

Registered number: 6581421  
Charity number: 1141069

---

## **INSTITUTE FOR STRATEGIC DIALOGUE**

(A company limited by guarantee)

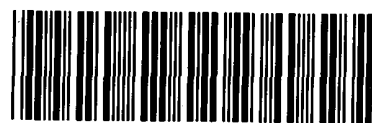
---

**UNAUDITED**

### **TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 DECEMBER 2015**

THURSDAY



\*L5GKFC60\*

LD4

29/09/2016

#100

COMPANIES HOUSE

---

**INSTITUTE FOR STRATEGIC DIALOGUE**  
**(A company limited by guarantee)**

---

---

**CONTENTS**

---

	Page
<b>Reference and administrative details of the charity, its trustees and advisers</b>	<b>1</b>
<b>Trustees' report</b>	<b>2 - 5</b>
<b>Statement of financial activities</b>	<b>6</b>
<b>Balance sheet</b>	<b>7</b>
<b>Notes to the financial statements</b>	<b>8 - 11</b>

---

**INSTITUTE FOR STRATEGIC DIALOGUE**

**(A company limited by guarantee)**

---

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 DECEMBER 2015**

---

**Trustees**

Mr Michael Lewis  
Mr Stuart Fiertz  
Lord Arthur George Weidenfeld of Chelsea (deceased 19 January 2016)

**Company registered number**

6581421

**Charity registered number**

1141069

**Registered office**

PO Box 7814, London, W1C 1YZ

**Independent Examiner**

David Passey ACA, York House, Empire Way, Wembley, Middlesex, HA9 0FQ

**Bankers**

Coutts and Co, 440 Strand, London, WC2R 0QS

---

## INSTITUTE FOR STRATEGIC DIALOGUE

(A company limited by guarantee)

---

### TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

---

### TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2015

---

The Trustees present their annual report together with the financial statements of the Institute for Strategic Dialogue for the period 1 January 2015 to 31 December 2015.

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

#### **Structure, governance and management**

##### **Constitution**

The company is registered as a charitable company limited by guarantee (registered charity number 1141069) and was set up by a Memorandum of Association on 30 April 2008.

##### **Method of Appointment or Election of Trustees**

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

##### **Organisational Structure and Decision Making**

Responsibility for day-to-day management matters and the implementation of policy is delegated to the Chief Executive Officer, within a clearly understood framework of strategic control. The Chief Executive Officer is supported by a leadership team, incorporating temporary project workers and outsourced service providers.

##### **Risk Management**

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

#### **Objectives and Activities**

The Institute for Strategic Dialogue (ISD) is an independent 'think, influence and action' organisation that has pioneered policy and operational responses to the rising challenges of violent extremism and inter-communal conflict. Combining research and analysis with government advisory work and delivery programmes, ISD has been at the forefront of forging real-world, evidence-based responses to the challenges of integration, extremism and terrorism. ISD enjoys strong strategic partnerships with a range of organisations on projects, research, conferences and events. Meetings are also regularly co-organised with Ministries and Embassies and staff are regularly asked to speak at and chair international conferences.

---

## INSTITUTE FOR STRATEGIC DIALOGUE

(A company limited by guarantee)

---

### TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

---

The principal objects of the company are:

- The advancement of the education of the public in the UK and elsewhere in relation to government, economics, politics, law, administration and social services;
- The advancement of human rights, conflict resolution or reconciliation or the promotion of religious or racial harmony or equality and diversity;
- Such other charitable purposes as the Trustees shall from time to time think fit.

#### Activities for achieving objectives

The following demonstrates the types of activity that ISD engages in:

- **Research:** ISD undertakes research projects related to its programmatic fields of activity. These can be research to provide inputs into programmes and projects, or major independent pieces to inform and shape the public debate.
- **Projects and delivery:** These projects are designed with a set of overarching long-term goals and combine a number of activities to reach their objectives from research and task forces, through to advocacy, conferences and the publication of policy papers.
- **Conferences and briefings:** ISD has a portfolio of annual high-level conferences which bring together senior participants to address key policy challenges. ISD also delivers breakfast briefings, one-off sessions and expert led working groups that provide the opportunity for ISD and its partners to increase the dissemination of ideas to new and wider audiences.
- **Networks:** ISD facilitates cross-border networks to coordinate and amplify voices in the ongoing global struggle to counter violent extremism.
- **Training and capacity building:** ISD identifies and trains credible local partners to engage in the counter-extremism 'battle of ideas' online.

The company is grateful for the unstinting efforts of its volunteers who are involved in delivery and fundraising.

In the year 2015, no activities were carried out by the company.

#### **Going Concern**

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

#### **Public Benefit**

The Trustees confirm that they 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'. All of the activities that are undertaken by the charity are for the advancement of the objectives.

#### **Financial Review**

During 2015, the company was kept dormant while the future of the organisation was considered (see 'plans for future periods'). The voluntary income received from all sources amounted to £0. Total resources expended during the year amounted to £364.

---

## INSTITUTE FOR STRATEGIC DIALOGUE

(A company limited by guarantee)

---

### TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 DECEMBER 2015

---

#### Reserves Policy

The Trustees closely monitor the level of free reserves available to ensure there is sufficient financial flexibility in place. It is the Trustees' policy to accumulate reserves for future activities.

The free reserves (net of restricted funds) available at 31 December 2015 were £599, providing cover for future administration costs.

#### Plans for future periods

In 2015, the Trustees considered the long-term strategic future of the Company.

The Trustees of the company are also members of the Board of Trustees of the Trialogue Educational Trust (registered charity number 1076660). At present, the Trust and the company are connected organisations with identical charitable aims and an overlap in membership of the Boards, but are not linked through their legal structures.

In 2015, the Trustees approved the decision that, for simplicity of governance structure and to improve the organisation's ability to effectively realise its charitable objectives, all the assets, liabilities, projects, staff and contracts relating to work on counter extremism will be transferred from the Trialogue Educational Trust to the Institute for Strategic Dialogue. It is the intention of both the Board of the Trialogue Educational Trust and of the Institute for Strategic Dialogue for this to be actioned by the end of 2016.

In 2016, the entities will look to apply to the Charity Commission for a Uniting Direction to link the Trust to the Company for the purpose of submitting joint annual accounts as separate but linked charities. Some members of the existing Trialogue Educational Trust Board will join the Board of the Institute for Strategic Dialogue and new Trustees will be recruited.

The Institute for Strategic Dialogue will also look to rebrand and change the name of the organisation in late 2016 or early 2017, and will seek to re-examine the organisational relationship with the Institute for Strategic Dialogue U.S., a non-profit corporation registered in Washington DC.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Trustees on 28/09/16 and signed on their behalf by:



Mr Michael Lewis, Trustee



**INSTITUTE FOR STRATEGIC DIALOGUE**

**(A company limited by guarantee)**

**STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 DECEMBER 2015**

	Note	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
<b>INCOME FROM:</b>					
Charitable activities	2	-	-	-	36,797
Investments	3	-	3	3	92
<b>TOTAL INCOME</b>		<u>-</u>	<u>3</u>	<u>3</u>	<u>36,889</u>
<b>EXPENDITURE ON:</b>					
Charitable activities		-	364	364	70,300
<b>TOTAL EXPENDITURE</b>	6	<u>-</u>	<u>364</u>	<u>364</u>	<u>70,300</u>
<b>NET EXPENDITURE BEFORE TRANSFERS</b>		-	(361)	(361)	(33,411)
Transfers between Funds	9	599	(599)	-	-
<b>NET INCOME / (EXPENDITURE)</b>		<b>599</b>	<b>(960)</b>	<b>(361)</b>	<b>(33,411)</b>
<b>RECONCILIATION OF FUNDS:</b>					
Total funds brought forward		-	960	960	34,371
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><b>599</b></u>	<u><b>-</b></u>	<u><b>599</b></u>	<u><b>960</b></u>

The notes on pages 8 to 11 form part of these financial statements.

INSTITUTE FOR STRATEGIC DIALOGUE

(A company limited by guarantee)  
REGISTERED NUMBER: 6581421

BALANCE SHEET  
AS AT 31 DECEMBER 2015

	Note	£	2015 £	£	2014 £
<b>CURRENT ASSETS</b>					
Cash at bank and in hand		599		968	
<b>CREDITORS:</b> amounts falling due within one year	8	-		(8)	
<b>NET CURRENT ASSETS</b>			<u>599</u>		<u>960</u>
<b>NET ASSETS</b>			<u>599</u>		<u>960</u>
<b>CHARITY FUNDS</b>					
Restricted funds	9	-			960
Unrestricted funds	9		<u>599</u>		-
<b>TOTAL FUNDS</b>			<u>599</u>		<u>960</u>

The Trustees consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") and members have not required the company to obtain an audit for the year in question in accordance with section 476 of the Act.

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

The financial statements have been prepared in accordance with the provisions applicable to small companies within Part 15 of the Companies Act 2006 and in accordance with the Financial Reporting Standard for Smaller Entities (effective January 2015).

The financial statements were approved by the Trustees on 28/09/16 and signed on their behalf, by:

X  X

Mr Michael Lewis, Trustee

The notes on pages 8 to 11 form part of these financial statements.



---

## INSTITUTE FOR STRATEGIC DIALOGUE

(A company limited by guarantee)

---

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

---

#### 1. ACCOUNTING POLICIES

##### 1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities published on 16 July 2014, the Financial Reporting Standard for Smaller Entities (effective January 2015) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

##### 1.2 Company status

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the company.

##### 1.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

##### 1.4 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

##### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at the Head Office.

Charitable activities and Governance costs are costs incurred on the charity's operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

---

**INSTITUTE FOR STRATEGIC DIALOGUE**

(A company limited by guarantee)

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2015**

---

**1.6 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

**1.7 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**1.8 Cash at Bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2. INCOME FROM CHARITABLE ACTIVITIES**

	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Europe in the World	-	-	-	36,797

In 2014, of the total income from charitable activities, £NIL was to unrestricted funds and £36,797 was to restricted funds.

**3. INVESTMENT INCOME**

	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Bank interest receivable	-	3	3	92

In 2014, of the total investment income, £NIL was to unrestricted funds and £92 was to restricted funds.

---

**INSTITUTE FOR STRATEGIC DIALOGUE**

**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2015**

---

**4. DIRECT COSTS**

	<b>Total 2015 £</b>	<b>Total 2014 £</b>
Professional Services	<u>-</u>	<u>57,179</u>

In 2014, the company incurred the following Direct costs:  
£57,179 in respect of Europe in the World

**5. SUPPORT COSTS**

	<b>Europe in the World £</b>	<b>Total 2015 £</b>	<b>Total 2014 £</b>
Other Expenses	364	364	475
Project Costs	-	-	12,646
	<u>364</u>	<u>364</u>	<u>13,121</u>

In 2014, the company incurred the following Support costs:  
£13,121 in respect of Europe in the World

**6. ANALYSIS OF RESOURCES EXPENDED BY EXPENDITURE TYPE**

	<b>Other costs 2015 £</b>	<b>Total 2014 £</b>
Europe in the World	<u>364</u>	<u>70,300</u>

**7. NET INCOMING RESOURCES/(RESOURCES EXPENDED)**

During the year, no Trustees received any remuneration (2014 - £NIL).  
During the year, no Trustees received any benefits in kind (2014 - £NIL).  
During the year, no Trustees received any reimbursement of expenses (2014 - £NIL).

**INSTITUTE FOR STRATEGIC DIALOGUE**

(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2015**

**8. CREDITORS: Amounts falling due within one year**

	2015 £	2014 £
Trade creditors	<u>-</u>	<u>8</u>

**9. STATEMENT OF FUNDS**

	Brought Forward £	Incoming resources £	Resources Expended £	Transfers in/out £	Carried Forward £
<b>Unrestricted funds</b>					
General Funds - all funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>599</u>	<u>599</u>
<b>Restricted funds</b>					
Restricted Funds - all funds	<u>960</u>	<u>3</u>	<u>(364)</u>	<u>(599)</u>	<u>-</u>
<b>Total of funds</b>	<u><u>960</u></u>	<u><u>3</u></u>	<u><u>(364)</u></u>	<u><u>-</u></u>	<u><u>599</u></u>

**SUMMARY OF FUNDS**

	Brought Forward £	Incoming resources £	Resources Expended £	Transfers in/out £	Carried Forward £
General funds	-	-	-	599	599
Restricted funds	960	3	(364)	(599)	-
	<u><u>960</u></u>	<u><u>3</u></u>	<u><u>(364)</u></u>	<u><u>-</u></u>	<u><u>599</u></u>

**10. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Current assets	599	-	599	968
Creditors due within one year	-	-	-	(8)
	<u><u>599</u></u>	<u><u>-</u></u>	<u><u>599</u></u>	<u><u>960</u></u>