities	2,244	-	-	2,244	11,301
	Salaries	170,625	11,382	56,740	238,747	222,385
	Pension contributions	12,897	-	-	12,897	17,162
	Telephone	8,535	-	-	8,535	5,955
	Printing and stationery	8,620	-	-	8,620	22,472
	Legal and professional fees	27,314	5,000	-	32,314	54,626
	Advertising	4,029	-	-	4,029	8,757
	Depreciation	11,119	-	254	11,373	10,898
	Bank charges	1,370	-	-	1,370	2,173
	Sundry expenses	4,782	-	-	4,782	10,088
	Bad and doubtful debts	-	-	-	-	24,250
	Cleaning & Refuse collection	27,937	-	-	27,937	54,419
	Repairs and maintenance	18,164	-	-	18,164	27,227
	Garden maintenance	3,341	-	-	3,341	10,500
	Computer and equipment expenses	14,444	-	-	14,444	13,294
	Utilities	14,457	-	-	14,457	16,730
	Subscriptions	2,933	-	-	2,933	4,791
	Security	10,430	-	-	10,430	23,880
	Insurance	31,659	-	-	31,659	23,776
	Payroll and accountancy services	17,203	-	-	17,203	12,992
		546,729	**57,122**	**61,803**	**665,653**	**856,518**
	Projects					
	Wren renovation project	-	-	90,215	90,215	69,513
	Building Repair	-	2,340	-	2,340	26,513
	Recovery and resilience (Business Model)	-	-	35,358	35,358	-
		-	**2,340**	**125,573**	**127,913**	**96,026**
	TOTAL	**550,033**	**59,462**	**187,375**	**796,870**	**964,744**
3B	**EXPENDITURE ON USE OF PREMISES**					
	Markets	67,686	-	10,353	78,039	143,127
	Café	-	-	-	-	1,984
	Concerts	70,146	-	10,732	80,878	101,955
	Basement	-	-	-	-	1,639
	Wren Flat	-	-	-	-	3,057
	TOTAL	**137,832**	**-**	**21,085**	**158,917**	**251,762**
	TOTAL EXPENDITURE	**687,865**	**59,462**	**208,461**	**955,787**	**1,216,506**

NOTE 4 STAFF COSTS

	2020	2019
	£	£
Wages and salaries	319,693	322,245
Employer's national insurance contributions	22,508	28,668
Pension costs	24,293	23,702
	366,495	374,615

		2020	2019
Analysed as follows:		£	£
Activities directly related to the work of the church:	Director of Music	10,344	9,472
	Verger's fees	384	1,590
Church management and administration:	Administration	251,260	251,553
Use of premises:	Concerts	66,201	71,068
	Markets	38,306	40,932
		366,495	374,615

	2020	2019
Average number of employees	No.	No.
	20	22

	2020	2019
	No.	No.
No. of employees earned more than £60,000	-	-

The remuneration of the key members of staff amounted to £164,841 (2019 - £196,380)

NOTE 5 AUDITORS' REMUNERATION

	2020	2019
	£	£
Audit	9,440	6,800

NOTE 6 GRANTS

Away-giving

The amount for grants is agreed by the PCC through the budget for the year. Applications for grants are invited from the church community at the Annual Church Parochial Meeting. The PCC appoints a small committee to review the applications. Applications need to show a clear relationship between the church and the project and information about how the money is to be used.
Projects need to fit within our mission statement. The PCC makes the final decision.

The away-giving represents the following grants made by PCC:

	2020	2019
	£	£
Deanery of Westminster	1,804	-
God is Giving	1,000	-
Amos Trust	-	2,000
CHASE Africa	-	2,000
Kalilintad Philipinas Incorporated	-	2,000
Puck de Raadt - Work with Asylum Seekers	-	1,600
A Rocha UK	-	1,000
CHIVA Africa	-	1,000
Universities Together	-	1,000
Interfaith Matters	500	500
JustShare	-	500
Mampong Diocese Development Trust	-	500
CEPAD	-	100
TOTAL	**3,304**	**12,200**

NOTE 7 RELATED PARTIES

During the year the following payments were made for PCC members:

	2020 Number	2019 Number	2020 £	2019 £
Clergy accommodation and other expenses	5	5	8,574	18,962

		2020 £	2019 £
Deborah Colvin	International group expenses claim 07/12	157	-
Deborah Colvin	Garden incinerators for courtyard for Christmas services	197	-
Trevor Lines	Receipt for winter shelter project	58	-
Alison Beck	As singer for different events	295	-
Adolfo Sansolini	Expenses for international group	48	-
Puck de Raadt	Work with asylum seekers during 2019 (Note 6)	-	1,600
		755	1,600

	2020 £	2019 £
Total donations from PCC members to the Church	25,423	12,953

All transactions involving elected members of the PCC are dealt with on an "arm's length" basis and the individual PCC members concerned do not derive any personal benefit from such transactions. No PCC member received any remuneration during the year.

NOTE 8 ANALYSIS OF TRANSFERS BETWEEN FUNDS

	Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total £
Designation of net income for the year	(42,075)	42,075	-	-
	(42,075)	42,075	-	-

NOTE 9 FIXED ASSETS

9A TANGIBLE

		AV Equipment	Office Equipment	Furniture and Fixtures	Total
		£	£	£	£
Cost	at 1st January 2020	-	107,791	207,822	315,613
	Disposal	-	-	(308)	(308)
	Additions at cost	18,911	12,277	3,224	34,412
	at 31st December 2020	18,911	120,068	210,738	349,717
Depreciation	at 1st January 2020	-	97,523	194,434	291,957
	Withdrawn on disposals	-	-	(308)	(308)
	Charge for the year	66	4,784	6,524	11,373
	at 31st December 2020	66	102,307	200,650	303,022
Net book value	at 31st December 2020	**18,845**	**17,762**	**10,088**	**46,695**
	at 31st December 2019	-	10,268	13,388	23,656

9B INVESTMENTS

	Accumulated Fund	Legacy Fund	Total
	£	£	£
Market value at 1st January 2020	10,811	2,875	13,687
Unrealised gain on revaluation	720	192	912
Market value at 31st December 2020	**11,532**	**3,067**	**14,599**
	No. of shares	**No. of shares**	
	564	150	

The investments are managed by The Central Board of Finance of the Church of England. The historical cost is as follows:

The Central Board of Finance of the Church of England: Investment Fund	2020	2019
150 shares (Legacy Fund)	141	141
564 shares (Accumulated Fund)	562	562
	703	**703**

The market values of the investments are as quoted by The Central Board of Finance of the Church of England.

NOTE 10 DEBTORS

		2020	2019
		£	£
10A	**TRADE DEBTORS (UNRESTRICTED FUNDS)**		
	Sales ledger balances	2,437	63,046
	Less: Provision for doubtful debts:	(1,340)	(19,287)
	TOTAL	1,097	43,759

		2020	2019
10B	**OTHER DEBTORS (UNRESTRICTED FUNDS)**	£	£
		90	16,689

		2020	2019
10C	**ACCRUED INCOME (RESTRICTED FUNDS)**	£	£
	50% Culture Recovery Grant	245,100	-

NOTE 11 CURRENT LIABILITIES

	2020	2019
	£	£
CREDITORS: AMOUNTS FALLING DUE IN ONE YEAR (UNRESTRICTED FUNDS)		
Trade creditors	36,275	54,701
Accruals	4,281	31,074
Taxation and social security	9,712	10,062
Other creditors	2,141	14,450
TOTAL	52,409	110,287

NOTE 12 FINANCIAL INSTRUMENTS

	2020	2019
	£	£
Financial assets measured at fair value through income and expenditure	1,478,710	1,370,690

The above comprises fixed asset investments, cash deposit accounts and cash at bank and in hand.

NOTE 13 FUNDS

		2020	2019	
		£	£	
13A	**Unrestricted funds:**			
	General Funds:			
	Surplus Fund Account	354,993	329,766	
	Designated Funds:			The designated funds represent sums which have been set aside out of unrestricted funds by the Parochial Church Council to fund special projects
	Designated Building Repair Fund	253,054	253,394	and ministries and for the purpose of replacing the church's assets.
	Church Renovation Fund	100,000	100,000	
	Pastoral Assistant Fund	3,058	1,804	
	Winter Shelter Fund	15,921	17,850	Funds received for the Winter Shelter Fund have been set aside into a separate fund.
	International Group	9,167	19,728	
	Congregant Support Fund	-	(100)	
	Special Projects	41,975	20,000	
	Marketing	37,981	50,000	
	Eco-Church	251	502	
	Caravan Counselling	2,516	2,516	
	Future Staffing Fund	49,635	19,639	
	Monthly Diary Fund	5,209	-	
	Total Designated Funds	518,767	485,333	
13B	**Restricted funds**			
	Organ Appeal Fund	5,822	5,822	The Organ Appeal Fund was established in 1982 to provide for repair and renovation costs of the organ.
	Church Renovation Fund	468,115	556,815	The Church Renovation Fund was set up in 2001 from a donation from the Garfield Weston Foundation for the restoration of the church.
	Culture Recovery Fund	344,289	-	Culture Recovery Fund, grant awarded for tha National Lottery for the development of the business plan and cover significant expenses.
	Fixed Assets Fund	27,665	-	Fixed Assets using culture recovery grant funds
	AV Equipment Fund	13,600	-	Donations received for the improvement and enhacement of the AV system
	Total Restricted Funds	859,491	562,637	

13C **Summary of fund movements**

	Unrestricted Funds													Restricted Funds					
2020	**General Fund**	**Winter Shelter**	**Pastoral Assistant**	**International Group**	**Congregant Support**	**Eco-Church**	**Caravan Counselling**	**Future Staffing**	**Special Projects**	**Marketing**	**Church Renovation**	**Designated Building Repair**	**Monthly Diary**	**Church Renovation**	**Organ Appeal**	**AV Equipment**	**Culture Recovery**	**Fixed Assets**	**Total**
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Balance at 1st January 2020	329,766	17,850	1,804	19,728	(100)	502	2,516	19,639	20,000	50,000	100,000	253,394	-	556,815	5,822	-	-	-	1,377,736
Income	754,255	2,310	12,636	5,479	-	400	-	14,996	3,000	-	-	2,000	10,000	1,515	-	13,600	490,200	-	1,310,391
Expenditure	(687,865)	(4,239)	(11,382)	(16,040)	-	(651)	-	(5,000)	(3,000)	(12,019)	-	(2,340)	(4,791)	(90,215)	-	-	(117,992)	(254)	(955,787)
Investment gains/(losses)	912	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	912
Transfer between funds	(42,075)	-	-	-	100	-	-	20,000	21,975	-	-	-	-	-	-	-	(27,919)	27,919	(0)
Balance at 31st December 2020	**354,993**	**16,921**	**3,058**	**9,167**	**-**	**251**	**2,516**	**49,635**	**41,975**	**37,981**	**100,000**	**253,054**	**5,209**	**468,115**	**5,822**	**13,600**	**344,289**	**27,665**	**1,733,251**

	Unrestricted Funds													Restricted Funds					
2019	**General Fund**	**Winter Shelter**	**Pastoral Assistant**	**International Group**	**Congregant Support**	**Eco-Church**	**Caravan Counselling**	**Future Staffing**	**Special Projects**	**Marketing**	**Church Renovation**	**Designated Building Repair**	**Monthly Diary**	**Church Renovation**	**Organ Appeal**	**AV Equipment**	**Culture Recovery**	**Fixed Assets**	**Total**
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Balance at 1st January 2019	313,798	19,334	15,400	1,277	-	-	-	40,625	-	-	-	214,907	-	621,713	5,822	-	-	-	1,232,876
Income	1,320,094	5,984	-	23,251	1,938	810	2,516	-	-	-	-	-	-	4,615	-	-	-	-	1,359,208
Expenditure	(1,060,484)	(7,468)	(13,596)	(5,600)	(2,038)	(308)	-	(30,986)	-	-	-	(26,513)	-	(69,513)	-	-	-	-	(1,216,506)
Investment gains/(losses)	2,158	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,158
Transfer between funds	(245,800)	-	-	800	-	-	-	10,000	20,000	50,000	100,000	65,000	-	-	-	-	-	-	-
Balance at 31st December 2019	329,766	17,850	1,804	19,728	(100)	502	2,516	19,639	20,000	50,000	100,000	253,394	-	556,815	5,822	-	-	-	1,377,736

NOTE 14 SUMMARY OF ASSETS BY FUND

2020	Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total 2020
	£	£	£	£
Tangible fixed assets	46,695	-	-	46,695
Investments fixed assets	14,599	-	-	14,599
Current assets	346,108	518,767	859,491	1,724,366
Liabilities	(52,409)	-	-	(52,409)
	354,993	**518,767**	**859,491**	**1,733,251**

2019	Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total 2019
	£	£	£	£
Tangible fixed assets	23,656	-	-	23,656
Investments fixed assets	13,687	-	-	13,687
Current assets	402,710	485,333	562,637	1,450,680
Liabilities	(110,287)	-	-	(110,287)
	329,765	**485,333**	**562,637**	**1,377,736**

NOTE 15 COMMITMENTS UNDER OPERATING LEASES

At 31st December the PCC had a commitment under a non-cancellable operating lease in respect of a photocopier as follows:

	2020	2019
	£	£
Within one year	4,152	4,152
In 2-5 years	7,266	11,418
	11,418	15,570

NOTE 16 CAPITAL COMMITMENTS

Capital commitments contracted but not provided for in the financial statements are as follows:

Purchase of AV system. Quotation received	29,768
Deposit paid	(11,907)
	17,861

On 3rd December 2020, the PCC accepted the purchase agreement for the purchase and installation of the AV system, as part of the culture recovery grant awarded.
As at the balance sheet date, the PCC had paid a deposit of £11,907, representing 40% of the purchase.

NOTE 17 COVID-19

Since March 2020, the spread of COVID-19 has severely impacted many local economies around the globe. Measures taken to contain the spread of the virus, including quarantines, social distancing, and closures of nonessential services have triggered significant disruptions to businesses, resulting in a economic slowdown.

The duration and impact of the COVID-19 pandemic, as well as the effectiveness of government and centralbank responses remains unclear at this time. It is not possible to reliably estimate the duraction or severity of the consequences, as well as their impact on the financial position and results of the charity for future periods.