



# **Business Plan 2015-16**

## **A fairer society and a more sustainable future**

### **Consolidated Summary**

Page 1 of 13

---

#### **Contents**

1. Introduction
2. Leadership
3. Membership
4. Key issues:
  - 4.1. Environment
  - 4.2. Employees
  - 4.3. Education
  - 4.4. Employment
  - 4.5. Enterprise
5. Local, National & International
6. People & Organization
7. Finance
8. Appendix – Leadership teams & chairs



**137 Shepherdess Walk London N1 7RQ**  
**T: 020 7566 8650 | [www.bitc.org.uk](http://www.bitc.org.uk)**

President HRH The Prince of Wales | Chairman Mark Price | Chief Executive Stephen Howard  
Business in the Community is registered in England and Wales. Charity No 297716. Company No 1619253



# 1 Introduction

The prosperity of business and society are tied together: one cannot succeed without the other. The enormous economic, social and environmental issues that are challenging today's business models mean leaders have to find new and imaginative ways to respond and change the way they operate.

Business in the Community is the Prince's Responsible Business Network. Our members work together to tackle a wide range of issues that are essential to creating a fairer society and a more sustainable future.

We achieved our 2014-15 goals, though it was tougher to do so than we had hoped when we wrote the business plan this time last year. Geopolitical and macroeconomic challenges weigh on business confidence and compound the societal issues we seek to remedy.

We offer a range of practical ways for businesses to work together and take action to help tackle these key issues:

1. Environment – using our natural resources more sustainably.
2. Employees – ensuring that age, gender, health and race do not limit an employee's engagement and success in the workplace.
3. Education – ensuring a young person's success at school and beyond is not determined by their social background.
4. Employment – helping people overcome disadvantage by increasing access to sustainable, good employment
5. Enterprise – creating jobs and vibrant communities by supporting small, local businesses.

We also provide a wide range of services, practical guidance and creative solutions that help businesses review, improve, measure and report including:

- The Prince's Seeing is Believing Programme, Leadership Teams and networking;
- Benchmarking services, management frameworks and responsible business indices;
- Practical guidance, research and training;
- Local, national and global community partnerships and volunteering opportunities;
- Awards and events for public recognition and peer learning.

2014-15 was the final year of our three-year programme structured around what we "asked" of our members and what we "offered" to them as we work together to improve society. 2016-17 will see the start of a programme to take us to our vision for 2020 and beyond.

For 2015-16 our main priorities are:

## **Grow the movement**

Increase numbers of businesses in membership and engaged in our campaigns, build a stronger leadership offer, and introduce a more focused and strategic way to engage our advocates and build a pipeline for leadership teams.

## **Finish what we've started**

Deliver our flagship programmes and build the collaborations that take them to scale. Focus our work on the five issues above and develop a stronger offer in the Environment. Implement the Membership and *Seeing is Believing* review detailed in Section 3.

## **Generate greater profile for BITC**

Take more opportunities to be the opinion leader and leverage our expertise. Seek more visibility for the brand of BITC and increase our digital audience to grow our reach.

**Keep our finger on the pulse and respond faster to opportunities**

Develop a more strategic and focused approach to sharing our knowledge and research. Introduce a overarching content to strengthen our core proposition and a cross organisational way of creating it. Produce a simple memorable list of policy asks of government.

**Increase our scale and impact**

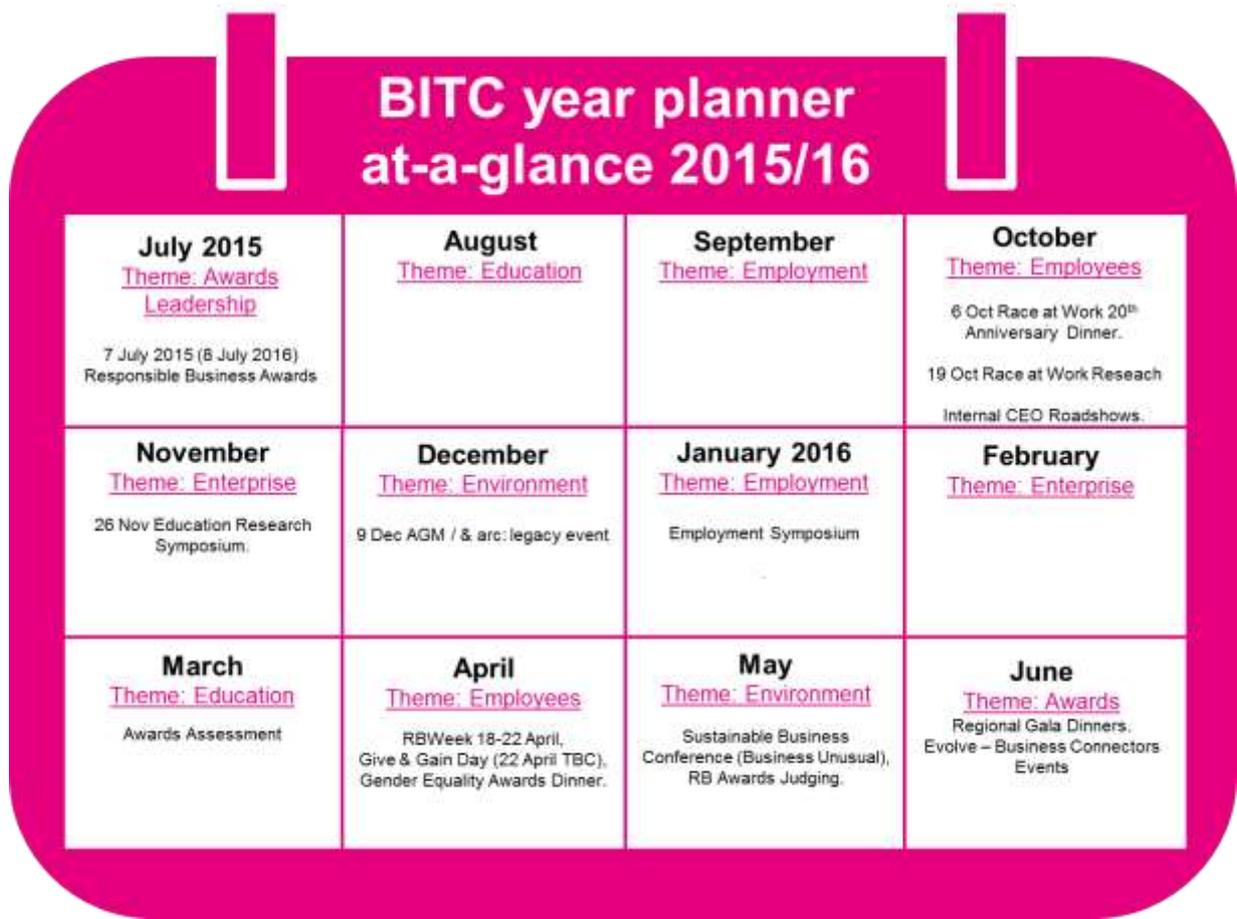
We need better measurement of our impact and core data from our membership. We will identify ambitious 5 year goals that we can report against on an annual basis. We will introduce better collation and sharing of testimonials from customers and beneficiaries.

We know that by 2020 we must be achieving even more scale and impact. To do that we must increase the number of companies we call members in our network. We must also get greater engagement of those members.

As we cast our sights to 2020, we do not forget that working to the slender margins of a charity we need every year between now and then to be a success. Nor will we become so focussed on the medium term that we take our finger off the pulse or lose our speed of response to pressing opportunities or social crises.

**Note**

This document is the consolidated summary of the detailed plans produced and scrutinized by the campaign and regional teams listed in the appendix.



**BITC year planner at-a-glance 2015/16**

<p><b>July 2015</b>  <u>Theme: Awards Leadership</u>          7 July 2015 (8 July 2016)          Responsible Business Awards</p>	<p><b>August</b>  <u>Theme: Education</u></p>	<p><b>September</b>  <u>Theme: Employment</u></p>	<p><b>October</b>  <u>Theme: Employees</u>          6 Oct Race at Work 20<sup>th</sup> Anniversary Dinner.          19 Oct Race at Work Reseach          Internal CEO Roadshows.</p>
<p><b>November</b>  <u>Theme: Enterprise</u>          26 Nov Education Research Symposium.</p>	<p><b>December</b>  <u>Theme: Environment</u>          9 Dec AGM / &amp; arc: legacy event.</p>	<p><b>January 2016</b>  <u>Theme: Employment</u>          Employment Symposium</p>	<p><b>February</b>  <u>Theme: Enterprise</u></p>
<p><b>March</b>  <u>Theme: Education</u>          Awards Assessment</p>	<p><b>April</b>  <u>Theme: Employees</u>          RBWeek 18-22 April,          Give &amp; Gain Day (22 April TBC),          Gender Equality Awards Dinner.</p>	<p><b>May</b>  <u>Theme: Environment</u>          Sustainable Business Conference (Business Unusual),          RB Awards Judging.</p>	<p><b>June</b>  <u>Theme: Awards</u>          Regional Gala Dinners.          Evolve – Business Connectors Events</p>

## 2 Leadership

Our leadership comprises four key elements:

- Our President, HRH The Prince of Wales
- Our Board, chaired by Antony Jenkins
- Our leadership teams, engaging 320 senior business people
- Our executive management, led by Stephen Howard

Business in the Community is a business-led charity with a unique ability to convene the most senior business leaders from UK and global companies. We engage 320 senior business leaders from UK-based companies on our campaign and regional Leadership Teams and on our Board of Trustee Directors.

**Our goal** is for our work to be led by business at the highest level.

By June 2016: 165 business leaders will have attended 11 visits in The Prince's *Seeing is Believing* programme; 14 additional business leaders in charged-for leadership team roles.

We want business leaders to make responsible business integral to their personal leadership values: to spend time out of the office to gain a new perspective; to integrate sustainability into business models now; to take action on social issues; and to join one of our leadership teams.

### Key Activities

1. HRH The Prince of Wales's *Seeing is Believing* programme which gives the opportunity to lead or participate in a unique experience and gain a new perspective on social and environmental issues.
2. Develop a leadership role for investors by engaging fifteen FTSE100 companies in three roundtable events; publish the impacts & learning from the investors working group.
3. Launch a paid-for advisory offering aimed at CR/Sustainability Managers; run a series of networking and learning events in partnership with the UK Sustainable Investment Forum (UKSIF).

BITC is part of 'The Prince's Charities', a group of not-for-profit organizations of which HRH The Prince of Wales is president. The Prince is actively involved in his role as our President, undertaking many engagements with us each year. HRH maintains a close interest in our operations through our CEO's regular audiences & communications with him, and multilateral contact between his staff and our employees.

BITC's board of 22 director-trustees is chaired by Antony Jenkins. During 2015-16 the Board will meet four times, with an additional four meetings of the Board's Finance & Risk Committee chaired by John Spence, and a further two meetings of the Board's Audit Committee, chaired by John Neill. The annual general meeting of trustees and members of BITC will be on 9 December 2015.

## 3 Membership

Our goal is to connect companies to action, and offer our members practical support to help them integrate responsible business practices wherever they operate.

By June 2016: 800 companies will be members; contributing over £5m in annual donations and a more than £10m in payments for other activities; 80 companies reporting in the publicly listed CR Index.

### Key Activities

1. 41 staff in our corporate advisor teams will continue to provide members with free advice on all basic aspects of responsible business in four 1:1 meetings per year including a half-year assessment.
2. A public corporate responsibility benchmark with around 80 participants that has been running for 13 years.
3. Chargeable advice on integration strategies, sustainability, community investment, and workplace policy & practice.
4. Training courses to induct new members, provide an introduction to responsible business, and a peer-learning network.

Given the increasing challenge to maintain membership numbers in 2014-15, we have decided to undertake a significant review of the membership operation. The purpose of the review is to redefine a more inclusive membership, to increase our relevance to our members, to make it easier & more compelling for companies to join & actively engage with us, and to build a delivery model & membership structure that is fit for purpose in the long term.

We intend to make significant changes in four areas: how we define membership; the membership value proposition; team structure & the role of the corporate adviser; the internal mechanisms that drive our collective relationships with companies.

To begin this review the executive and senior membership team will embark on three work streams to consider how we put the customer first, to develop new, more compelling content and to clarify how the corporate adviser and the wider membership team can best execute its role.

Funding for 2015-16 is budgeted at £3,562k

## 4.1 Environment

**The issue:** Helping business use our natural resources more sustainably.

With increasing consumption fuelled by the growth in population and disposable income, economic growth and prosperity will be limited by the world's diminishing supply of natural resources.

Working with member companies, we will demonstrate the opportunity for business to achieve smarter growth via intelligent use of water, waste & energy, and will explore the urgent business need to begin de-coupling growth from environmental impacts.

### Key Activities

1. The *Water Taskforce* will continue with new research and a focus on "resilient places".
2. Waste and circular economy: development of new tools and resources.
3. Continued roll-out of the *Hotel Carbon Measurement Initiative*, the international carbon measurement methodology for the hotel industry.
4. Development of a standardized approach and methodology for measuring water use in the global hotel industry (target launch September 2016).
5. The *Business Emergency Recovery Group* which co-ordinates larger businesses to help smaller businesses recover from the effects of unanticipated events, e.g. flooding, cyber-attacks, and civil disturbances.

6. Recognition through our Customer Engagement in Sustainability and Sustainable Products & Services categories in the *Responsible Business Awards*.

In 2015-16 we will re-engage with Environment leadership team and Taskforce members to develop an integrated, practically focused approach for addressing the challenges and the opportunities of the environmental agenda and the circular economy. We aim to launch a new Energy Taskforce to compliment the Water Taskforce.

Sir Ian Cheshire will lead the development of a cross-organization team that will distil the key sustainability issues for use in boardroom discussions.

The Marketplace leadership team we will work closely with the Membership team promote and demonstrate how business can achieve more responsible growth through the way in which its core products are marketed and consumed. As an example of this is the work on responsible investment: three roundtable events for CEOs and investors; a report from Accounting for Sustainability and the working group on investor communications; and a series of networking and learning events for CR/Sustainability Managers/Investor Relations in partnership with the UK Sustainable Investment Forum (UKSIF).

Funding for 2015-16 is budgeted at £1,354k

## 4.2 Employees

**The issue:** Ensuring that age, gender, health and race do not limit an employee's engagement and success in the workplace.

Workplaces today do not reflect the full diversity of the society in which they operate. The most profitable businesses benefit from diversity by realising the potential of their staff and understanding their customer better.

For 2015-16: 100 companies benchmarking workplace practices; 400 companies accessing specialist advice and knowledge through memberships of our age, gender, race and wellbeing campaigns.

### Key Activities

1. Access to specialist knowledge on leading practices in the workplace, incorporating research, insight, data analysis and real examples of the very best practices in place in business.
2. Key research: *Missing Millions*; *Gender Pay Gap*; *Race at Work survey*; & *Line Managers and Mental Wellbeing*.
3. Diagnostic tools and robust benchmarking capability specific to wellness & engagement, and gender & race diversity.
4. A wide range of events to inspire and inform, including roundtable forums, discussion groups and opportunities to network and create and challenge thinking.
5. Recognition through our age, gender, race and wellbeing awards, and *The Times Top 50 Employers for Women*.

In 2015-16 we will: conduct action research into what works to promote age equality, increase the size of the age leadership team; provide input to the implementation of Section 78 the gender pay gap; hold a 20<sup>th</sup> anniversary dinner & awards for race, conduct a race at work survey aiming for more than 10,000 respondents; our wellbeing work now aims for growth with a membership drive, we will also continue to build IP on mental health especially regarding line managers. We will survey workplace member satisfaction, and review the value proposition for Champion members.

Funding for 2015-16 is budgeted at £2,863k

## 4.3 Education

**The issue:** Preventing social background predicting a young person's success at school and beyond.

Increasingly, those who do not succeed in school do not succeed later in life. Business can help solve a skills shortage as well as develop more economically viable, cohesive communities by supporting young people in schools through long-term partnerships.

For 2015-16: long-term partnerships will support 75,000 young people in 400 schools.

### Key Activities

1. Structured engagement through: *Business Class* long-term partnerships with schools; and the *Work Inspiration* framework for inspiring work experience. These programmes provide: brokerage, assessment & planning, local & national networks, knowledge & training, toolkits & case studies, and access to future employees from target socio-economic groups.
2. Research on: the difference employer engagement makes to pupils' employability skills & employment outcomes; the benefits of volunteering with young people to business; and, the long-term impacts of mentoring.
3. Recognition through our Education and Inspiring Young Talent categories in the *Responsible Business Awards*.
4. Campaign and policy engagement on: the world of work, the enrichment & enhancement of teacher development including *Careers Lab*.

The key programme focus of the Education leadership team is *Business Class*, the main priorities for 2015-16 are: the introduction of a quality assurance framework; launch of the Warwick evaluation of the programme; development of quality content for businesses and schools to use; develop the strategy to ensure that all the 1100 schools that currently meet *Business Class* criteria in England are able to engage with business in a meaningful way over the next 3 years.

Funding for 2015-16 is budgeted at £2,847k.

## 4.4 Employment

**The issue:** Helping people overcome disadvantage by increasing access to sustainable employment.

Creating meaningful employment is one of the most significant ways that business contributes to the livelihoods of individuals and communities, and is for many the only sustainable route out of poverty.

For 2015-16: 650 people will have been supported through *Ready for Work*; 500,000 vacancies will have been influenced by *Ban the Box*; internationally, the *Youth Career Initiative* will provide opportunities for 900 young people.

### Key Activities

1. Our programmes: *Ready for Work* and *Youth Career Initiative* provide: brokerage, knowledge, training, peer-learning, and risk mitigation.
2. *Future Skills Formula* a three step framework (inspire, recruit, progress) in partnership with City & Guilds to support young people in the transition from education to work.
3. The *Ban the Box* campaign to remove the tick-box declaration of criminal convictions in application forms and a network for companies that are committed to pro-actively supporting ex-offenders into employment.
4. Recognition through our Work Inclusion and Inspiring Young Talent categories in the *Responsible Business Awards*.

In 2015-16 we will: publish a *Ban the Box* guide for companies in October; develop and launch a youth employment framework, and implement a concerted employer engagement strategy; complete the in-work poverty business inquiry and engage companies to take action on the recommendations; conduct

research into the effect of local authority changes to the way people are referred to our programmes; improve our into work rate through post-placement support, entry level roles, and piloting an employment champion role in key locations.

We will continue to focus on helping people who are from groups often excluded from work. In addition to locally generated funds, central funds support programme delivery in: Birmingham, Bristol, Leeds, Liverpool, London, Manchester and Nottingham. Central and locally generated funds also support delivery by partner organizations in: Scotland, Ireland, Brighton & Hove, Coventry, Essex, Kent, Newcastle, and Plymouth.

Funding for 2015-16 is budgeted at £3,561k

## 4.5 Enterprise

**The issue:** Creating jobs and vibrant communities by supporting small local businesses.

While some areas of the UK have benefited, many local communities have suffered with unemployment, loss of local businesses, as well as declining standards and aspirations. By working with small and medium-sized enterprises, larger businesses can help them grow and create jobs, leading to sustainable local economies and vibrant communities.

For 2015-16: directly support the creation of 1000 jobs and provide 200 SMEs with access to the buyers in large businesses.

By 2017 we will support the creation of 3000 jobs, increase footfall by 10% and reduced empty premises by 20% in 100 towns involved in the *Healthy High Streets* programme.

### Key Activities

1. The provision of in-depth business support for social enterprises through the *arc* programme.
2. Supporting high street regeneration and growth through the *Healthy High Streets* programme.
3. Supporting SMEs wishing to supply large businesses through *The Access Pledge* and *Access the Buyer* programmes.
4. The provision of best practice, case studies and recognition through the Enterprise category of the *Responsible Business Awards*.

In July 2015 we will convene a strategy workshop with the Enterprise leadership team to develop the next three year plan. We will review: expanding the *arc* programme; expanding *The Access Pledge*; evolution of *Access the Buyer*; aligning the *Healthy High Streets* programme to the work of the Future High Streets Forum; aligning our enterprise activity nationally and regionally.

We will full integrate Arts & Business including: a thought leadership programme; removal of the Arts & Business 'brand'; further development of skills based volunteering.

Funding for 2015-16 is budgeted at £1,693k

## 5 Local, National & International

We take what works and scale up the impact of programmes by replicating it across the UK and internationally and, where we can, to recognise the wider work that our member companies do in society.

We will have a *Business Connector* presence in 120 communities providing support to 3000 community organizations. We will continue to implement our *Business Connector* programme sustainability & legacy plan. We will continue to exemplify our involvement in the sector-wide skills sharing campaign and utilising our experience, encourage the development of local brokerage networks.

We will reposition *Give & Gain Day* following the review begun in March 2015 and its evolution into a communications-led campaign showcasing the potential and power of skills based volunteering; this year we had in excess of 46,000 people out volunteering, however with the drive to improve the quality of the business input to local communities in the next 12 months, we will start to measure the split between skills based and physical volunteering.

*The Prince's Countryside Fund* (a charity managed by BITC) recently incorporated the activity of the Prince's rural action programme. This has allowed the charity to strengthen its activities in seeking sustainable solutions for the viability of British farming and our rural communities. The charity now has three areas of focus: raising funds, giving grants and leading projects. In 2015-16 it will:

- Release two more rounds of grant funding in excess of £600k each time in order to support over 25 organizations benefitting 50 rural communities, supporting 1,000 rural enterprises and 800 young people.
- Carry out and publish an impact report of the Fund's first five years of grant giving.
- Deliver a fourth year of *The Prince's Dairy Initiative* recruiting 100 farmers to participate.

It has been recognized that alongside raising revenue, the charity needs to work harder than ever to recruit and retain business sponsors and to include a drive for broader awareness of its work. So it is working on offering further engagement activities combined with a stronger PR approach. Strengthening its advocacy alongside its external grant giving the Fund is also looking to develop further projects internally to have a direct impact in areas of greatest need, following the model of *The Prince's Dairy Initiative* and other successful previous campaigns.

International disaster relief continues to be a significant focus supported by the DFID international disaster relief grant, we will focus on the following: engaging 250+ individuals 125+ companies; run the international disaster relief award; produce at least 2 guidance publications; broker at least 5 collaborative partnerships; pilot the international disaster relief 'Matching Tool'.

We run two partnerships to enable us to work internationally. The global partners' network convenes organizations with similar aims to ours and has 140 members in 70 countries with partners on every continent, broadening the areas of expertise and deepening the engagement.

Our partnership on international tourism drives responsible business within the hotel industry by engaging with the world's leading hotel companies. In 2015-16 it will develop the case for agreeing industry-wide goals and targets on sustainability; grow the *Youth Career Initiative* (see section 3.4 Employment); and deliver a new water standard for the industry in time for World Water Week.

We will support volunteering internationally in 30 key cities and engage 200+ companies, to support 11,000 volunteers helping 50,000 beneficiaries. Internationally, *Give & Gain Day* will engage 100+ companies to support 1500 volunteers helping 2,500+ beneficiaries. On human rights we will support deliver at least 4 events on the agenda through the course of the year, engage 60 companies and continue to build the relationships with the UNGC, DFID, FCO and BiS.

Funding for 2015-16 is budgeted at £9,566k

## 6 People & Organization

We are committed to providing a sustainable, inclusive, positive and productive workplace, and creating an environment which encourages high levels of engagement and professional and personal growth.

Our values are to be pioneering, to act with passion, collaboration, integrity and focus.

We employ ~410 people, with a further ~100 people seconded to us from other organizations or working us as volunteers.

In 2014-15 we took part in the Sunday Times 100 Best Not-for-Profit Organizations to Work For survey. We were once again ranked in the Top 100, improving our overall score and our leadership score – an area we had prioritized. Our new goal will be to improve our employee wellbeing score and continue to survey our staff to track progress on a biannual basis.

Engaging our employees remains a priority, particularly given the dispersed nature of the organisation. The Chief Executive and member of the executive team will hold 'Roadshows' around the country to ensure face to face interaction with all staff. We introduced a new leadership development programme during the year which we will roll out across the organisation and continue to build on. We are seeing an increase in voluntary staff turnover (19%); we will continue to monitor the position to determine underlying causes.

Additional priorities for 2015-2016 are:

- Develop and implement a new reward strategy and pay structure, including assessment of any gender pay gap and resulting actions.
- Continue to review operations, restructuring where necessary to ensure cost effectiveness and efficiency.
- Improve our people management systems with new software.
- Develop management competency framework and support to improve coaching skills.

Our IT aims to be good, but on a narrow front. We focus on cost control and the provision of off-the-shelf tools that help collaboration, communication, and common business process. In 2015-16 we will:

- Increase our fixed-line data & voice network speed and reduce its ongoing costs.
- Migrate more of our files to the Office 365 cloud.
- Install upgraded WiFi in major offices to facilitate Windows Phone and staff-owned devices.
- Develop a medium-term plan to update/change the HR & accounting software.

Our priorities for IT remain: keep Outlook working (especially on the mobile devices); keep the finance system working (especially the payroll); keep everything else as simple as possible (in all senses of simple).

From 1 July 2015 we will centralize the management of our GB offices and facilities. We want to achieve a greater standardization of office experience, enhance H&S standards, and reduce costs. We will continue to achieve the reporting required under the Energy Savings Opportunity Scheme.

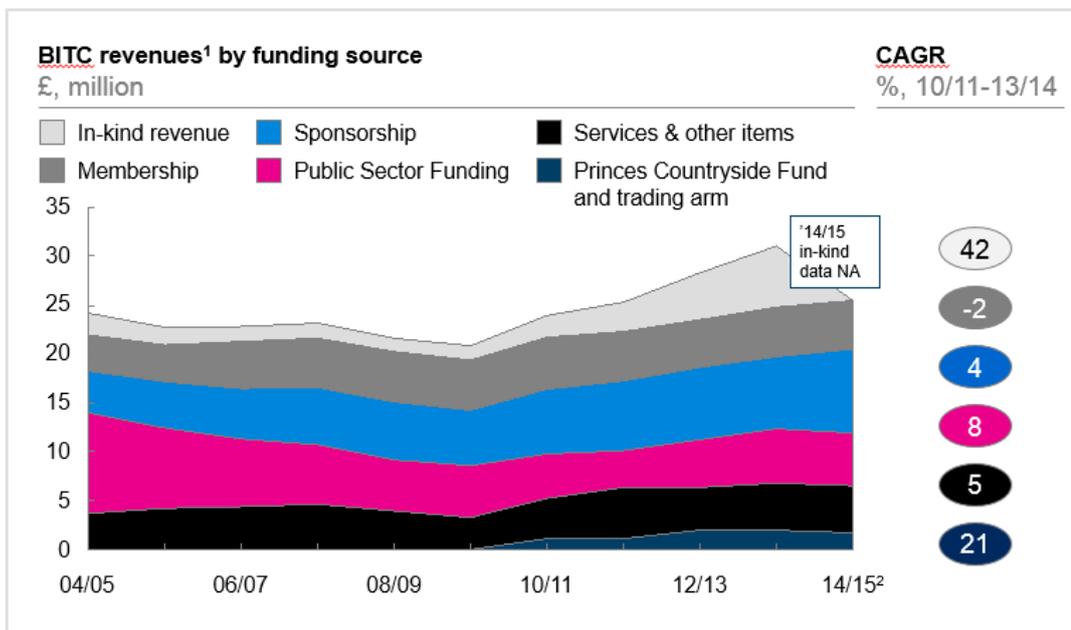
For 2015-16 our central services budgets are: IT £616k; HR & Training £555k; Finance & insurances £804k; Premises & Facilities £1,032k.

## 7 Finance

We anticipate entering 2015-16 with increased reserves, strong cash balances, and diverse quality income streams. Unrestricted reserves at 30 June 2014 of £3,264k are forecast to increase to £3,464k at 30 June 2015. Restricted funds will be lower at June 2015 than June 2014 and are budgeted to fall again by June 2016. In addition we would expect to see a continuation of approximately £4m of secondee support through the *Business Connector* programme plus over £2m of other in kind support coming from member companies and others.

Finance priorities will include: a review of the cost of shared services aligning them with key operational drivers; strengthen forecast & variance reporting; tighter project management of public sector bidding; re-introduction of finance training for non-financial managers training; reduction of the number of group legal entities needing separate published accounts.

We continue to aim for a balanced mix of the sources of our income both in terms of type (see chart below) but also within type variety of funders to reduce risk through diversity. A recent growth feature of our financial resources is the in-kind support we receive from companies through the secondment of individuals to the *Business Connectors* programme (see Section 5).



1 Exclude BITC restrictive donations and Prince's Countryside Trust revenues  
2 '14/15 in-kind revenue data not yet available

Our financial targets for 2015-16 will remain: keeping our liquidity strong with monthly payroll (our key cost metric) covered 3 times by cash balances; 90-day debt staying below £250k all year; and continuing to manage our unrestricted reserves in line with our reserves policy.

All figures '000s	2013/14	2014/15	2015/16	Growth against LEO	
	Full year Actual	Full year LEO	Full year budget	£	%
	<b>Income</b>				
Membership all levels	5,050	5,015	5,284	269	5%
Diversity Campaigns	1,129	1,080	1,249	169	16%
Employee Volunteering	1,145	765	805	40	5%
Leadership Teams	1,976	2,400	2,624	223	9%
Business Class	888	726	1,198	471	65%
Public Sector	5,556	5,395	3,707	(1,688)	-31%
Sponsorship	5,631	5,584	5,893	309	6%
Earned	1,357	1,911	1,809	(102)	-5%
Deferred Income b/fwd	(393)	453	961	509	112%
Other	477	472	62	(410)	-87%
Contingency			(600)	(600)	
<b>Total Income</b>	<b>22,817</b>	<b>23,800</b>	<b>22,990</b>	<b>(810)</b>	<b>-3%</b>
<b>Expenditure</b>					
Salaries	(15,665)	(16,328)	(16,198)	130	-1%
Expenses including Training	(1,147)	(1,141)	(1,037)	104	-9%
Events and Direct Project act	(4,038)	(4,385)	(3,665)	719	-16%
Premises	(644)	(587)	(643)	(55)	9%
Communications	(315)	(334)	(353)	(18)	5%
Computer & Software Licenc	(328)	(364)	(389)	(25)	7%
Legal & professional suppor	(151)	(237)	(135)	102	-43%
Office costs	(252)	(224)	(321)	(97)	43%
Contingency			(50)	(50)	
<b>Total Expenditure</b>	<b>(22,541)</b>	<b>(23,600)</b>	<b>(22,790)</b>	<b>810</b>	<b>-3%</b>
<b>Surplus / (Deficit)</b>	<b>275</b>	<b>200</b>	<b>200</b>	<b>(0)</b>	<b>0</b>

Note: the table above is based on management accounting & accrual conventions for the charity not the group, the finances presented in statement of financial activities in the annual report are based on charity accounting conventions and include other entities within the BITC group. Variances greater than 10% are covered by the following notes:

1. Transfer of Rural Campaign to Princes Countryside Fund from 1 July and the proposal for Mosaic to transfer to another charity from 31 December is responsible for the overall drop in income without which there would be income growth of 1%.
2. Diversity (Employees) income include growth across age, gender, race and wellbeing.
3. Public sector reduction comes largely from the end of the UKCES contract (£1.5m in 2014-15 but also growth in Wales and reductions in Northern Ireland and England East.
4. Deferred income movement identifies the use of funds in next year and the lower carry forward anticipated at the end of 2016. This comes from Employees and Education as well as smaller amounts from Northern Ireland and the Connector programme.
5. Other income a variety of items (including specialist/individual donor funding for Mosaic).
6. Staff costs are lower over the year with the transfer of 20 Mosaic staff in December; other than this staff numbers are slightly lower; figures include a payroll provision of 2%.
7. Event and project costs reduction is a combination a several factors, but largely the transfer of Mosaic in 2015-16 and the additional spend in 2014-15 paid by UKCES for research costs.
8. Premises costs growth relates to rent review for Shepherdess Walk from 1 Jan 2016.
9. Legal and professional costs higher this year in both HR and in facilities and is project related.
10. Office costs in 2015-16 include the implementation costs of a new HR system

## 8 Leadership Teams & Chairs

### ISSUE-LED TEAMS

#### Environment

Estelle Brachlianoff, Executive Vice-President UK & Northern Europe, Veolia

#### Marketplace

Jeremy Hicks, Managing Director, Jaguar Land Rover

#### Age

Andy Briggs, CEO, Aviva UK and Ireland Life

#### Gender

Helena Morrissey CBE, CEO, Newton Investment Management

#### Race

Adrian Joseph, Director Adometry Client Services, EMEA, Google

#### Wellbeing

Peter Simpson, CEO, Anglian Water Group

#### Education

Paul Drechsler CBE, Chairman, Teach First

#### Arts

Jonathan Moulds CBE, Group Chief Operating Officer, Barclays

#### Enterprise

Stephen Leonard, General Manager WW Sales IBM Systems & Technology Group, and Chairman IBM UK

#### Excluded Groups Employment

John Varley, Chairman Marie Curie, and Trustee, The Prince of Wales's Charitable Foundation

#### Skills & Youth Employment

Steve Holliday, CEO, National Grid

### LOCAL, NATIONAL, & INTERNATIONAL

#### International

Keith Weed, Chief Marketing and Communications Officer, Unilever

#### Community

Richard Howson, CEO, Carillion

#### East Midlands

Ursula Lidbetter MBE, CEO, Lincolnshire Co-operative

#### East of England

Paul Winter, CEO, Ipswich Building Society

#### London

Rob Devey, CEO, Towry

#### North East

Richard Hutton, Finance Director, Greggs

#### North West

Andrew Cowan, Chief Strategy Officer, MAG

#### South East

Frank Nigriello, Director of Corporate Affairs, Unipart Group

#### South West

Suzanne Baxter, Group Finance Director, MITIE

#### West Midlands

David Richardson, Regional Managing Director Midlands, East Anglia and South West, Lloyds Banking Group

#### Yorkshire and Humber

Kath Myers, Managing Director, Community Banking, Barclays

#### Northern Ireland

Roy Adair CBE, CEO, Belfast Harbour, Commissioners Scotland

#### Wales

Steve Hughes, Group Finance Director, Principality Building Society

#### Global Hotel Industry

Wolfgang Neumann, President and CEO, Rezidor Hotel Group

#### Business Emergency Recovery

Mike Still, Managing Director Client Service UK & Ireland, Marsh Ltd

END