



INVOLVEMENT AND PARTICIPATION ASSOCIATION
(A Company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2019





CONTENTS	Pages
Legal and administrative information	1 - 2
Chairman's statement	3
Executive committee's report	4 - 12
Independent auditors' report	13-15
Statement of Financial Activities	16
Balance sheet	17
Statement of cash flows	18
Notes forming part of the financial statements	19 - 28



**INVOLVEMENT & PARTICIPATION ASSOCIATION
EXECUTIVE COMMITTEE REPORT 31 DECEMBER 2019**

PRESIDENT:	Rt Hon Lord Monks
VICE PRESIDENT:	Baroness Rita Donaghy
EXECUTIVE COMMITTEE (Executive Committee & Directors)	Graham Steel - (Chair) Stephen Elliott – Chemical Industries Association (Vice-chair) Katharine Barton – Change for Work David Coats – WorkMatters Consulting Ltd Linda Gregory – Linda Gregory Industrial Relations Ltd Christina McAnea – UNISON Ged Nichols – Accord Tim Page – TUC Dr Emma Soane – London School of Economics & Political Science Dr Alix Thom – Oil & Gas UK David Yeandle OBE
IPA ADVISORY COUNCIL	Neil Carberry – REC Stephen Cavalier – Thompsons Solicitors Andrew Foster – NHS Leadership Academy & NHSE/I Alison Gould – John Lewis Partnership Russell Grossman – Office of Road & Rail Professor David Guest – King’s College London Mark Higson - Algeco Barbara Hobday – Santander UK plc Lee Hopley – Aston University Alex Lewis – Unleash & Engage Graeme Long – Royal College of Physicians David MacLeod OBE Liz McKeown – Office for National Statistics Baroness Margaret Prosser Dr John McMullen – visiting professor Leeds University Gloria Mills CBE – UNISON Wynne Parry - Keystone Linda Rolph – Advance Dr Diane Sinclair – Coca Cola Hellenic Bottling Company Rachel Suff – CIPD Wilf Sullivan – TUC Jo Swinson – Equal Power Consulting Ltd Jill Tombs – Jill Tombs Consulting Martin Warren – Eversheds Sutherland



**INVOLVEMENT & PARTICIPATION ASSOCIATION
EXECUTIVE COMMITTEE REPORT 31 DECEMBER 2019**

Company Registered in England Number	0648436
Charity Registered Number	200468
Registered Office	2 nd Floor West Wing Somerset House Strand London WC2R 1LA
Secretary	Nita Clarke OBE
Auditors	Haysmacintyre LLP Chartered Accountants & Registered Auditors 10 Queen Street Place London EC4R 1AG
Bankers	Unity Trust Bank plc Nine Brindley Place Birmingham B1 2HD
Solicitors	Mackrell Turner Garrett 31 Bedford Street Strand London WC2E 9EH

The Executive Committee, who are also Executive Committee and directors of the charitable company for the purposes of the Companies Act, submit their annual report and the financial statements of the Involvement and Participation Association (IPA), (the company) for the year ended 31 December 2019.

The Executive Committee confirm that the annual report and financial statements of the company comply with current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) effective 1 January 2015.



CHAIR'S REVIEW (January to December 2019)

When writing my chair's report for the previous two years I have commented on the disruption to trading caused by the UK's strategy for exiting the European Union. The UK now has a relatively new elected Government which provides limited clarity on some issues but it still seems very likely that the next twelve months and beyond will be volatile for business. I expect that to a large degree business will have to find its own path through the many national and international challenges already with us and on the foreseeable horizon. The case for positive and progressive engagement between employers and employees has never been stronger.

Given the enormous and unique challenges faced by IPA in 2019 it is very satisfying to be able to report a surplus for the year. The figures do not tell the whole story. IPA has shown tremendous agility to be able to tailor its services to different and new sectors in 2019, delivering high quality services to national and multi-national businesses, leading public sector organisations, Government and for the first time clients on different continents. The staff of IPA are to be commended for this achievement.

2019 was a very busy year for IPA's Head of Policy & Research, Patrick Briône. In April his report *Forces of Change: Innovation & Engagement in UK Policing* was showcased at the launch of the National Police Wellbeing Service at the College of Policing. In May the jointly authored Acas report, *New Technology and the World of Work: winners and losers* was published, and the focus on the impact on the workplace of rapidly changing technologies continued in Patrick's report for Acas *Algorithms at Work: an ethical look at algorithms in the workplace* published in March 2020.

In September, the report *Is Thursday the new Friday?* was launched at Trades Union Congress. Produced with the support of Friedrich Ebert Stiftung (FES) the report examines the prospects for a four-day working week and the obstacles to its implementation. This was a timely contribution to the debate as in the run up to the General Election in December 2019 the Labour Party indicated their support for the idea, and Patrick was interviewed on the subject on Radio 4's flagship PM programme. During the year, we were also pleased to support an LSE Research project *Employee Job Crafting in Newly formed Departments and Teams in the Civil Service*.

In 2018 I reported that acceptance by the Government of most of the recommendations of Matthew Taylor's Review of Modern Working Practices, including the lowering of the threshold to 2% for employees to request the establishment of information and consultation of employees (ICE) arrangements, was likely to provide opportunities for IPA to deliver practical support to organisations introducing new or enhancing existing ICE arrangements. That has been the case and in advance of the implementation of the change on 1 April 2020, CIPD asked IPA to write a practical guide to ICE for organisations dealing with this issue.

Last year, we also noted the potential impact of the Financial Reporting Council's new provisions for listening to employees in their new code of practice. IPA has already been able to support organisations, such as Anglo American and Whitbread plc, to meet these provisions. IPA's working group of senior leaders, convened as part of a research project with Royal Holloway University, will continue to meet to look at the role of employee voice in good governance.

IPA expanded the range of consultancy & training projects delivered in 2019. As in previous years, we worked with organisations of all sizes and across all sectors, including diagnostic programmes for Meggitt, Ted Baker and Guardian News and Media. IPA also continued to deliver our well-established training programmes for employee representatives.

The last two years have proved challenging, and further challenges lie ahead as we deal with the impact of the Covid-19 pandemic. I am confident that IPA has the resilience to continue to deliver its important combination of research and practical support in the world of work, particularly now when organisations are looking at fundamental changes to work organization in a post-pandemic landscape.

Graham Steel, Chair



PURPOSE

The objects of the charity are:

- To extend, increase and disseminate knowledge and to exchange information and ideas in relation to the practice of employee participation in industry.
- To hold conferences and meetings for the discussion of employee participation and involvement and industrial relations in all their aspects.
- To collect, collate and publish information which will in any way assist in promoting the first of these objects and to furnish examples and advice to those who wish to introduce employee participation or similar schemes.
- To initiate encourage and maintain investigation and research into the principle of employee participation in industry and to publish the results of such investigation and research.

There have been no changes in the objects of the charity since the last annual report.

PUBLIC BENEFIT STATEMENT

The Executive Committee members confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Commission in determining the activities undertaken by the Charity.

The Charity Commission in its "Charities and Public Benefit" Guidance states that there are two key principles to be met in order to show that an organisation's aims are for the public benefit: firstly, there must be an identifiable benefit and secondly, that the benefit must be to the public or a section of the public. The Executive Committee are satisfied that the aims and objectives of the charity, and the activities reported on here to achieve those aims, meet these principles.

- The IPA helps organisations to develop new ways of working, based on collaboration and trust, which improve the well-being of all employees and their experience of working-life.
- The IPA works to disseminate good practice in this area, by providing speakers at conferences; organising free-to-attend events, workshops and networking opportunities; providing an information service; and producing free good practice guides, case studies and research reports.
- The IPA aims to work with organisations of all types and sizes and offers reduced fee rates to smaller organisations and organisations in the not-for-profit or voluntary sectors.
- The IPA's knowledge and experience is made freely available for public benefit through the publication of research and case studies on the IPA website.
- The IPA responds to enquiries from students pursuing relevant studies and offers guidance and information. The IPA also provides materials to teachers and lecturers relevant to our area of work.
- The IPA also provides advice and guidance to policy-makers, trade unions, academics and employer organisations on employee engagement, partnership, information and consultation and collaborative ways of working.



ACTIVITIES

The IPA is the UK's leading organisation developing employee engagement, partnership and consultation strategies in the workplace. It is a not-for-profit, independent body which works with clients in the public, private and voluntary sectors to help managers and employees develop new ways of working – based on collaboration and trust – which deliver better workplaces and better outcomes – increased productivity and improved services.

In addition to a range of **consultancy and training** services, the IPA carries out **research**, provides **policy advice** to government bodies and co-sponsors **conferences and events**. The IPA works closely with other institutions on research and advice both in the UK and in Europe. Many of Britain's best-known companies are IPA members, as well as leading trade unions.

The IPA is supported in its work by an Advisory Council drawn from leading employer, union and representative bodies. It acts as a policy sounding board for the organisation.

ACHIEVEMENTS AND PERFORMANCE

The IPA is committed to the highest quality of service and delivery. IPA's quality management system was updated and audited against the new ISO9001:2015 standard in 2019, and re-audited by external auditors SGS in March 2020 and certified as compliant.

IPA is also recognised as a QIP "Qualified Independent Person" for the purpose of ballots under trade union law.

Membership, Consultancy & Training

The range of services provided by the IPA was further expanded in 2019 and was consolidated during the year. IPA members, SMEs and not-for-profit organisations benefit from a discount on fees.

IPA supported organisations to achieve higher levels of employee engagement by providing training, coaching and mentoring for managers as well as undertaking high-level employee engagement and industrial relations diagnostics and audits.

IPA also continued to roll-out further stages in the well-established training programme for workplace employee representatives and managers. The training programme now comprises three levels.

To meet the evolving needs of clients, IPA has developed training and development programmes focussed on working with trade unions, employee voice and corporate governance, employee engagement and cyber security and how new technologies will impact the workplace.

In 2019 IPA worked on 117 projects with 76 organisations (130 projects with 81 organisations in 2018).



Clients

In 2019, the IPA worked with the following organisations on research, consultancy and training projects:

Academi Wales	CIPHR	Met Office
Acas	City & Guilds	Network Homes
Aggregates	Civil Service Forum	NHS Social Partnership Forum
Alliance Healthcare	Clarion Housing	National Nuclear Laboratory
Anglo American	Coca Cola Enterprises	Origin Housing
Association for Police Communicators	ConnectPlus	PepsiCo
B&Q	CWU	Pfizer
Barclays Bank	DHL	Prospect
Battersea Dogs & Cats Home	East Suffolk & North Essex NHS	Royal College of Anaesthetists
Business Forums International	Eclipse Blinds	Royal College of Paediatricians and Child Health
BP	Friedrich Ebert Stiftung	Royal College of Surgeons England
Bradgate Bakeries	Financial Reporting Council	Rockwell Collins
British Business Bank	Gen2	Sanctuary Housing Group
British Footwear Association	Guardian News & Media	Santander
Brush Group	Hermes	Sarfan Group
BT Group	Highways England	Sopra Steria
Central Arbitration Committee	KNect 365	Sopra Steria Employee Trust
Capgemini	SharedXpertise	Ted Baker
Xaffinity	Institute of Internal Communications	Thermofisher
Catalyst Housing	Job Ownership	Torus
Cats Protection	Kingfisher	University College London
Cayman Islands	Legal & General	University of Birmingham
Chartered Institute of Management Accountants	LexisNexus	VIVID
Chartered Institute of Personnel & Development	London School of Economics	Wilko Retail
	Liverpool Victoria	Young & Co's Brewery
	Meggitt	Zoetis
	Mercer Networks	

Research

The IPA's research programme is focussed on **voice and the changing workplace**: climate change and decarbonisation; innovation and productivity; Good Work and employee wellbeing; good governance and regulation; new technology; and diversity and inclusivity.

In 2019, IPA published research reports:

- *New Technology and the World of Work: winners and losers*
- *Is Thursday the New Friday?*
- *Forces of Change: Innovation & engagement in UK police forces*

These reports are freely available on the IPA website.

FINANCIAL REVIEW

IPA showed net surplus for the year of £26,824 (2018 – net expenditure £31,448). Unrestricted funds were £26,824 (2018 - £31,448 net expenditure) and no restricted income was received in the year. Total income for the year was £458,771 (2018 - £467,362) and total expenditure was £431,947 (2018 - £498,810). At the year-end reserves were £1,269 (2018 – negative £25,555 unrestricted).

Investment policy and performance

The Memorandum and Articles of Association provides that the company invests moneys not immediately required for its own purposes in or upon such investments, securities or property, as may be thought fit. At the present time the Executive Committee's policy is to maintain any such monies on deposits earning a market rate of interest.

Reserves policy and going concern

A key component of the Executive Committee strategy is to mitigate risk using the policy of maintaining a level of unrestricted reserves to ensure that there are adequate funds to meet all current and known future liabilities. In practice, the Executive Committee consider that holding unrestricted reserves equivalent to three months' core costs provides sufficient resources to respond to unexpected adverse changes in IPA's funding or activities. This is currently equivalent to £79,243.

The costs comprise:

- Three months' staff costs, of all employees on permanent contracts of employment, which are currently £72,860 (salary, pension and NI)
- The unexpired portion of term commitments, for maintenance and lease agreements on property and equipment, which currently amounts to £10,908 (property) £1,053 (copier).

At the end of 2019 the free funds amounted to £1,269. (2018: negative £25,555).

Financial performance is reviewed fortnightly by the IPA's Finance Task Group – a sub-group of the Executive Committee. Particular attention is paid to cash flows, work in progress and level of reserves. Steps have already been taken to reduce overheads and the Executive Committee has further plans in hand to restore the reserves to the level stated in the reserves policy. These are outlined in the section "Future Plans" below. A prudent budget was set for 2020 which saw the IPA build on the surplus achieved at the end of 2019. Due to the Covid-19 pandemic, it has been necessary to review this budget at Q1, recognising that the whilst the "Future Plans" noted below remain relevant, there may be a longer timescale to restoring reserves to the level stated in the policy. Cash flow for the period April – June 2020, when a partial business shutdown was in place in the UK, was sufficient to meet debts as they fell due. Projects deferred during this period have in the main been rescheduled, and cash flows normalised. An overdraft agreement is in place with IPA's bankers, Unity Trust. Cash flow assumptions have been made on the basis of this agreement and there is no anticipation that changes to the agreement will be necessary. Further mitigation in the form of a government-backed loan under the CBIL or BBL scheme will be explored if necessary. IPA is eligible under both schemes.

The Executive Committee has reviewed the circumstances of the IPA and consider that adequate resources continue to be available to support the activities of the IPA for the foreseeable future. The Committee is of the view that the IPA is a going concern.

FUTURE PLANS

On 11th October 2019, the IPA Executive and staff participated in an "Awayday" to reflect on the progress towards the targets set in the development plan 2018, review IPA strategy and plan the direction of the IPA for the next 3-5 years. The outcome of this meeting was an updated IPA Development Plan and budget for 2020.



INVOLVEMENT & PARTICIPATION ASSOCIATION EXECUTIVE COMMITTEE'S REPORT 31 DECEMBER 2019

The actions and targets set in the plan are reviewed regularly by the IPA staff in monthly team meetings and by the IPA Executive Committee. They are included in the ISO9001:2015 Quality Management System which is subject to an annual independent audit by SGS.

The "Awayday" will next take place on 16th October 2020 to continue to review and update the Development Plan.

The following key tasks emerged from the Awayday and are prioritised in the current Development Plan for 2020.

- To focus on achieving an above budget out-turn for Quarters 1 & 2 2020 in order to develop greater resilience to unforeseen circumstances – deferred objective for Q3 & Q4 due to Covid shutdown.
- To continue to explore opportunities for closer working relationships with appropriate partner organisations.
- To continue to bear down on costs – reductions have been made in office and IT costs whilst improving efficiency and productivity.
- To focus on key areas where employee voice in the workplace has an important role in achieving positive outcomes for organisations and their workforce:
 - The workplace of the future – the impact of Covid-19
 - Decarbonisation and climate change
 - New workplace technologies – AI and robotics
 - Good work and employee wellbeing
 - Good governance and workplace regulation
 - Innovation and productivity
 - Diversity and inclusivity
- To continue to raise the IPA's profile in the world of work by enhancing our online presence, social media activity and accepting appropriate speaking engagements – all IPA's training and events are now provided online and some as video and podcasts.
- To continue to ensure the IPA support functions and corporate governance are fit for purpose and adequately resourced within financial limitations.
- To develop funding applications for key projects to ensure the IPA's research activity, on which much of the credibility and USP of the organisation depends, remains at the forefront of employment research.
- To continue to measure against other provisions to ensure IPA's services are appropriately priced and competitive and meet the changing needs of organisations and the UK workforce.

STRUCTURE AND GOVERNANCE

Constitution and organisation structure

The company is registered in England as a charitable company limited by guarantee (Company number 0648436, Charity number 200468) and is governed by its Memorandum and Articles of Association as incorporated on 1 February 1960, amended by special resolutions, April 1961, October 1972 and May 1989.

Recruitment, appointment, induction and training of Executive Committee

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



INVOLVEMENT & PARTICIPATION ASSOCIATION EXECUTIVE COMMITTEE'S REPORT 31 DECEMBER 2019

The Executive Committee members of the charitable company are its Executive Committee for the purpose of charity law. There are no other Executive Committee. The Executive Committee members who served throughout the period and at the date of this report are set out on page 1.

The Executive Committee governs the company. In accordance with the IPA's constitution, the maximum number of Committee members is determined by the company in general meeting and the minimum number in office at any given time must be 10. The Executive Committee has the power to appoint new Board members at any time up to the maximum fixed amount of 20, currently the Committee is comprised of 11 persons.

On joining the Executive Committee, new members are provided with a briefing pack in the IPA – its history, purpose, activities, finances and governance. New members then spend an induction day meeting IPA staff and becoming familiar with the organisation and its activities. Training in the role of the trustee is regularly provided to all Executive Committee members.

Organisational structure and decision making

The Executive Committee is responsible for overall control of the IPA's operations and meets regularly to review the performance of the IPA, and to plan and authorise strategic decisions. The Director, Nita Clarke is responsible for the day-to-day administration of the charity.

Setting pay and remuneration

A sub-committee of the Executive Committee – the IPA Remuneration Committee – is responsible for reviewing and making recommendations to the Executive Committee regarding the salaries and benefits paid to IPA staff. The Remuneration Committee is currently composed of four Executive Committee members, and makes its recommendation to the full Executive Committee in January each year. The recommendation is debated by the full Committee, without the presence of staff, and the level of staff pay and benefits for the coming year is agreed.

Executive committee's liability

The Executive Committee of the company guarantees to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

Related parties and co-operation with other organisations

None of the IPA's Executive Committee receive remuneration or other benefit from their work with the Charity. In compliance with the IPA's Articles of Association, all Executive Committee members are either individual members of the Association, or a representative of a member organisation. Any other connection between an Executive Committee member and an IPA client or other organisation with which there is a working relationship must be disclosed to the Executive Committee in the same way as any other related party relationships. No such related party transactions were reported in 2019 or 2018.

Risk management

A detailed review of the IPA's activities, risks and opportunities is conducted annually by the Executive Committee members and staff and forms an integral part of the charity's strategic planning. The Executive Committee are confident that a full spectrum of the risks faced by the charity has been identified, quantified and, where appropriate, action has been taken to mitigate those risks.

Our responses to the external risks identified play a key part in shaping our strategy and our operational plans. Internal risks are addressed by periodic reviews of internal controls and improvements in systems designed to minimise such risks. Examples include:

- Written procedures governing the delegation of authority to the Director and to other IPA staff.
- Formal limits of authorised expenditure for each staff member and the requirement for at least two signatories to approve transactions above specified levels.
- Segregation of duties amongst members of staff as far as possible.
- Responding to any control issues highlighted by our auditors.

The significant risks identified by the Executive Committee are summarised below, along with steps taken to mitigate these risks:

Risk	Mitigation	Actions Planned/Taken
Deferment of income due to Covid-19 pandemic	Furloughing of staff, as appropriate and application for grant to cover staff salaries in this period via the government job retention scheme. Deferment of VAT payments as offered by government scheme.	Application to Job Retention Scheme submitted 20/4/20 and monthly thereafter. VAT return submitted for period 1 December to 29 February on 7 April. Payment deferral is automatic and payment now due March 2021.
Loss of key staff members	Appropriate remuneration (agreed by Remuneration Committee) Notice periods consistent for all staff and stated in contract of employment Performance reviews	Remuneration Committee review of pay & benefits Performance reviews with Director & review of training needs
Loss of data due to IT Failure or Cyber Crime (ransoming data)	Firewall and IT security advice taken Procedures in place to identify phishing emails Regular upgrades to equipment and maintenance contracts	Advice sought from IT support company and recommendations for strengthening firewall security implemented Maintenance contract reviewed. Planned upgrade to cloud based computing.
Loss of IPA members and failure to recruit new organisations into IPA network	Review of membership – existing and potential - at monthly team meetings and scheduling of member contacts	New members recruited as part of on-going projects
Failure to secure contracts for consultancy, training and research	Monthly team meetings to identify opportunities Fortnightly Task Group teleconference to monitor opportunities and financial performance Horizon-scanning function of Executive Committee	2020 development plan identifies focus for segmenting and targeting opportunities for IPA
Competition	Review and horizon scanning by IPA team and Executive Committee at Executive meetings and Awayday IPA team maintain awareness of and contact with competitor organisations Identify new market opportunities at Awayday	Continue horizon scanning activity

Risk	Mitigation	Actions Planned/Taken
Price erosion	<p>Review rates for IPA work regularly and with the support of the Executive Committee.</p> <p>IPA has adopted a variable pricing structure according to type of work and level of team member delivering and type of commission organisation (eg charities receive discounted rates)</p> <p>Where daily rates are negotiated downwards consideration is given to increasing the number of project days chargeable</p>	Monitor competition's rates and review at team meetings
Cash Flow	<p>Weekly preparation of cash flow statements.</p> <p>Early chasing for payment from clients.</p> <p>Close liaison with IPA bankers</p>	Processes in place to monitor debtors and provide early warning of cash flow "pinch points".
Taxation	<p>Incurrence of penalty charges</p> <p>Failure to maximise any tax exemptions</p>	<p>Processes in place to ensure returns are submitted on time.</p> <p>Regular contact with HMRC as needed.</p>



EXECUTIVE COMMITTEE'S RESPONSIBILITIES

The Executive Committee (who are also directors of the Involvement and Participation Association for the purposes of company law) are responsible for preparing the Executive Committee's 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 Executive Committee 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 Executive Committee are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The Executive Committee are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time of 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 we are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Executive Committee 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 report of the Executive Committee has been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

AUDITORS

The auditors, Haysmacintyre LLP are willing to be re-appointed in accordance with section 485 of the Companies Act 2006.

This report was approved by the Executive Committee on 16 December 2020 and signed on its behalf, by:

Graham Steel

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Graham Steel, Chair



INVOLVEMENT & PARTICIPATION ASSOCIATION
INDEPENDENT AUDITOR'S REPORT TO THE EXECUTIVE COMMITTEE OF THE INVOLVEMENT & PARTICIPATION ASSOCIATION

Opinion

We have audited the financial statements of Involvement & Participation Association for the year ended 31 December 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 state of the [group's and of the parent] charitable company's affairs as at [date] and of the group's and parent charitable company's net movement in funds, including the 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 Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement (set out on page 12), the trustees (who are also the 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 but to do so.

Auditor's responsibilities for the audit of the financial statements

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.



**INVOLVEMENT & PARTICIPATION ASSOCIATION
INDEPENDENT AUDITOR'S REPORT TO THE EXECUTIVE COMMITTEE OF THE INVOLVEMENT
& PARTICIPATION ASSOCIATION**

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 auditor's report.

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 Executive Committee's report and the Chairman's Review. 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.

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 Executive Committee's Report (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Executive Committee's 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 Executive Committee's Report (which incorporates the directors' report).

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

- adequate accounting records have not been kept by the charitable company; or
- the charitable company 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



**INVOLVEMENT & PARTICIPATION ASSOCIATION
INDEPENDENT AUDITOR'S REPORT TO THE EXECUTIVE COMMITTEE OF THE INVOLVEMENT
& PARTICIPATION ASSOCIATION**

- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic 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.

Lee Stokes (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors
Date: 18.12.2020

10 Queen Street Place
London
EC4R 1AG

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating Income and Expenditure account)

FOR THE YEAR ENDED 31 DECEMBER 2019

	Notes	Unrestricted Funds £	Restricted Funds £	Total funds 2019 £	Total funds 2018 £
Income from:					
Donations	2	31,198	-	31,198	29,547
Income from charitable activities:					
Research and advice	3	427,573	-	427,573	437,815
Total		<u>458,771</u>	<u>-</u>	<u>458,771</u>	<u>467,362</u>
Expenditure on:					
Raising funds	4	22,169	-	22,169	23,309
Charitable activities:					
Research and advice	6	409,778	-	409,778	475,501
Total		<u>431,947</u>	<u>-</u>	<u>431,947</u>	<u>498,810</u>
Net income		<u>26,824</u>	<u>-</u>	<u>26,824</u>	<u>(31,448)</u>
Net movement in funds		<u>26,824</u>	<u>-</u>	<u>26,824</u>	<u>(31,448)</u>
Total funds brought forward		<u>(25,555)</u>	<u>-</u>	<u>(25,555)</u>	<u>5,893</u>
Total funds carried forward	14	<u><u>1,269</u></u>	<u><u>-</u></u>	<u><u>1,269</u></u>	<u><u>(25,555)</u></u>

All the above results are derived from continuing activities.

The notes on pages 19 to 28 form part of these financial statements.



BALANCE SHEET AS AT 31 DECEMBER 2019

	Notes	2019 £	2018 £
FIXED ASSETS			
Tangible fixed assets	10	-	-
CURRENT ASSETS			
Debtors	11	121,578	123,209
Cash at bank		1	1
		<u>121,579</u>	<u>123,210</u>
CREDITORS: amounts falling due within one year	12	<u>(120,310)</u>	<u>(148,765)</u>
NET CURRENT ASSETS		1,269	(25,555)
NET ASSETS	14	<u>1,269</u>	<u>(25,555)</u>
CHARITY FUNDS			
Unrestricted funds			
General funds	14	1,269	(25,555)
Restricted funds		-	-
		<u>1,269</u>	<u>(25,555)</u>

The notes on pages 19 to 28 form part of these financial statements.

The financial statements were approved and authorised for issue by the Executive Committee on 16 December 2020 and signed on their behalf, by:

Graham Steel

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Graham Steel
Chair

STATEMENT OF CASH FLOWS

	2019	2018
	£	£
Cash flows from operating activities:		
Net cash provided by (used in) operating Activities	10,281	(6,201)
Cash flows from financing activities:		
Net cash provided by (used in) financing Activities	(3,127)	(2,832)
Change in cash and cash equivalents in the reporting period (incl. overdraft)	7,154	(9,033)
Cash and cash equivalents at the beginning of the reporting period	(25,526)	(16,493)
Cash and cash equivalents at the end of the reporting period	(18,372)	(25,526)
	2019	2018
	£	£
Net expenditure for the reporting period (as per the statement of financial activities)	26,824	(31,448)
Adjustments for:		
Net finance costs	3,127	2,832
Decrease in debtors	1,631	30,349
(Decrease)/increase in creditors (excluding overdraft)	(21,301)	(7,934)
Net cash provided by (used in) operating Activities	10,281	(6,201)
Analysis of cash and cash equivalents		
Cash in hand	1	1
Overdraft facility repayable on demand	(18,373)	(25,527)
Total cash and cash equivalents	(18,372)	(25,526)

NOTES TO FINANCIAL STATEMENTS**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 application in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) – (Charities SORP (FRS102) and the Companies Act 2006.

The Involvement and Participation Association meets the definition of a public benefit entity under FRS102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated.

1.1.1 Preparation of the accounts on a going concern basis

The Executive Committee consider there are no material uncertainties about the charity's ability to continue as a going concern. This is based on cash flow assumptions and measures taken to mitigate the impact of the Covid-19 pandemic by furloughing staff as necessary, reduce operating costs including office and IT costs, and securing an enhanced overdraft arrangement with IPA's bankers. In addition, if necessary, IPA is eligible for a government-backed loan under the CBIL or BBL scheme.

The impact of Covid-19 on the workplace of the future offers opportunities to IPA for to increase income from research, consultancy and training to organisations needing to effect workplace changes.

1.2 Company status

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

1.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Executive Committee 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 which have been raised by the company for particular purposes. The cost 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. Investment income, gains and losses are allocated to the appropriate fund.

1.4 Income

All income is included in the Statement of Financial Activities when the charitable company is legally entitled to the income, receipt of the income is probable, and the amount can be quantified with reasonable accuracy. Income received in advance of a training, consultancy or research project being delivered is deferred until the criteria for income recognition is met. Income from donations and subscriptions is received on the invoice date.

NOTES TO FINANCIAL STATEMENTS (continued)

1.5 Expenditure

All expenditure is accounted for on an accruals basis as a liability is incurred, and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources. Overheads have been allocated on the basis of staff time spent on the activities. Liabilities are recognised as expenditure as soon as there is legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required, and the amount of obligation can be measured reliably.

Expenditure on raising funds include direct costs and where appropriate an allocation of support costs. Fundraising and publicity costs include a portion of advertising, direct costs of administration and other promotional activities. Remaining costs relate to direct costs of maintaining rental property, and an allocation of support costs.

Charitable activities comprise mainly of the provision of training, consultancy and research which are undertaken to further the purposes of the Charity and their associated support costs.

Support costs have been allocated between governance costs and other support costs.

Governance costs have been allocated in line with costs of administration and include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

Governance and support costs have been apportioned between all activities based on amount of staff time spent on the activities. The allocation of support and governance costs is analysed in note 7.

1.6 Tangible fixed assets and depreciation

All assets costing more than £1,000 are capitalised.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Office equipment	- 33.33% straight line
Office furniture	- 20% straight line

1.7 Operating leases

Payments under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the life of the lease.

1.8 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

1.9 Tax status

The company is a registered charity and is not subject to corporation tax on its current activities.

1.10 Debtors

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

NOTES TO FINANCIAL STATEMENTS (continued)

1.11 Cash at bank and in hand

Cash at bank and cash 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.

1.12. Creditors and provisions

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 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.

1.13 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.

1.14. Employee benefits

- Short term benefits
Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.
- Employee termination benefits
Termination benefits are accounted for on an accrual basis and in line with FRS 102.

1.15 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

2. DONATIONS	Total funds 2019 £	Total funds 2018 £
Subscriptions	31,198	29,047
Other donations	-	500
	<u>31,198</u>	<u>29,547</u>
3. INCOME FROM CHARITABLE ACTIVITIES	Total funds 2019 £	Total funds 2018 £
Fees for consultancy services	415,260	436,729
Journals and publications	576	180
Other income	11,737	906
	<u>427,573</u>	<u>437,815</u>



NOTES TO FINANCIAL STATEMENTS (continued)

4. COSTS OF RAISING FUNDS

	Total funds 2019 £	Total funds 2018 £
Journals and publications	1,678	1,662
Marketing and advertising	3,743	4,063
Other costs	2,370	2,346
Support costs	14,378	15,238
	<u>22,169</u>	<u>23,309</u>

5. CHARITABLE EXPENDITURE BY FUNCTIONS

SUMMARY BY EXPENDITURE TYPE

	Direct staff Costs £	Support Costs £	Other Costs £	Total £
2019				
Charitable activity costs - Research and advice (see note 6 below)	<u>151,950</u>	<u>159,185</u>	<u>98,643</u>	<u>409,778</u>
2018				
Charitable activity costs - Research and advice (see note 6 below)	<u>174,953</u>	<u>157,934</u>	<u>142,614</u>	<u>475,501</u>

6. CHARITABLE ACTIVITY COSTS

	Total funds 2019 £	Total funds 2018 £
RESEARCH & ADVICE:		
Staff costs	151,950	174,953
Office costs	46,471	48,018
Project & consultancy costs	49,559	85,661
Other costs	2,613	8,935
Support costs	159,185	157,934
	<u>409,778</u>	<u>475,501</u>

NOTES TO FINANCIAL STATEMENTS (continued)
7. SUPPORT COSTS ALLOCATION TO ACTIVITIES

	Fundraising Costs £	Charitable activity costs £	Total 2019 £
2019			
Staff costs	12,780	125,000	137,780
Office costs	597	7,337	7,934
Consultancy	840	10,320	11,160
Other costs	161	6,533	6,694
Governance costs	-	9,995	9,995
	<u>14,378</u>	<u>159,185</u>	<u>173,563</u>
2018			
Staff costs	13,323	125,000	138,323
Office costs	973	11,952	12,925
Consultancy	840	10,320	11,160
Other costs	102	1,247	1,349
Governance costs	-	9,415	9,415
	<u>15,238</u>	<u>157,934</u>	<u>173,172</u>

Support costs have been apportioned between all activities based on staff time spent on the activities.

8. NET EXPENDITURE	2019 £	2018 £
This is stated after charging:		
Auditors' remuneration - audit services (excluding VAT)	9,050	7,275
Pension costs	13,014	15,243
	<u>22,064</u>	<u>22,518</u>

During the year, no Executive Committee members received any remuneration (2018- £Nil).

During the year, no Executive Committee members received any benefits in kind (2018 - £Nil).

During the year, no Executive Committee members received reimbursements of travel expenses to attend IPA Meeting. (2018 – No Executive Committee members received reimbursements of travel expenses to attend IPA Meetings). No other expenses are paid.

NOTES TO FINANCIAL STATEMENTS (continued)

9. STAFF COSTS AND NUMBERS

	2019 £	2018 £
Staff costs were as follows:		
Wages and salaries	249,595	268,680
Social security costs	25,523	27,438
Pension costs	13,014	15,243
	<u>288,132</u>	<u>311,361</u>
Staff training & income protection	(48)	2,897
Life assurance	2,661	6,038
	<u>290,745</u>	<u>320,296</u>
	No.	No.
The average number of employees in the year was:		
Charitable activities	4	5
Support	1	1
	<u>5</u>	<u>6</u>
The number of higher paid employees was:		
In the band £70,001 - £80,000	1	1
	<u>1</u>	<u>1</u>

The charity made employer's pension contributions totalling £ nil (2018: £nil) on behalf of the higher paid employee.

Key Management Personnel

The senior management team comprises the director, training and development director, and head of policy and research. Their total remuneration benefits and pensions paid to them in the year was £202,036 (2018 £201,887).

NOTES TO FINANCIAL STATEMENTS (continued)

10. TANGIBLE FIXED ASSETS

Furniture, fittings
and equipment
£

Cost

At 1 January 2019

38,274

Additions

-

At 31 December 2019

38,274

Depreciation

At 1 January 2019

38,274

Charge for the year

-

At 31 December 2019

38,274

Net Book Value

At 31 December 2019

-

At 31 December 2018

-

11. DEBTORS

2019

2018

£

£

Due within one year

Trade debtors

79,674

68,383

Other debtors

8,969

8,969

Prepayments

12,900

12,115

Accrued income

20,035

33,742

121,578

123,209

NOTES TO FINANCIAL STATEMENTS (continued)

12. CREDITORS: amounts falling due within one year	2019 £	2018 £
Bank overdraft	18,373	25,527
Trade creditors	22,632	53,474
Social security and other taxes	53,513	37,640
Deferred Income	10,635	9,150
Accruals	9,150	10,942
Other creditors	6,007	12,032
	<u>120,310</u>	<u>148,765</u>
Deferred income		
Balance at 1 January	9,150	19,938
Released from prior year	(9,150)	(19,938)
Deferred in current year	10,635	9,150
	<u>10,635</u>	<u>9,150</u>
Balance at 31 December	<u>10,635</u>	<u>9,150</u>
13. FINANCIAL INSTRUMENTS	2019 £	2018 £
Cash	1	1
Financial assets held at amortised cost	108,678	111,094
Financial liabilities held at amortised cost	(67,797)	(111,125)
Net assets held at amortised cost	<u>40,882</u>	<u>(30)</u>

- a) Financial assets held at amortised costs includes all debtors but excludes prepayments.
b) Financial liabilities held at amortised costs includes all creditors except other taxes social security costs which are statutory costs.

NOTES TO FINANCIAL STATEMENTS (continued)

14. STATEMENT OF FUNDS

	Brought Forward £	Income £	Expenditure £	Carried Forward £
2019				
General funds	(25,555)	458,771	(431,947)	1,269
Total Funds	<u>(25,555)</u>	<u>458,771</u>	<u>(431,947)</u>	<u>1,269</u>
2018				
General funds	5,893	467,362	(498,810)	(25,555)
Total Funds	<u>5,893</u>	<u>467,362</u>	<u>(498,810)</u>	<u>(25,555)</u>

15. PENSION COMMITMENTS

The Association is a participating employer in a number of money purchase schemes. The pensions cost charge represents contributions made by the Association to various pension providers and amounted to £13,014 (2018: £15,243). Contributions totalling £ 6,007 (2018: £4,224) were payable to the pension companies at the balance sheet date and are included in creditors.

16. OPERATING LEASE COMMITMENTS

At 31 December 2019 the charitable company's future minimum operating lease payments in respect of property and equipment was £23,400.00 (2018: £39,767) are as follows:

	2019 £	2018 £
Amounts payable:		
Within 1 year	23,400	23,860
Between 1-5 years	-	15,907
	<u>23,400</u>	<u>39,767</u>

17. RELATED PARTIES

None of the IPA's Executive Committee receive remuneration or other benefit from their work with the Charity. In compliance with the IPA's Articles of Association, all Executive Committee members are either individual members of the Association, or a representative of a member organisation. Any other connection between an Executive Committee member and an IPA client or other organisation with which there is a working relationship must be disclosed to the Executive Committee in the same way as any other related party relationships. No such related party transactions were reported in 2019 or 2018.

NOTES TO FINANCIAL STATEMENTS (continued)

18. COMPARATIVE SOFA

	Notes	Unrestricted Funds £	Total funds 2018 £
Income from:			
Donations	2	29,547	29,547
Income from charitable activities:			
Research and advice	3	437,815	437,815
Total		<u>467,362</u>	<u>467,362</u>
Expenditure on:			
Raising funds	4	23,309	23,309
Charitable activities:			
Research and advice	6	475,501	475,501
Total		<u>498,810</u>	<u>498,810</u>
Net expenditure		<u>(31,448)</u>	<u>(31,448)</u>
Net movement in funds		<u>(31,448)</u>	<u>(31,448)</u>
Total funds brought forward		5,893	5,893
Total funds carried forward	14	<u><u>(25,555)</u></u>	<u><u>(25,555)</u></u>

Additional Post-Year Note:

The Covid-19 pandemic, which began to directly affect UK organisations in March 2020, will have an as yet unmeasurable effect on the world economy. The UK Government has taken steps to mitigate the financial effects of the lockdown resulting from the pandemic, particularly on small organisations such as IPA. However it is currently unclear what the longterm effect on UK business will be.

In the meantime, IPA has successfully been able to mitigate the effects of the shutdown on income streams and develop new services for organisations dealing with the impact of the pandemic on their workforce. Research programmes are being developed and delivered that look at the future of the workplace following the pandemic.