

**THE WHITEHALL AND INDUSTRY GROUP**  
(A COMPANY LIMITED BY GUARANTEE)

**REPORT AND FINANCIAL STATEMENTS**

**YEAR ENDING 31 MARCH 2019**



**Company Registration No. 3340252 (England and Wales)**  
**Charity Registration No 1061584**

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**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 MARCH 2019**

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**Introduction**

We are pleased to present the report of the Trustees and financial statements for The Whitehall and Industry Group (WIG), for the year ended 31 March 2019.

Legal and administrative information set out on pages 6 and 7 forms part of this report. The financial statements have been prepared in accordance with current statutory requirements, the Charity's Memorandum and Articles of Association, FRS 102 and Statement of Recommended Practice for Charities, SORP 2015.

**Our vision**

Our vision is to change the way organisations and key individuals think about the challenges they face and embrace the potential of learning from, and collaborating with, other sectors to produce better solutions. In order for our vision to be fulfilled, our aim is to be better recognised and more widely used by government, universities and large charities, and seen as the essential membership organisation to engage effectively across the sectors on common challenges.

**Objectives, public benefit and activities**

***Objectives***

WIG's charitable purpose is to improve mutual understanding, learning and constructive collaboration between government, industry and the not-for-profit sector.

Our members are top FTSE companies and professional services organisations, Whitehall departments, devolved governments, government agencies and local authorities, along with a growing number of charities and universities.

In our three-year strategy 2017-20, we have set out the following four key strategic objectives:-

- To be better known for providing diversity of thought and experience from across the sectors in forums aimed at learning from one another and finding solutions to challenges in common;
- To engage more widely within and beyond the membership directly and digitally;
- To be the go-to organisation for broadening skills/perspectives and deepening understanding of other sectors and issues;
- To be the trusted partner for developing leadership capability through inspirational peer-learning and cross sector input.

***Public Benefit***

As Trustees, we confirm that we have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, "Charities and Public Benefit".

We believe in the fundamental importance of mutual understanding and constructive collaboration between leaders in the public, private and not-for-profit sectors. That is why we provide a safe and supportive space for individuals and organisations from these sectors to learn from each other in order to deliver a nation better governed, business better informed and, ultimately, a society better served.

**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 MARCH 2019**

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Although we are a membership organisation, we keep our corporate membership fees low to maximise membership so that we have a broad base across all three sectors and from across the UK. The impact of our activities has a wide reach as individuals take back the learning and experience gained from our leadership programmes, placements and events into their organisations within the membership and beyond.

**Activities**

We deliver on our charitable purpose through three main activities:

- Events – briefings, workshops, roundtable discussions and networking events;
- Talent – non-executive recruitment, secondments, insights and mentoring;
- Leadership & Development – leadership programmes, development seminars and organisational ‘raids’.

**Events** – our programme of events is on topical subjects of strategic importance to our members particularly focusing on challenges in common, whether global, national or at an organisational level, which are faced by all the sectors. In addition, our professional and special interest networks engage with a broad range of audiences including local authorities, policy makers, regulators, lawyers, heads of HR, learning & development, diversity & inclusion, sustainability, government/public affairs and finance, as well as senior management in general.

**Talent** – our Talent offering includes secondments, attachments, mentoring and a recruitment service for non-executive directors (NED) and trustee roles focused on cross-sector appointments. Our biggest secondment programme is Charity Next, in which we arrange secondments for Civil Service fast streamers with charities. We also run NED and trustee training workshops.

**Leadership** – we run modular leadership programmes for five different levels and communities. We also offer a suite of one-day development seminars, and a bespoke offering of organisational ‘raids’ that enables a group from one organisation to undertake a structured visit to another organisation in a different sector to learn about their approach to a shared challenge. In addition, we help to deliver the Commissioning Academy through the Public Service Transformation Academy (PSTA), as explained below.

**Achievements and performance**

Our achievements against our strategic objectives in the year, by each business area, were as follows:-

**Membership**

As in the past few years, we have again seen a net increase in our membership, reaching a total of 227 members from across the public, private and not-for-profit sectors. Gains this past year, 19 in total, included new members from academia, consumer goods and health, all of whom have added to the diversity of thought and experience we aim to have in order to bring about a richer learning environment in which to develop and find solutions to challenges in common. Membership losses, 15 in total, were due to budget restrictions or, in a few cases, insufficient usage. Building awareness of the benefits of membership and broadening engagement within each member organisation remain an essential part of our work.

**Events**

This year the events team produced 123 events, which attracted a total of 6,813 attendees from across member and non-member organisations, of these 12 events were held outside London, including Birmingham, Cardiff and Manchester. Topics covered included Brexit, trade, the industrial strategy, geopolitical issues, technology developments, crime and justice, health, climate change and other major cross sector challenges. There were speakers from every major government department and a range of representatives from both the private and not-for-profit sector.

## **Achievements and performance - continued**

We ran two conferences covering Diversity & Inclusion and Infrastructure, the former of these events sold out. The Women's Networking Lunch reached capacity, and we launched a new series of CEO roundtables with the Cabinet Secretary which have been extremely well received by both the Cabinet Secretary and the CEOs of our member organisations. We continued to create specialist events for those working in HR, Public Affairs and Communications.

### ***Talent***

We successfully placed 23 Non-Executive Directors and Trustees this year, including high profile assignments on behalf of the National Assembly for Wales and the Fire Standards Board. Our Charity Next programme has continued to expand, resulting in the placement of 94 Civil Service fast streamers into non-profit organisations this past year. As well as this showing an increase of 21% on the previous year, it also encompasses a wider range of strategically focused specialist roles, due to our growing partnerships with Civil Service professions and their associated Fast Streams. In addition, we helped 27 individuals engage with another sector through a mentor, enabling them to gain experience or establishing connections in another sector. We facilitated two workshops for prospective Non-Executive Directors, partnered with the Bank of England on a secondment campaign, and ran our inaugural cross-sector mentoring award, receiving close to 100 applications.

### ***Leadership***

During the year, we developed over 189 leaders across the sectors in five long-term leadership programmes, from early career right through to senior level in business and Director Generals in the Civil Service. The range of organisations represented was wider than ever before at all leadership programme levels. We also supported broader organisation development objectives for a select number of members by designing and delivering bespoke leadership programmes for them, benefiting another 124 high potential leaders. In the one-day development seminars, we supported over 1,000 participants from across the membership and assisted in developing their skillsets.

### ***Commissioning Academy***

WIG is one of the founder members of the Public Service Transformation Academy (PSTA), a social enterprise, which delivers the Commissioning Academy development programme. In 2018/19, the PSTA delivered 3 national academies, 4 regional academies and 5 bespoke academies. By the end of 2018/19, over 1,900 commissioners of public services had gone through the programme since its inception. We also ran very successful conferences on social care and the state of public service transformation attracting over 300 participants with excellent feedback.

### ***Marketing***

Our marketing supports member engagement and promotion of the different WIG activity areas. Comparing numbers to the last financial year, marketing activities resulted in website logins increasing by over 23% and website visits driven by social media activity increasing by 63%. Online bookings are steadily growing – an increase of 32% since the launch of the website in 2016.

### ***Future activity***

In the financial year 2019/20, WIG will continue to contribute to the aims set out in the current strategy refined by the strategy day in January and briefed at the March Board meeting. We will continue the recently started work to improve and refine internal processes (accounting, IT, membership, marketing, culture and values). We will also lay the research groundwork ahead of completing a strategic review towards the end of 2019. We will continue to examine areas to improve our focus on activity close to our charitable purpose in particular policy consultation and cross-sector support for government department initiatives. Finally we will continue to build tighter bonds with organisations that share our aims and look for opportunities for further strengthening collaboration and partnership.

**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 MARCH 2019**

**Financial review**

***Financial position***

The charity recorded a surplus of £65,757 during the year (2018, surplus of £1,166). Income increased by 9.8% to £2,546,091 (2018, £2,318,592)

Overhead expenditure increased by 5% to £1,848,078 (2018, £1,758,493).

***Reserves policy***

The Trustees have set a reserves policy for the unrestricted fund which represents funds arising from operating results to date which requires that they be maintained at a level which ensures that the Charity could continue during a period of unforeseen difficulty and that a proportion of reserves be maintained in a readily realisable form, easily converted into cash and designated as net current assets. The Trustees believe that, in these current times of uncertainty, this level should be a minimum of approximately six months running costs (being employee, premises, office and management and administration costs). They will keep this policy under review.

Our reserves that are represented by net current assets are £936,670, representing 6 months of our budgeted overhead expense. The Trustees agree that this level is consistent with the reserves policy, and provides some capacity for additional investment for the benefit of the Charity and its members over the period of the three year strategy. The total cash at 31 March 2019 was £1,526,569 all of which represents unrestricted funds.

The results of the Charity for the year ended 31 March 2019 are set out on page 12.

**Risk management**

The risk assessment and management process is embedded in the general management of the Charity, and the Executive and Trustees regularly review risks which could affect the Charity's ability to meet its strategic objectives and these are captured in the Risk Register. The Risk Register details identified risks against each strategic objective, and the steps taken to mitigate them. The principal risks identified by this process and the plans and strategies in place for managing those risks are detailed in the table below:

	OBJECTIVE	RISKS	MITIGATION
1	Maintain and grow the membership base	<ul style="list-style-type: none"> <li>• WIG's events are not interesting or relevant enough so new members don't join</li> <li>• WIG's choice of member benefits and design of events leads to declining attendance and engagement from members</li> <li>• Communications and marketing messages don't land well leading to members opting out of events or their membership altogether</li> <li>• Financial pressures on members and prospective members reduces market</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding our market</li> <li>• Proactive relationship management with existing members</li> <li>• Constant review and refresh of products</li> <li>• Development of new products</li> <li>• Reviewing and responding to data on member activity to pick up issues early</li> <li>• Developing senior contacts to ensure wider engagement and endorsement</li> <li>• Reacting quickly to member interests and changes in topical interest areas</li> <li>• Deploying sufficient resource on marketing business development to new members</li> </ul>

**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 MARCH 2019**

**Risk management – continued**

2	<b>Ensure we have a team with the skills and capacity needed to deliver our member offer</b>	<ul style="list-style-type: none"> <li>• Culture or environment at WIG does not engage and motivate staff resulting in reduced performance, productivity and retention</li> <li>• Individuals with specific skills, contacts or knowledge choose to leave, creating a gap which other employees can't fill and recruitment is not immediate</li> <li>• Staff benefits, management or roles are unappealing leading to high turnover and cost/challenge of recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• Continually assessing culture and mood and taking appropriate actions to make WIG a great place to work</li> <li>• Ensuring cultural values are developed and adopted throughout WIG and embedded in our recruitment, induction and appraisals</li> <li>• Reevaluate the working environment and take practical steps to improve conditions</li> <li>• Succession planning for roles which have critical dependencies</li> <li>• Listening carefully to feedback in exit interviews and keeping turnover and sickness rates under review</li> <li>• Use monthly pulse survey and amend staff survey to keep track of engagement and concerns</li> <li>• Ensuring that the organisational structure, staff contracts, appraisals, career development opportunities and communications are working well</li> </ul>
3	<b>Remain financially viable in the medium and long term</b>	<ul style="list-style-type: none"> <li>• Expenditure unexpectedly exceeds budget or income unexpectedly drops (or is delayed due to invoicing process), leading to a major cash flow problem</li> <li>• The loss of a contract or major income stream leads to depletion of reserves</li> <li>• Membership numbers drop leading to depletion of reserves and insufficient resources to deliver core member offer</li> <li>• Unsound investments, poor processes or staff error cause a financial mistake or lead to fraud causing financial loss</li> </ul>	<ul style="list-style-type: none"> <li>• Close monitoring of income and expenditure by budget holders</li> <li>• Close monitoring and action on debtors and invoicing</li> <li>• Appropriate controls on payments</li> <li>• Ensure sufficient reserves and keep under review with annual refresh of reserves policy</li> <li>• Seeking to diversify income sources for business units that are heavily dependent on single contracts</li> </ul>

**Structure, governance and management**

The Board of Trustees, that meets four times a year, administers the Charity in accordance with the Articles of Association and the Charity Governance Code as applicable to the size of the company.

Trustees serve for a term of three years and may be appointed for one further term or longer if agreed by the Board; normally posts are advertised on the Charity's website and are also sent out to member organisations, inviting applications, with appointments being made after interview with the Chairman or delegated Trustee, CEO and at least one other Trustee. Newly appointed Trustees receive a letter of appointment and an induction pack and programme covering various aspects of the Charity's activities. Since the last AGM, two trustees resigned and two were appointed, as noted on page 6.

**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 MARCH 2019**

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**Structure, governance and management - continued**

The Board has a wide skills base and cross-sector experience. Each Board member is required to declare any interests, directorships or positions which may conflict with any actual or proposed arrangements with the charity. Such interests are reviewed and authorised annually and training needs are assessed and met as required.

The Board has two formally-constituted sub-committees, each with specific terms of reference and functions delegated by the Board. Each sub-committee is chaired by a Trustee appointed by the Board.

The Remuneration & Governance Committee is responsible for:

- Reviewing and approving the Charity's Human Resources (HR) policies and associated policies and monitoring their implementation
- Approving remuneration policy and key remuneration decisions
- Ensuring the appropriate governance of WIG. During the year, the Charity has adopted a new Governance Code and will be working continuously to refine this as well as ensuring its implementation.

The Finance & Risk Committee oversees all financial aspects of the Charity, including budgets, forecasts and reserves policy, and monitors performance against them. It approves the presentation of financial information, and reviews the audited financial statements of the Charity and recommends them to the Board. It reviews reports from the auditors and reviews their performance every three years. The Committee also reviews formally all risk issues relevant to the Charity twice a year.

The Chief Executive is appointed by the Trustees to manage the day-to-day operations of the Charity and attends by invitation, along with the Deputy Chief Executive and the Company Secretary, both the Board and the Finance & Risk Committee meetings. The Chief Operating Officer also attends the Finance and Risk Committee by invitation. The Chief Executive attends, by invitation, the Remuneration & Governance Committee, along with the Chief Operating Officer, Company Secretary and the HR Manager.

**Reference and administrative details**

**Status**

The Whitehall and Industry Group is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association dated 20 March 1997 (as amended 18 November 2009 and 16 February 2011.) Known also as WIG.

<b>Charity number</b>	1061584	<b>Company number</b>	3340252
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**Directors and Trustees**

The directors of the charitable company (the Charity) are its trustees for the purpose of charity law.  
The trustees serving during the year and since the year-end were as follows:

Phil Thomson – Chairman

Debbie Alder

Eleanor Kelly

David Dinsdale

Janette Durbin

Rachel Sandby-Thomas

Bernadette Kelly (Appointed 1 June 2018)

David Walker (Appointed 11 June 2019)

Keith Mendez (Appointed 11 June 2019)

Alex Chisholm (Resigned 1 June 2018)

Charles Eales (Resigned 27 November 2018)

Pippa Greenslade (Resigned 7 March 2019)

Howard Davies (Resigned 31 August 2019)



REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 MARCH 2019

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**Reference and administrative details - continued**

**Directors and Trustees**

David Walker and Keith Mendez, having been appointed since the last AGM, retire and, being eligible, offer themselves for re-election. Janette Durbin and Debbie Alder retire by rotation, and being eligible, offer themselves for re-election.

<b>Chief Executive</b>	Peter Unwin CB (Resigned 15 <sup>th</sup> February 2019) Simon Ancona CBE (Appointed 18 <sup>th</sup> February 2019)
<b>Company Secretary</b>	Adrian Bannington FCA, C.Dir, FIOD. Cert CII
<b>Registered office</b>	80 Petty France, London, SW1H 9EX
<b>Auditors</b>	Saffery Champness LLP, 71 Queen Victoria Street, London, EC4V 4BE
<b>Solicitors</b>	Bates Wells & Braithwaite, 10 Queen Street Place, London, WC4R 1BE

**Other disclosures**

***Fundraising***

The trustees take their responsibilities under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications for their activities. The charity does not actively fundraise and therefore the trustees do not consider it necessary to have a formal fundraising policy in place.

***Remuneration Policy***

In line with the National Council for Voluntary Organisations report on charity remuneration, we explain WIG's policy on remuneration.

WIG aims to remunerate its staff comparably to organisations based in London of similar size and operating model. We do not seek to be competitive with any specific sector. Pay is reviewed annually and any pay increases take into account WIG's financial performance.

No individual performance-related bonuses are paid; a discretionary flat rate team bonus for which all staff are eligible may be paid if justified by WIG's performance.

In 2018/19, WIG contributed 4% towards employee pension contributions and has increased this to 5% from 1 April 2019.

Pay for WIG's senior staff is set out in Note 6.

**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 MARCH 2019**

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**Trustees responsibilities in relation to the financial statements**

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the reparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Auditors**

The Company has by elective resolution dispensed with the obligation to appoint auditors annually in accordance with Section 487(2) of the Companies Act 2006. Therefore, the auditors, Saffery Champness LLP, will be deemed to be reappointed for each succeeding financial year.

This report has been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

By order of the board



.....  
Phil Thomson  
Chairman

Date: 12<sup>th</sup> September 2019

## **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS**

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### **Opinion**

We have audited the financial statements of The Whitehall and Industry Group for the year ended 31 March 2019 which comprise statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the charitable company's state of affairs as at 31 March 2019 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 Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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**

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

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

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact.

We have nothing to report in this regard.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS - continued**

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**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

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

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

**Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities Statement set out on page 8, the trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

We have been appointed as auditors under the Companies Act 2006 and report in accordance with 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 auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

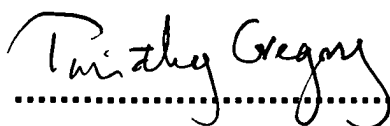
INDEPENDENT AUDITORS' REPORT TO THE MEMBERS - continued

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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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



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Timothy Gregory (Senior Statutory Auditor)  
for and on behalf of Saffery Champness LLP

71 Queen Victoria Street

London

Chartered Accountants  
Statutory Auditors

EC4V 4BE

Date: 25 September 2019

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

**THE WHITEHALL AND INDUSTRY GROUP**  
**(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF FINANCIAL ACTIVITIES (incorporating an income and expenditure account)**  
**FOR THE YEAR ENDED 31 MARCH 2019**

	<b>Note</b>	<b>2019</b>	<b>2018</b>
		<b>£</b>	<b>£</b>
<b>Income from Charitable activities:</b>			
Members' subscriptions		1,051,695	1,019,060
Events		129,695	122,254
Talent		278,816	252,153
Leadership Programmes		1,083,285	922,815
Total Income from Charitable activities		2,543,491	2,316,282
Investment income:			
Bank Interest		2,600	2,310
Total incoming resources		2,546,091	2,318,592
<b>Expenditure on Charitable activities:</b>	<b>2</b>		
Membership services		340,920	307,598
Events		692,047	671,655
Talent		381,514	383,097
Leadership		1,065,853	955,076
Total expenditure		2,480,334	2,317,426
Net income/(expenditure) and net movement in funds		65,757	1,166
Unrestricted Fund balance brought forward at 1 April 2018		1,039,798	1,038,632
Unrestricted Fund balance carried forward at 31 March 2019		1,105,555	1,039,798

The Statement of Financial Activities has been prepared on the basis that all operations are continuing operations.

All recognised gains and losses are shown in the Statement of Financial Activities.

The notes on pages 15 to 19 form part of these financial statements.

All funds are unrestricted.

**THE WHITEHALL AND INDUSTRY GROUP**  
**(A COMPANY LIMITED BY GUARANTEE)**


**BALANCE SHEET**  
**AT 31 MARCH 2019 Company no 3340252**

	Note	2019 £	2018 £
<b>Fixed assets</b>			
Tangible assets	8	168,885	43,308
<b>Current assets</b>			
Debtors	9	1,349,161	834,626
Cash at bank and in hand	1.12	1,526,569	1,381,408
		<u>2,875,730</u>	<u>2,216,034</u>
<b>Current liabilities</b>			
Creditors: Amounts falling due within one year:			
Creditors and accrued charges	10	545,694	331,559
Deferred income	10	1,393,366	887,985
		<u>1,939,060</u>	<u>1,219,544</u>
<b>Net current assets</b>		<u>936,670</u>	<u>996,490</u>
<b>Total assets less current liabilities</b>		<u>1,105,555</u>	<u>1,039,798</u>
<b>Unrestricted fund</b>		<u>1,105,555</u>	<u>1,039,798</u>

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

The notes on pages 15 to 19 form part of these financial statements.

The financial statements on pages 12 to 19 were approved by the directors on 12<sup>th</sup> September 2019 and signed on their behalf by:

  
 Phil Thomson  
 Chairman

  
 Eleanor Kelly  
 Trustee

**THE WHITEHALL AND INDUSTRY GROUP**  
**(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2019**

	Note	2019	2018
		£	£
<b>Net cash (used in)/provided by operating activities</b>	<b>Note 1 below</b>	<b>300,621</b>	<b>(223,447)</b>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets	<b>8</b>	158,060	7,715
Net cash provided by (used in) investing activities		(158,060)	(7,715)
<b>Cash flows from financing activities</b>			
Investment income		2,600	2,310
Change in cash and cash equivalents in the reporting period		145,161	(228,852)
Cash and cash equivalents at the beginning of the reporting period		1,381,408	1,610,260
Change in reporting period		145,161	(228,852)
Cash and cash equivalents at the end of the reporting period	<b>Note 2 below</b>	1,526,569	1,381,408
<b>Notes to the Statement of Cash Flows</b>			
<b>1. Operating activities</b>			
Net income/expenditure for the reporting period		65,757	1,166
Adjustments for:			
Depreciation charges		27,941	19,383
Loss on disposal of fixed assets		4,542	-
Decrease/(increase) in debtors		(514,535)	51,281
(Decrease)/increase in creditors		719,516	(292,967)
Investment income		(2,600)	(2,310)
Net cash provided by/(used in) operating activities		300,621	(223,447)
<b>2. Analysis of cash and cash equivalents</b>			
Cash at bank and in hand		228,094	69,184
Short term deposits		1,298,475	1,312,224
		1,526,569	1,381,408



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2019

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**1 Accounting policies**

**1.1 Status**

The charity is a public benefit entity as defined by FRS102.

**1.2 Basis of accounting**

The financial statements have been prepared on a going concern basis under the historical cost convention and comply with the Companies Act 2006. The financial statements have been prepared in accordance with 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) issued on 16 July 2014 as amended on 2 February 2016 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102), the Charities Act 2011 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015.

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

The principal accounting policies adopted are set out below.

**1.3 Going concern**

After reviewing the charity's forecasts and projections, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing the financial statements.

**1.4 Limited by guarantee**

The Company does not have a share capital, but its liability is limited by the guarantees of its Trustee members. Each Trustee member has agreed to accept liability not exceeding £1 should the Company be wound up. At 31 March 2019, the total of such guarantees amounts to £10 (2018 - £10)

**1.5 Income from Charitable activities**

Membership income, and Events, Talent and Leadership Programme income are included in the year they are receivable. Income that relates to future periods is carried forward. Bank interest is included in the year in which it is received.

**1.6 Expenditure on Charitable activities**

All expenditure is included on an accruals basis and has been classified under appropriate headings in the accounts. Charitable activities expenditure including staff and other direct costs enables WIG to meet its aims and objectives. Support costs are those costs which enable charitable activities to be undertaken. These costs include premises, communications, HR, IT, governance and general administration and management costs. Staff costs have been apportioned over the various charitable activities on the basis of time spent. Direct costs are allocated on an actual basis. All other overheads are allocated among expense headings on the basis of time spent.

**1.7 Retirement benefits**

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are charged to the Statement of Financial Activities in the year they are payable.

**1.8 Operating Leases**

Rentals payable under operating leases are charged against income on a straight line basis over the term of the lease.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2019

1.9 Depreciation

Depreciation is calculated so as to write off the cost of tangible fixed assets, less their estimated residual values, on a straight line basis over the expected useful economic lives of the assets concerned. The annual rates generally used for this purpose are:

Leasehold Improvements	20.0%
Office equipment	33.33%
Furniture, fixtures and fittings	10.0%

1.10 Key assumptions of material relevance to the Financial statements

There were no material assumptions made concerning uncertainties which could lead to a material adjustment of assets and liabilities within the next reporting period.

1.11 Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. The charity did not have any bank loans during the year.

1.12 Cash at bank and in hand

Includes all cash, current accounts, short and long term deposit accounts and treasury deposit accounts which can all be made available in the short term.

2 Expenditure on Charitable activities

	Total 2019 £	Employee Costs £	Direct Costs £	Support Costs (Note 3) £	Total 2018 £
Membership services	340,920	150,134	7,888	182,898	307,598
Events	692,047	303,156	19,576	369,315	671,655
Talent	381,514	170,406	3,514	207,594	383,097
Leadership Programmes	1,065,853	209,435	601,278	255,140	955,076
<b>Total expenditure</b>	<b>2,480,334</b>	<b>833,131</b>	<b>632,256</b>	<b>1,014,947</b>	<b>2,317,426</b>

3 Analysis of support costs

	Premises	Communication	IT & Equipment	Financial	Management & Admin	HR	Governance	Dep'n	Total
Membership	19,803	40,508	30,406	17,830	24,798	20,707	22,992	5,854	182,898
Events	39,988	81,795	61,398	36,002	50,073	41,812	46,427	11,820	369,315
Talent	22,477	45,978	34,512	20,237	28,146	23,503	26,097	6,644	207,594
Leadership	27,625	56,508	42,416	24,872	34,593	28,886	32,074	8,166	255,140
<b>Total 2019</b>	<b>109,893</b>	<b>224,789</b>	<b>168,732</b>	<b>98,941</b>	<b>137,610</b>	<b>114,908</b>	<b>127,590</b>	<b>32,484</b>	<b>1,014,947</b>
<b>Total 2018</b>	<b>104,067</b>	<b>231,140</b>	<b>183,906</b>	<b>95,313</b>	<b>134,329</b>	<b>73,657</b>	<b>127,715</b>	<b>19,383</b>	<b>974,509</b>

Support costs consist of direct costs of £549,367 (2018 £526,793) and salary costs of £465,580 (2018 £447,716). Both are allocated on the basis of direct staff costs but this does not necessarily provide a fair assessment of profitability by activity. Premises include Operating Lease and service charge costs of Land & Buildings £89,754 (2018 £90,141).

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2019

**4 Operating (Loss)/Profit**

Net expenditure/income and net movement in Funds during the year is stated after charging:

	2019 £	2018 £
Depreciation of tangible assets		
Operating lease rentals	27,941	19,383
Auditors' remuneration	66,250	66,250
- Audit fees for current year audit	5,450	5,350
	<u>          </u>	<u>          </u>

**5 Taxation**

As a registered charity, The Whitehall and Industry Group is not liable to corporation tax on its wholly charitable activities.

**6 Employees**

	2019 £	2018 £
Employee costs during the year were		
Salaries – see note below	1,142,124	1,091,611
Social Security	124,485	116,924
Pension	32,102	23,165
	<u>          </u>	<u>          </u>
	1,298,711	1,231,700
	<u>          </u>	<u>          </u>
	2019 £	2018 £
Employee costs allocated to direct charitable purposes	833,131	783,984
Employee costs allocated to support activities	465,580	447,716

The average monthly number of employees during the year was 25 including part time employees (2018: 25).

The number of employees whose remuneration (including salary and benefits) fell in the following ranges was:

	2019	2018
£90,000 to £100,000	1	1
£80,000 to £90,000	1	-
£70,000 to £80,000	1	2
£60,000 to £70,000	2	-

Total remuneration, including pension contributions, of key management personnel in the period was £266,433 (2018: £254,435).

**Trustees remuneration**

Expenses were paid to the trustees during the year of £85(2018: £76).

NOTES TO THE FINANCIAL STATEMENTS  
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7 Retirement benefit schemes

**Defined contribution schemes**

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

The charge to profit and loss in respect of defined contribution schemes was £32,102 (2018: £23,165).

8 Tangible fixed assets

Cost	Leasehold Improvements £	Furniture Fixtures and Fittings £	Office equipment £	Total £
At 1 April 2018	27,092	18,970	131,411	177,473
Additions	95,016	56,999	6,045	158,060
Disposals	(27,092)	(18,970)	(77,687)	(123,749)
At 31 March 2019	95,016	56,999	59,769	211,784
<b>Depreciation</b>				
At 1 April 2018	27,092	14,428	92,645	134,165
Charge for the year	6,334	1,900	19,707	27,941
Disposals	(27,092)	(14,428)	(77,687)	(119,207)
At 31 March 2019	6,334	1,900	34,665	42,899
<b>Net book value</b>				
At 31 March 2019	88,682	55,099	25,104	168,885
At 31 March 2018	-	4,542	38,766	43,308

Debtors	2019 £	2018 £
Trade debtors	1,248,134	762,815
Other debtors	6,430	6,163
Prepayments and accrued income	94,597	65,648
	1,349,161	834,626

Creditors	2019 £	2018 £
Amounts falling due within one year:		
Trade creditors	72,495	55,351
Other taxation and social security costs	306,261	158,555
Accruals and deferred income	1,560,304	1,005,638
	1,939,060	1,219,544

NOTES TO THE FINANCIAL STATEMENTS  
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<b>Movement in deferred income</b>	<b>2019 £</b>	<b>2018 £</b>
Included within accruals and deferred income:		
At 1 April 2018	887,985	976,079
Invoiced during year	1,393,366	887,985
Released to Income and Expenditure Account	(887,985)	(976,079)
At 31 March 2019	<u>1,393,366</u>	<u>887,985</u>

**11 Financial instruments**

	<b>2019 £</b>	<b>2018 £</b>
Carrying amounts of financial assets		
Debt instruments measured at amortised cost	1,255,235	774,498
Carrying amounts of financial liabilities		
Measured at amortised cost	545,694	331,559

**12 Lease commitments**

At 31 March 2019, the Charity had outstanding commitments for future minimum payments under a non-cancellable operating lease as follows:

	<b>2019 £</b>	<b>2018 £</b>
<b>Land and buildings</b>		
Operating lease expiring on 1 January 2021:		
Under 1 year	75,000	75,000
2 – 5 years	282,917	131,250
Over 5 years	nil	nil

**13 Related party transactions**

During the year £1,996 was paid by WIG to Southwark Council for the provision of temporary office space. Due to the nature of the temporary space it does not have an open market rental value. Southwark Council is a member of WIG and one of the trustees of WIG is the CEO of Southwark Council.

There were no other related party transactions during the year

**14 Comparatives**

For the purposes of consistency, the figures for 2018 for the analysis of support costs have been restated on the same basis as staff time analysis in 2019.