



An Organisation for Promoting
Understanding of Society

44th ANNUAL REPORT

(for the year ended 31 March 2021)

of

OPUS – AN ORGANISATION FOR PROMOTING UNDERSTANDING OF SOCIETY

a company limited by guarantee
Regd. Office: 10 Golders Rise, London, NW4 2HR
Regd. in England No. 1514106
Regd. Charity No. 282415

FORTY-FOURTH ANNUAL REPORT

Presented at the Annual General Meeting of OPUS – An Organisation for Promoting Understanding of Society ('OPUS') held at by Zoom on 14th December 2021 at 18.00.

INTRODUCTION

OPUS was set up in 1975 by Sir Charles Goodeve FRS. Its aims derive from his founding belief that action needed to be taken to reverse the self-destructive processes operating in society.

OPUS aims to educate the public in all matters concerning the economic and sociological structure and working of society. It invites people to consider their own roles as citizens including the conscious and unconscious motivations behind what they do and don't do.

OPUS pursues its aims by the following means:

- (a) public events –conferences, lectures, seminars and workshops
- (b) education and training
- (c) consultancy
- (d) publication
- (e) research

DIRECTOR'S REPORT

The onset of the 2020 global pandemic paradoxically had a very beneficial effect on the work of OPUS and its global reach because the organisation quickly had to adapt to working virtually. Although this went against all our desires for personal contact, it enabled OPUS to extend its reach and disseminate its message at a time of great societal splitting, polarisation and turbulence.

1 The Eric Miller Memorial Lecture 2020 'The Unconscious - the Evolution of an Idea' delivered by Professor Susan Long was postponed from April because of the lockdown and was finally held on Saturday 14th November 2020 via Zoom. It drew a very good audience of approximately 150 people. We caught up with ourselves by having the 2021 Eric Miller Memorial Lecture in good time by Zoom on 13th March 2021. Dr Ed Shapiro gave a very pertinent lecture on 'Why do I have to do this? Institutions, Integrity and Citizenship'. Dr Tara Weeramanthri was an excellent discussant and introduced contemporary events as part of her argument and the subsequent audience participation was thoughtful and enlivening. 182 people attended from about 50 countries around the world, from Hawaii to Sweden, from South Africa to Australia. Doing it via Zoom has helped OPUS move from being a London centric organisation to being much more international.

2 The all day Workshop 'Managing Disillusionment and Conflict in Organisations' by Professor Susan Long was postponed and drew great interest from potential participants. Finally 48 people took part in what became a two day virtual event on 27th and 28th March 2021. The

November 2020 conference was postponed until February 2022. Professor Paul Hoggett and Dr Leslie Brissett have been invited as keynote speakers.

5. Consultancy Training Days run by Chris Tanner, Board member responsible for Training also benefitted from going online as did the GRC conference. The last financial year has corresponded to the COVID period. In delivering the OPUS training function there was some trepidation about whether the various training initiatives would translate successfully to the online format. In the event, we had little reason to be concerned. Successful use of platforms such as Zoom have extended the reach of OPUS training activities and allowed the programme to continue to develop. In the last year we have held five Consultancy Development Days (CDD), each attracting 20–30 participants (compared to 12–15 in earlier face-to-face iterations). The feedback from the CDDs illustrates that they are well regarded, and seen as an important location by OPUS consultants, for networking, and developing new insights. The pattern of the CDD is now well established with a short presentation, followed by peer supervision, an open space event, and a plenary discussion. Linked to this, an associated training committee has increasingly found its purpose. The committee, consisting of four OPUS members (Christine Taylor, Julie Marshall, Marilyn Miller, Tran Bao Ngoc) and Chris Tanner, has curated three additional OPUS training workshops (Visual Methods in Consultancy, Leading and Consulting in the Third Sector, and Biography, Identity & Role), led by OPUS members. It is also examining ways of fostering greater dialogue and collaboration between OPUS consultants.

The online context has also proved to be a boon for our Group Relations activities. OPUS was one of the first organisations globally to experiment with this new medium for GRCs in September 2020. Our conference “Faces, Places: Voice and Connection in Virtual Spaces” attracted 46 members from 17 countries. Chris Tanner was joined by Olya Khaleelee and Carlos Remotti-Breton on the conference directorate. The subject of online Group Relations Conference practice is fertile ground with a lot to be discovered. OPUS is actively involved in these debates via the Global Group Relations Forum that has grown out of the last Belgirate Conference in 2019. Alongside the GRC we have continued to offer training in GR consultancy practice. In March 2021, Jo-anne Carlyle and Chris Tanner ran a 4-day workshop “Deepening Consultancy Practice”. This was an intensive experiential event for GR consultants. The evaluations for this event illustrated what profound learning had occurred.

The benefits of a strong online profile and the need to improve functionality on our current website, led to the decision in the summer of 2020 to commission a new website.

The Listening Post report April 2020 – March 2021 by Rob Stuart and Ulrike Beland

When Covid-19 arrived in the UK in early 2020, the Listening Post was forced to adapt to a new world of lockdowns, social isolation, and increased reliance on technology, in particular video conferencing software.

Interestingly, demand for the Listening Post increased dramatically. Participants were keen to reflect on the challenges they faced whilst adapting to the 'new normal'. In addition, the move online meant that we were now able to meet with colleagues from around the world, which was an unexpected pleasure.

As a team, we responded to the challenges admirably. Every Listening Post convener embraced the online platform and increased group sizes. We made good use of Zoom 'breakout rooms' to facilitate small group discussion and adapted the format to allow for more screen breaks.

During the months of May, June, July and August we held 15 'Online International Listening Posts' in association with international colleagues in 12 cities around the world. These meetings were open to all regardless of geographical location. Most were conducted in English although a few were in regional languages and one was bilingual.

In terms of the International Listening Post – our regular annual event – 26 meetings were held in 22 different countries. The vast majority, if not all, were held online. Understandably, COVID-19 was the predominant theme, although other themes did emerge around race and the environment, amongst others. As usual, it was necessary for the report writing team to use its editorial discretion.

This year we were able to support the Listening Post conveners by arranging a meeting of all conveners to discuss various Listening Post related matters, ahead of the 'Dawn of 2021' meetings. This meeting was very well received and opened up the potential for closer international collaboration in the future.

Listening Posts doubled and trebled in participants attending all over the world, people were keen to have a voice as citizens and to have contact with others).

7. In addition OPUS began to hold regular book launches as a way of attracting people outside our normal field to our events organised by Carlos Remotti-Breton. The first of these was the launch of a book by Olya Khaleelee and Halina Brunning: *Danse Macabre and Other Stories*. The event was held on 21st March, with Leslie Brissett as Master of Ceremonies. The book's publisher Kate Pearce of Phoenix was present, along with the contributors and endorsers of the book, most of whom spoke. There were 335 participants. A second book launch being organised for later in the year as a good and effective way of making contact with others outside our normal catchment area, so to speak.

OPUS Consulting operates as a company independent of OPUS the charity, but with a profit lock to OPUS. It has its own website: (www.opus-consulting.co.uk)

ORGANISATIONAL & SOCIAL DYNAMICS (OSD)

Organisational & Social Dynamics entered its twentieth year. It continues to be produced by Phoenix Publishing House. The Editorial Management Committee for the journal is chaired by Jim Krantz and meets three to four times each year. The publishing process for 2019, with Phoenix, was smooth and successful. The journal *Organisational and Social Dynamics* has its own website (www.osd.org.uk).



An Organisation for Promoting
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REPORT & ACCOUNTS

(for the year ended 31 March 2021)

of

**OPUS – AN ORGANISATION FOR PROMOTING
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Regd. Office: 10 Golders Rise, London NW4 2HR
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LEGAL AND ADMINISTRATIVE INFORMATION

Constitution

OPUS is a company limited by guarantee and a registered charity governed by its memorandum and articles of association. The liability of the members is limited, but is not to exceed £10 per member. In accordance with Section 62 of the Companies Act 2006, the company is exempt from the requirements of that act to include "limited" as part of its name.

Directors and Trustees

In accordance with the company's articles of association, the company has a board of directors who are the trustees of the charitable company for the purposes of charity law. Directors may be appointed by ordinary resolution of the members (Article 34) or by the board (Article 37). The minimum number of directors is five. There is no maximum number.

The trustees and directors of OPUS during the year to 31st March 2021 were:

BOARD OF DIRECTORS

Olya KHALEELEE

(Chairwoman from 15/11/2018)

Nicholas BOOTHMAN

(stepped down 10/12/2020)

Augustine SAGOE

Dr Ulrike BELAND

(appointed 18/01/2019)

(stepped down 10/12/2020)

Catherine HOLLAND

(appointed 18/01/2019)

Carlos REMOTTI-BRETON

(Hon. Treasurer) (appointed 18/01/2019)

Robert STUART

(appointed 05/03/2019)

Christopher TANNER

(appointed 18/01/2019)

HON SECRETARY

Carlos REMOTTI-BRETON

(from 18/01/2019)

AUDITOR

E A WEEKES

7 Lambourne Close, Banstead, Surrey SM7 1DL

BANKERS

CO-OPERATIVE Bank

1 Balloon Street, Manchester M60 4ES

REGISTERED OFFICE

10 Golders Rise, London NW4 2HR

MANAGEMENT STRUCTURE
at 31/03/2021

Board Finance Sub-Group

Olya KHALEELEE
Carlos REMOTTI-BRETON

Events Director

Carlos Remotti-Breton

Training Director

Chris TANNER

Consultancy Directors

Chris TANNER
Carlos Remotti-Breton

Listening Post Director

Rob STUART

Conference Director

Catherine HOLLAND

International Director

Dr Ulrike BELAND

Journal Management Committee

Halina BRUNNING
Prof. Paul HOGGETT
James KRANTZ (Chair)
Olya KHALEELEE
Carlos Remotti-Breton

Journal Editors

Aaron NURICK
Nadine TCHELEBI
Matias SANFUENTES

Journal Book Review Editor

Steen VISHOLM

OPUS FELLOWS

Evelyn CLEAVELY
Prof. Paul HOGGETT
Dr Lionel STAPLEY

DIRECTORS' REPORT

The directors present their report and audited accounts of the company for the year ended 31st March 2021.

The accounts comply with the current statutory requirements, the charity's Memorandum and Articles of Association and the Statement of Recommended Practice for Charities.

Object of the charity

The object of the charity is to educate the public in all matters concerning the economic and sociological structure and working of society. The principal activities during the year are set out in the Annual Report.

Review of activities

The activities during the year and future developments are set out in the Annual Report.

Directors

The directors of the company during the year and since the year-end were as follows:

Olya KHALEELEE

(Chairwoman from 15/11/2018)

Nicholas BOOTHMAN

(stepped down 10/12/2020)

Augustine SAGOE

Dr Ulrike BELAND

(appointed 18/01/2019)

stepped down 10/12/20)

Catherine HOLLAND

(appointed 18/01/2019)

Carlos REMOTTI-BRETON

(Hon. Treasurer) (appointed 18/01/2019)

Robert STUART

(appointed 05/03/2019)

Christopher TANNER

(appointed 18/01/2019)

Organisation

The directors meet approximately every two months and on other occasions as required in order to administer the charity. The day-to-day operations of the charity are managed collectively by the directors some with a specific portfolio.

Reserves policy

The charitable company has developed a reserves policy. At 31st March 2021 the charitable company holds free reserves of £56866 (£42233)

Free reserves are held to ensure the continuity of the activities of the charity given the relative uncertainty of future income and to ensure the long term viability of the charitable company. The directors consider that the level of reserves is inadequate and are currently considering ways of bringing reserves to a more realistic level.

Risk view

The directors have reviewed the major risks to which the charity is exposed and systems have been established to mitigate those risks.

DIRECTORS' REPORT (continued)

Directors' responsibilities

Company law requires the directors to prepare accounts for each financial year which give a true and fair view of the affairs of the company and of the surplus or deficiency of the company for that period. In preparing those accounts, the directors are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- prepare the accounts on a going concern basis unless it is inappropriate to presume that the company will continue in operation

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

This report has been prepared in accordance with the special provisions for small companies under ss 381-4 of the Companies Act 2006, and The Smaller Companies and Groups (Accounts and Directors Report) Regulations 2008.

Signed by order of the directors.

Olya Khaleelee.
Chairwoman

Carlos Remotti-Breton
Hon Treasurer and Company Secretary

Approved by the Directors on 9 December 2021

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS

I have audited the accounts of OPUS for the year ended 31st March 2021, which comprises the Balance Sheet, Statement of Financial Activities, and related notes. These accounts have been prepared under the historical cost convention and the accounting policies set out therein. This report is made solely to the company's members as a body in accordance with Section 476 of the Companies Act 2006. My audit work has been undertaken so that I may state to the company's members those matters we are required to state to them in an auditors report and for no other purpose to the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the company and the company's members as a body, for my audit work, for this report, or for the opinions I have formed.

Respective responsibilities of trustees and auditors

The trustees' (who are also the directors of OPUS for the purpose of company law) responsibilities for preparing the Directors' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards are set out in the Statement of Directors' Responsibilities.

My responsibility is to audit the accounts in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards. I report to you my opinion as to whether the accounts give a true and fair view and are properly prepared in accordance with the Companies Act 2006. I also report to you if, in my opinion, the Report is not consistent with the accounts, if the charity has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by law regarding trustees remuneration and transactions with the charity are not disclosed. I read other information contained in the Trustees Annual Report and consider whether it is consistent with the audited accounts, I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the accounts. My responsibilities do not extend to any other information.

Basis of audit opinion

I conducted my audit in accordance with United Kingdom Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis of evidence relevant to the amounts and disclosures in the accounts. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the accounts, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed. I planned and performed my audit so as to obtain all the information and explanations which we consider necessary in order to provide us with sufficient evidence to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or other irregularity or error. In forming my opinion, I also evaluated the overall adequacy of the presentation of information in the accounts.

Opinion

In my opinion, the accounts give a true and fair view of the state of the charity's affairs as at 31st March 2021 and of its incoming resources and application of resources including its income and expenditure for the year then ended and have been properly prepared in accordance with the Companies Act 2006.

E A Weekes

BALANCE SHEET, 31st MARCH 2021

	<u>2021</u> £	<u>2020</u> £
Current Assets		
Other Debtors	0	2340
Cash at Bank	<u>56265</u>	<u>45628</u>
	56265	47968
Creditors: Amounts falling due within one year		
Creditors and Accruals	1399	5735
Net current assets and net assets	54866	<u>42233</u>
Fund		
Unrestricted income fund	<u>56866</u>	<u>42233</u>

These accounts have been prepared in accordance with the special provisions for small companies under ss 381-4 of the Companies Act 2006 and The Smaller Companies and Groups (Accounts and Directors Report) Regulations 2008

SIGNED ON BEHALF OF THE DIRECTORS

Olya Khaleelee
Chairwoman

Approved by the directors on 9 December 2021

STATEMENT OF FINANCIAL ACTIVITIES (including income and expenditure account) FOR THE YEAR ENDED 31st MARCH 2021

<u>Incoming resources</u>	Notes	2021	2020
	(1)	£	£
Activities to further the charity's objects			
Conference Fees		0	19493
E M Lecture		10033	130
Education & Research		912	245
Consultancy		1080	35308
Making the Difference		6683	0
Subscriptions		16547	14913
Journal		1346	1520
		36601	71609
<u>Resources expended</u>			
Charitable expenditure			
Conference Fees		0	24565
E M Lecture		0	435
Consultancy		820	32650
Making the Difference		3831	0
Website Development & Maintenance		834	263
Management & Administration	(2)	18483	17350
Total resources expended		23968	75263
Net (outgoings) incoming resources for the year		12633	(3654)
Fund balance brought forward 1st April 2020		38284	41938
Fund balance carried forward 31st March 2021		50917	38284

All movements are in unrestricted funds. The charitable company has no recognised gains or losses other than the result for the year as set out above. All of the activities of the charitable company are classed as continuing.

The notes on page 9 form part of these accounts.

NOTES TO THE ACCOUNTS 31st MARCH 2021

Accounting Policies

1. (a) Basis of accounting

The accounts have been prepared under the historical cost convention, in accordance with Statement of Recommended Practice 'Accounting and Reporting by Charities' issued by the Charity Commissioners in October 2006 and Financial Reporting Standards for Smaller Entities (effective January 1st 2015)

(b) Incoming resources

Fees for consultancy services are recognised in full in the Statement of Financial Activities when receivable.

(c) Resources expended

Resources expended are recognised in the period which they are incurred and includes attributable VAT.

(d) Basis of allocation of expenditure in the Statement of Financial Activities

All costs are directly attributable to specific activities.

(e) Funds

The funds held by the charity are unrestricted.

2. Management & administration

	2021	2020
	£	£
Staff Management Expenses	11084	10416
Bank Charges	383	806
Audit & Accountancy	500	500
Indemnity Insurance	408	408
Printing, Postage, Stationery, Phone	0	29
Journal Administration	5339	3839
Other	<u>769</u>	<u>1352</u>
Total	18483	17350