

# A SUSTAINABLE FUTURE

ANNUAL REPORT AND FINANCIAL STATEMENTS

31 DECEMBER 2019



RIBA   
Architecture.com

**RIBA was founded in 1834 for “the general advancement of civil architecture”.** Our purpose is to deliver sustainable buildings and places, stronger communities and an inclusive environment for all. We rely on our members, supporters and charitable trading operations to make our work possible. We uphold the highest standards of professionalism and best practice. We value inclusion, collaboration, knowledge and progression, qualities that will enable our members to succeed, now and in the future.

Our purpose is to  
deliver sustainable  
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# OUR CHARTERED MEMBERS

The data below and on the following page is based on the RIBA Database as of 31 December 2019, or adjusted or stated otherwise where necessary to reflect year end: Age and gender data was given by 99% of our Chartered Members; ethnic origin was provided by 43% of our Chartered Members. Throughout this annual report we detail the activities that took place in 2019 and those that we continue to work on to enable a more diverse and inclusive profession.

## NUMBER OF MEMBERS IN RIBA REGIONS

RIBA Region	Affiliate	Associate	Chartered	Student	Region Total
RIBA East	85	40	1,798	715	2,638
RIBA East Midlands	30	20	903	1,040	1,993
RIBA London	273	283	8,936	3,648	13,140
RIBA North East	12	5	483	691	1,191
RIBA North West	48	198	1,709	1,932	3,887
RIBA South	51	36	1,613	938	2,638
RIBA South East	62	40	1,851	969	2,922
RIBA South West	22	7	532	340	901
RIBA Wessex	41	25	1,371	1,373	2,810
RIBA West Midlands	40	28	1,104	727	1,899
RIBA Yorkshire	44	53	1,245	960	2,302
RIAS Scotland	19	25	1,797	567	2,408
RSWA Wales	23	17	632	347	1,019
RSUA Ulster	10	19	860	334	1,223
Americas	20	7	703	183	913
Asia and Australasia	60	70	1,904	574	2,608
Europe	17	22	1,195	369	1,603
Middle East and Africa	54	14	786	504	1,358
Membership Category Total	911	909	29,422	16,211	47,453

## ETHNIC ORIGIN OF STUDENTS IN UK SCHOOLS OF ARCHITECTURE EDUCATION STAGES %

Stage of study	White	Black/Black British	Asian/Asian British	Mixed/Multiple	Other
Applications to Part 1 *	59.8	6.4	6.8	15.2	11.8
Entering Part 1	61.4	5.2	9.4	15.8	9.2
Passing Part 1	67.0	5.1	6.5	12.3	9.1
Entering Part 2	69.6	4.9	5.4	11.8	8.4
Passing Part 2	75.4	3.7	4.1	8.8	7.9
Passing Part 3	87.9	2.7	1.5	4.4	3.5

Note: The information was provided by 33 Schools for Applications, 42 Schools for Part 1, 39 for Part 2, and 31 Schools for Part 3. The incomplete sample may influence results. Figures exclude numbers supplied where origin is 'not known'. Due to rounding, some totals may not correspond with the sum of the separate figures.

\* several Schools provided data which included a substantial number of students as 'not known'. The total 'not known' accounts for over 75% of Applications, but far smaller proportions of students at Parts 1, 2 and 3. The analysis is therefore compiled from 'known' data. Due to the very large number of 'not known' Applicants, this figure is unlikely to be representative of the true picture.

## GENDER SPLIT OF RIBA CHARTERED MEMBERS



2019 + 2.5%  
21.5%  
(2018 - 20%)



2019 - 2.5%  
78.5%  
(2018 - 80%)

# OUR CHARTERED MEMBERS

## ETHNIC ORIGIN DATA – RIBA CHARTERED MEMBERS

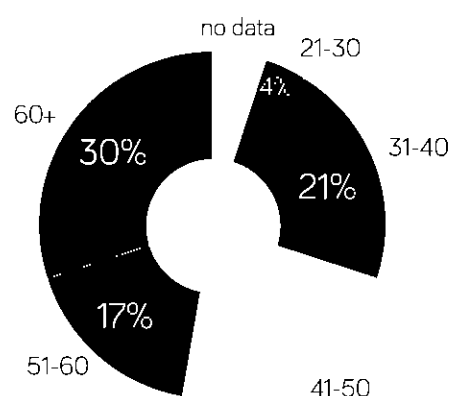
	ALL		UK ONLY	
	Count of Ethnic Origin	% Total	Count of Ethnic Origin	% Total
Asian		9.33		5.40
Asian any other Asian background		0.22		0.13
Asian or British Bangladeshi		0.02		–
Asian or British Indian		0.11		0.10
Asian or British Pakistani		0.04		0.02
Black		1.97		1.61
Black any other Black background		0.01		–
Black or Black British African		0.08		0.09
Black or Black British Caribbean		0.06		0.07
Chinese		0.17		0.14
Mixed Other		0.23		0.16
Mixed White and Asian		0.08		0.08
Mixed White and Black Caribbean		0.02		0.02
Other		4.43		3.65
Prefer not to say		0.86		0.83
Unknown		1.05		0.97
White British		55.68		63.10
White Irish		0.51		0.44
White Other		25.13		23.19
<b>Total Count</b>		<b>12,817</b>		<b>10,647</b>

## NUMBERS OF CHARTERED PRACTICES BY SIZE BAND

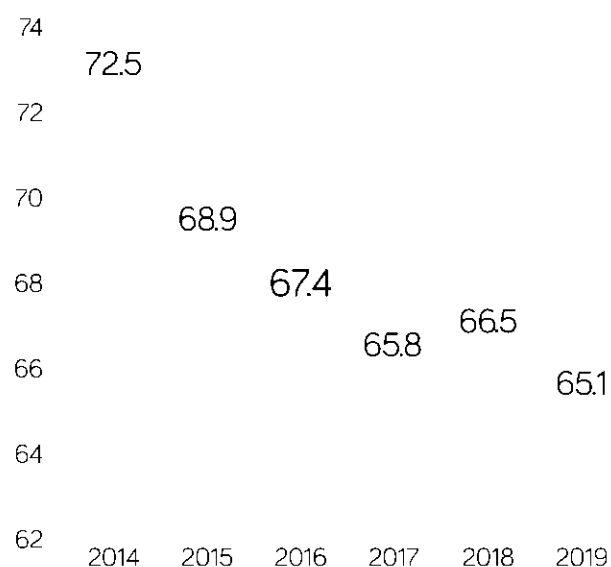
	INT	UK
Band 1	4	903
Band 2	9	1,471
Band 3	7	602
Band 4	3	418
Band 5	1	148
Band 6	1	121

Numbers as of April 2020

## AGE PROFILE OF RIBA CHARTERED MEMBERS



## WHAT % OF ARB REGISTERED ARCHITECTS ARE RIBA CHARTERED MEMBERS



## FOREWORD

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In 2019 we achieved far-reaching changes, building on the foundations set in previous years, with our sights firmly on creating a sustainable future. The value of this work has already been powerfully demonstrated.

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Within the space of four days during March 2020, our 187-year old place-based institution became a fully functioning digital entity. As the UK went into lock-down, we calmly carried on providing support, opportunity and a strong voice for the benefit of members and the profession.

Such an agile response was only made possible by the far-reaching modernisation work delivered under our five-year strategic plan *Advancing Architecture*, and in particular by the new systems and governance delivered in 2019. This was the penultimate year of *Advancing Architecture*, and its three pillars – creating a *strong organisation*, serving a *strong profession*, and being a *strong voice* for architecture – again giving shape to this year's report. We look forward to continuing the journey with a new strategic plan in 2021.

If 2018 had been the year we secured foundations for our future, then 2019 was the year we started building in earnest. As custodians of the c.£90million released from RIBA Enterprises we've been careful only to invest in initiatives that will help sustain our organisation, our members, the profession and the wider built environment for the long term.

**Building a sustainable future was RIBA's defining theme for 2019.** Having long demanded greater action on climate change, we welcomed the UK Parliament's formal declaration of a Global Climate Emergency in May 2019. Joining the declaration gave us a clear mandate for building a truly sustainable organisation, and a rallying call for action on climate across our membership, enabling us to assist society and government in delivering on their sustainability aspirations and commitments.

We immediately began gearing up to be sustainable in every aspect of our structure and processes. In October 2019 we invited our c.3,500 chartered practices to sign up to our 2030 Climate Challenge framework, challenging architects to go further to embrace sustainable practices and building design. We also worked closely with the Committee on Climate Change to translate their sustainability goals for the built environment sector into practical standards and guidance for architects through the RIBA 2030 Climate Challenge metrics, and facilitating collaboration on developing common targets with the main professional bodies in the construction industry.

Through such initiatives RIBA has been getting to the heart of the big issues in the built environment sector, which contributes around 40% of the UK's carbon footprint.

2019 was the year  
we started building  
in earnest

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**We were delighted that in 2019 the RIBA Stirling Prize was won for the first time by a social housing scheme that demonstrated sustainable, affordable passive design.** The judges' choice of Goldsmith Street (a project initiated through a RIBA competition) was universally welcomed. It sends a clear message from the profession that the UK housing crisis can no longer be ignored, and that it is entirely possible to design and build appropriate, sustainable housing that promotes thriving communities.

**Behind the scenes our Governance Review achieved some of the most significant structural changes in our 187-year history,** being only the second time that RIBA's Royal Chartered constitution has been rewritten. The changes involved extensive work with our elected Council, which, following nearly two and half years of consideration, fully endorsed the introduction of a new, smaller board. Together with a much more responsive constitutional framework, RIBA now has a governance structure in keeping

with other 21st Century organisations and is equipped for the complex challenges our profession now faces.

**We made significant progress in our digital transformation programme,** focusing capital secured from RIBA Enterprises to complete key projects on six fronts. Remote working capability equipped us for the UK lock-down and we now have a technology infrastructure fit for the next decade. But the value of our digital investment goes far further, opening up RIBA services, platforms and content to global audiences, and thereby helping unlock the enormous potential for international membership growth.

**We took bold steps to address the growing demand to join or work with RIBA, from among more than three million architects and numerous cultural organisations worldwide,** while making sure that we maintain our standard as the pre-eminent professional membership body for architects. We opened new RIBA

Remote working capability equipped us for the UK lock-down and we now have a technology infrastructure fit for the next decade.

Photo: Goldsmith Street ©Tim Crocker



offices in two key strategic locations: Shanghai, China and Sharjah. We ramped up our engagement with our current RIBA members across more than 120 countries – making contact, starting conversations and finding ways to be of value. We also made substantial progress towards completing our online Continuing Professional Development (CPD) platform, RIBA Academy, which will make these services globally accessible.

**All of this work informed our update of RIBA's brand, which will take the best of the past into the brave new world before us.** We completed detailed research into the challenges and opportunities and consolidated this into a narrative and visual expression – an identity and a banner for everything we aspire to as a sustainable, digital, global organisation.

Overall, 2019 was a highly productive and progressive year for *Advancing Architecture*, with successful delivery of change programmes spanning almost every aspect of the organisation. Indeed, one of the challenges of 2019 was managing the inherent risk in making multiple changes simultaneously, and effectively co-ordinating so many different moving parts.

As always there is more RIBA can and will do, to ensure our members and the profession are in a stronger position. But with the benefit of hindsight, 2019's achievements have already succeeded in equipping our organisation to serve members in the face of immediate challenge, while steadily helping to create a sustainable future for the architecture profession and wider built environment.



Alan Jones,  
President

*A. Jones*



Alan Vallance,  
Chief Executive

*Alan Vallance*

Photo: Signing of MoU with Dubai Land, at Cityscape Dubai ©RIBA



# Working through the coronavirus pandemic

With the release of equity from RIBA Enterprises in 2018, and subsequent investment to modernise the organisation, we were in a strong position to face the pandemic in 2019.

Our new digital systems enabled a swift and safe move to home-working for all employees. Work continued with minimal disruption.

We immediately prioritised activities that would support our members at this time, while scaling back non-essential work. We made use of the Government furlough scheme where appropriate for employees impacted by these adjustments.

Although it was necessary to close our two public buildings – 66 Portland Place in London and RIBA North in Liverpool – we were able to continue engaging with audiences online, in ways that included FREESTYLE, our critically acclaimed virtual exhibition experience.

We created a comprehensive Recovery Roadmap to support and guide our members, focused on three steps: response, recovery and resilience. We also provided weekly updates and guidance on Government announcements.

The welfare of our employees remained a priority, with further support that included weekly updates from our CEO, Q&A sessions and guidance for team leaders.



**Let's all stay safe**

## SECTION ONE

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# A STRONG ORGANISATION WITH A BRIGHT FUTURE

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**2019 was a year of action and change for RIBA on almost every front.**

We rewrote our constitution, established a new governance structure, completed key phases of our digital transformation, forged ahead with our brand update and organisational review, and began rolling out ambitious international growth plans, opening offices in China and the Middle East. With strong membership growth and an excellent financial position, we ended the year well-placed to confront the impending challenges of 2020.

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“Through a series of carefully considered investments during 2019, we made significant progress in building a resilient and sustainable organisation for the long-term, while remaining ready to respond to the complex demands of the present.”



Clem Brohier, RIBA Chief Operating Officer

## GOVERNANCE FOR A SUSTAINABLE FUTURE



Our Governance Review achieved historic structural changes, being only the second time ever that RIBA's constitution has been rewritten.

For most of RIBA's 187-year history the Council was effectively our Board. At the start of 2019 this still meant convening a group of 50 architects every time approval was needed for taking action – a democratic but far from optimal process for an organisation in the midst of so much change.

Like other Royal Chartered membership bodies, we recognised the need for structural reforms that would enable a smaller board and a much more responsive constitutional framework.

The Governance Review and consequent updates have been a huge body of work, undertaken by a small number of people working behind the scenes over the course of two and a half years.

The process involved working very closely with the Council, as it undertook the journey to understand all aspects of the work, and reach the position where Trustees were happy and confident essentially to vote away their Trusteeship in favour of a smaller body of individuals.

By working together we achieved unanimous approval, with Council members collectively voting in RIBA's best interests. The outcome has been a move to a smaller Board of 12 Trustees comprising a balance of architects and independent representatives with different skill sets.

RIBA now has a structure in place that is far closer to how good governance looks in the outside world, and is ready to respond swiftly and effectively to the challenges and opportunities ahead.

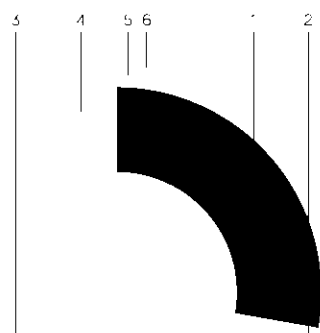
WE RECOGNISED  
THE NEED FOR  
STRUCTURAL REFORMS  
THAT WOULD ENABLE  
A SMALLER BOARD AND  
MUCH MORE RESPONSIVE  
CONSTITUTIONAL  
FRAMEWORK

## MAINTAINING FINANCIAL STRENGTH

Total income

£31.9m

1. Subscriptions £8.9m
2. Trading £8.5m
3. Strategic claims (claimants) £7.3m
4. Share of associate £6.3m
5. Interest and dividends £0.5m
6. Donations £0.4m

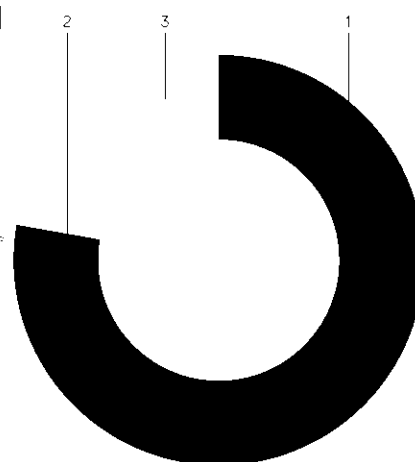


Total expenditure

£30.9m

The following chart shows the split of expenditure in 2019.

1. Total charitable expenditure £24.0m
2. Total cost of generating funds £6.6m
3. Pension finance costs £0.2m



At the end of 2019 RIBA stood in a strong financial position with improved general reserves and investments in associated companies.

In 2018 RIBA Enterprises Ltd was sold, with the RIBA receiving £84.8 million after exceptional costs as well as a 42.5% ownership of Williams TopCo Ltd (The parent company of RIBA Enterprises Ltd). RIBA will therefore continue to benefit from the future successes of RIBA Enterprises Ltd. Including loan notes. The value of the investment in Williams TopCo Ltd increased by £6.3 million to £37.0 million in 2019.

General reserves are a key measure of the underlying financial health of a Charity. Across the group, RIBA's general reserves have increased this year by £0.5 million to £5.5 million at the end of 2019.

As with many organisations, Covid-19 has reduced the ability of RIBA to generate the level of income originally planned in 2020. However, mitigating steps were quickly taken to limit the impact of this. Coupled with its strong financial position, RIBA has continued to remain financially stable.

## A YEAR OF MEMBERSHIP GROWTH



In 2019 RIBA membership exceeded 50,000 for the first time, with membership income exceeding £10 million.

Corporate membership grew significantly, with 19 Corporate Members. Overall membership was 50,938 up 3,093 on last year, total chartered individuals were 24,498 up 311, total chartered practices were 3,869 up 123. The number of UK based members was 44,796 up 2,563 and the number of international based members was 6,148 up 530. The total membership income of £10.4m comprises £8.9m from individual members, and £1.5m from practices.

Our membership demographic continues to become younger and more diverse, helping pave the way for a more inclusive profession. 71% of chartered joiners were under 40 years old. The increase in joiners in the 25-32 age range indicates that recruitment activities targeting recently qualified architects (including Pass List follow-up and Part 3 Certificates) is working. 35% of chartered joiners were female. We had seen strong growth in female joiners in 2018, and this continued into 2019 across all categories.



OVERALL MEMBERSHIP 50,938

UP  
**3,093**  
FROM 2018

## SUPPORTING AND DEVELOPING OUR PEOPLE



We continued to advance our strategy for attracting, developing and keeping the people RIBA needs for a sustainable future.

We made significant progress with our **Organisation Review**, our comprehensive audit of roles and responsibilities across RIBA. We developed and proposed a future organisation structure and completed the task of thoroughly mapping all of RIBA's processes.

This review will enable key outcomes of RIBA's Planning for Change paper, creating an organisation that avoids duplication of activity and benefits from a financially healthy and stable structure. We paused this review towards the end of 2019 for the appointment of the new Board, with the aim of concluding it and activating the recommendations as part of a transformation programme in 2020. Due to the Coronavirus pandemic and the possible implications moving forward, this work has now been carried over to 2021.

The **health and wellbeing of our employees** remained at the forefront of our work in 2019. We implemented Mental Health First Aider training, sharing key resources to support physical and mental wellbeing, and implementing initiatives for personal development via accessible platforms such as LinkedIn Learning. These improvements

extend to our International strategy, ensuring the recruitment and development of diverse talent for new opportunities in Sharjah and Shanghai.

We took further steps in 2019 to build a more **equal, diverse and inclusive workforce**. We revised our job evaluation scheme and external salary benchmarking. Making compensation fair and inclusive is the basis for a new remuneration policy for managers and employees to be introduced soon.

In our drive for equality at work we believe in holding ourselves to account regarding our own **gender pay gap**. Gender pay gap is the difference between the average earnings of men and women over a period of time, irrespective of their role or seniority. It therefore captures any pay differences between men and women on a broader level. Our 2019 gender pay data presented a mixed picture of our staffing trends at that time, and indicates where we needed to focus our efforts. Whilst there was an overall increase in the number of female employees, and an improvement in gender balance for junior roles, we were still overrepresented by men in senior positions.

Photo: RIBA Christmas party 2019 ©Jannine Newman

## RIBA GENDER PAY GAP DATA FOR THE 308 EMPLOYEES ON 5 APRIL 2019:

### MEDIAN GENDER PAY GAP



### MEAN GENDER PAY GAP



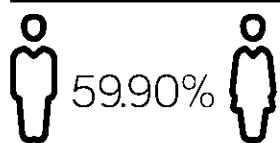
### PROPORTION OF MEN IN THE ORGANISATION RECEIVING A BONUS PAYMENT



### PROPORTION OF WOMEN IN THE ORGANISATION RECEIVING A BONUS PAYMENT



### MEAN BONUS GENDER PAY GAP



### MEDIAN BONUS GENDER PAY GAP



### PROPORTION OF FEMALES AND MALES AT EACH SALARY QUARTILE:

Quartile	FEMALE	MALE
Upper	41.56%	58.44%
Upper middle	63.64%	36.36%
Lower middle	67.53%	32.47%
Lower	67.53%	32.47%
Total	60.06%	39.94%

We are working hard to close our gender pay gap. Last year we put in place a comprehensive action plan focused on attracting, developing and retaining talented employees. It is too early to track the impact of these actions on future gender pay gap data, but it is clear we are transforming. 20% of our employees now have a formal flexible working arrangement in place and we have an increasingly balanced and diverse leadership team.

We also take seriously our responsibility to lead the architecture profession by example. In 2019 we provided practical guidance, called Close the Gap, for our members on how to close the gender pay gap, and we will continue to demand the highest standards and drive change.

20% OF OUR EMPLOYEES NOW HAVE A FORMAL FLEXIBLE WORKING ARRANGEMENT IN PLACE, AND WE HAVE AN INCREASINGLY BALANCED AND DIVERSE LEADERSHIP TEAM IN PLACE.

Executive Director HR

## DIGITAL INVESTMENT FOR THE LONG TERM



In 2019 we expanded our ongoing digital investment, deploying capital released from RIBA Enterprises.

The value of this investment became fully apparent in March 2020, when in the space of four days, RIBA successfully moved to operate as a completely digital organisation. Our response to the national lockdown made it possible for architects and specialist design consultancies to continue operating with all the benefits of RIBA membership. Thanks to our new IT systems and unified online platform Architecture.com, we've been able to continue serving our members as a strong organisation with the highest professional standards.

Our ongoing programme of IT investment is equipping us with an infrastructure fit for the future (including Office 365), while making our great wealth of professional, educational and cultural resources universally accessible through digitisation, enabling unlimited growth in a globalised world.

### Key IT achievements in 2019:

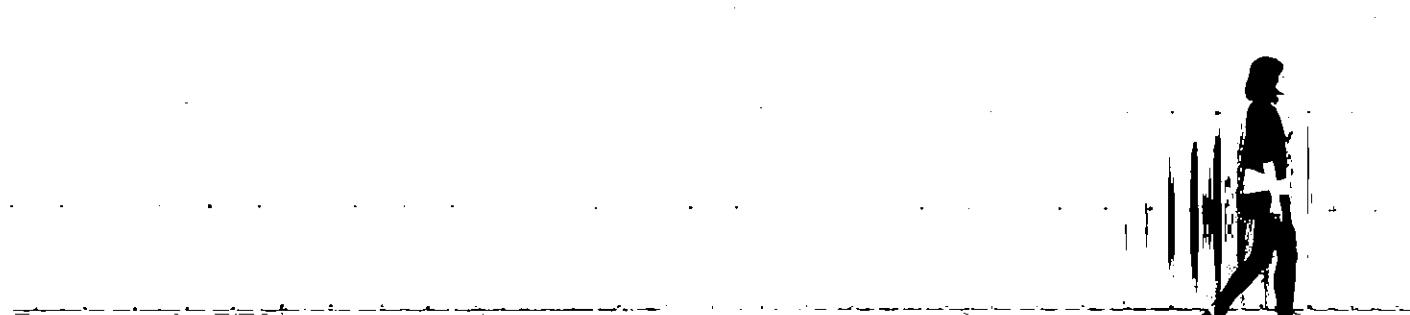
1. **CPD recording platform.** Continuing Professional Development is mandatory for architects' RIBA Chartered status. We continued to develop our online CPD recording platform, offering mobile friendly access, helpful data visualisation, and the option to download records as PDF documents or spreadsheets. We've had great feedback from members, with average time required to complete CPD recording down to 1 minute 33 seconds.
2. We launched our new **Find an Architect** service in May, making it easier than ever for clients to select the right architect for their project, while helping promote the benefits of working with an architect. Our launch campaign led to well over 425,000 page views in the second half of the year and a feature on the Grand Stage at Grand Designs Live 2019, and we continued to make improvements based on feedback throughout 2019.

“WHEREVER YOU ARE  
AS A MEMBER – FROM  
NEWCASTLE-UPON-TYNE  
TO NEWCASTLE,  
AUSTRALIA YOU'VE  
NOW GOT DIGITAL  
ACCESS TO THE SAME  
GREAT CONTENT.”

Alan Vallance, CEO, RIBA

Photo: CPD recording platform ©Jannine Newman





3. **RIBA Jobs** also received key investment in 2019 as we optimised our recruitment services. Users now benefit from an improved advertisement board, designed to cater to the changing needs of architects working from home. 2019 saw RIBA Jobs flourish as one of the most popular places connecting the best talent with top practices and specialist design consultancies.
4. **RIBA Contracts.** In November we made improvements to our contracts tool. Architects can now generate client contracts with more detailed information and a customised schedule of services. We continue to furnish this tool with additional features, in keeping with our long-term digital strategy of sustained improvement.
5. Our **IT infrastructure** investment laid the groundwork for our digitisation strategy. In building a sustainable future for our organisation, we brought all our applications up to a sustainable level. We upgraded the service our members receive and enhanced security safeguarding contact information.
6. We made **Student Membership** more accessible in 2019 by providing a custom-built option for the next generation of talent to join online. Student Members now have better access to RIBA's products and services.



Mobile CPD recording platform

Photo: ©RIBA

## BECOMING A TRULY GLOBAL ORGANISATION



2019 saw the launch of our International Directorate and International Growth Programme, with new RIBA offices opening in Shanghai and Sharjah.

International growth is central to our plans for a sustainable future, and was a key priority in 2019. There are around three million practicing architects in the world, with a huge appetite for RIBA membership evident wherever we engage. With our digital programme making RIBA services such as CPD globally accessible, the potential for international growth is truly exciting.

In 2019 we brought together all our international work, previously in different departments, into a single function: the **International Directorate**, with Azlina Bulmer appointed to the new role of Director of International in May.

Over the following months a new team was recruited to deliver our international plan, while continuing our work with international relations, international trade and our International Chapters.

We also launched our International Growth Programme (IGP) following Board approval, with the initial focus being to engage in China and the Gulf region. The programme will establish the foundations

for international growth for the next five years, through a formal in-country presence, backed by a dedicated sales team, a relevant international offer and the necessary marketing capabilities.

In 2019, as part of the IGP we opened RIBA's first international offices in Shanghai, China, and Sharjah. For Shanghai we set up as a Wholly Owned Foreign Enterprise to begin operations in China. In Sharjah we are to operate under the Ruler's decree, working closely with our sponsors in the Emirate, the American University of Sharjah.

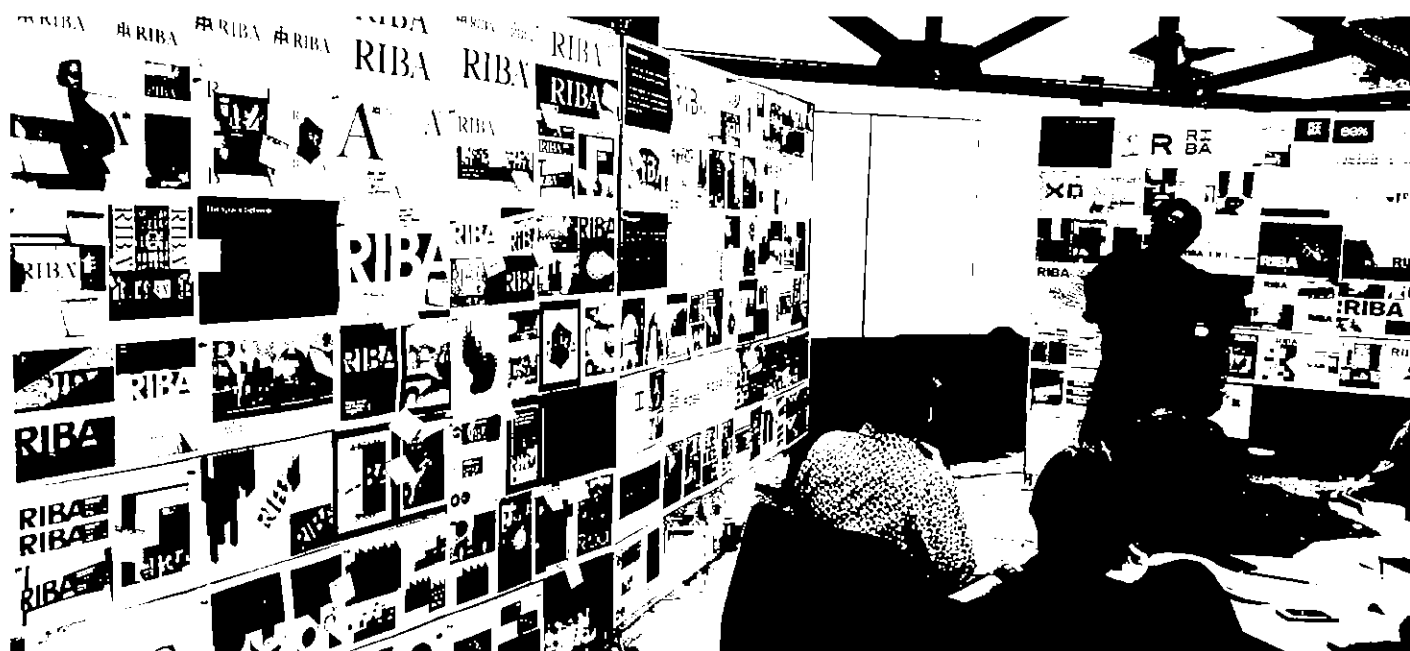
As part of our International relations programme, we continued our involvement with international organisations of architects such as UIA, ACE, CAA, representing RIBA's interests at various workgroups and assemblies. (see our international events on page 36.)



Photos: Opening of our Gulf offices in Sharjah, UAE in December 2019 ©RIBA

## A BRAND FOR THE FUTURE

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We completed a comprehensive review of our brand, as part of an update that will take the best of our past into the new world.

As the organisation undergoes change for a sustainable future, the historic RIBA brand must inevitably evolve too, providing a valuable opportunity to tell our story.

Our brand review began in 2018 with research to gather perspectives from members, employees, non-member architects, clients and broader audiences, through more than 50 interviews together with wider surveys.

During 2019 we worked in collaboration with external groups to focus and develop this wealth of insight into an exciting new narrative and visual expression, which together explain our purpose in serving members and the wider profession, and express our aspirations as a global, digital, environmentally enlightened organisation.

Our refreshed narrative and brand is designed to give a consistent identity to everything we offer, and to resonate across regions and cultures worldwide as we grow internationally. We aim to begin implementation on selected platforms and campaigns towards the end of 2020.

Our refreshed narrative and brand is designed to give a consistent identity to everything we offer

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Photo: RIBA Brand brainstorm ©JohnsonBanks

# A STRONG PROFESSION



Adrian Dobson, RIBA Executive  
Director Professional Services



# Raising standards for architects

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## IN 2019 WE:

- **Introduced** new Codes of Conduct and Practice, with a greater emphasis on social and environmental responsibility.
- **Developed** a new strategy for Equality, Diversity and Inclusion (EDI) in the profession.
- **Launched** the RIBA 2030 Climate Challenge, with associated guidance and toolkits on sustainable outcomes and embodied carbon.
- **Delivered** a mental wellbeing programme, in collaboration with the Architects Benevolent Society.
- **Launched** the new Find an Architect service, following extensive client testing.
- **Implemented** the new CPD recording platform.
- **Enhanced** RIBA Contracts digital.
- **Created** guidance and policy work programmes in relation to fire safety, including issuing best practice notes.
- **Launched** RIBA Future Place programme to unlock the potential of places in partnership with leading national bodies.
- **Raised** the criteria around sustainability for Awards entrants, with the aim to increase further to meet the 2030 Climate Challenge level.

# LEADING THE PROFESSION ON CLIMATE



With the RIBA 2030 Climate Challenge we rallied our profession to set a new standard for all future buildings.

In June 2019 we affirmed our support for the UK Government's 2050 net zero greenhouse gas emissions target, and in October launched our 2030 Climate Challenge – a framework to enable architects to meet net zero (or better) whole-life carbon for new and retrofitted buildings by 2030, through the following measures:

- Reduce operational energy demand by at least 75%, before offsetting
- Reduce embodied carbon by at least 50-70%, before offsetting
- Reduce potable water use by at least 40%

The targets are progressive yet realistic, and an essential first step in ensuring that the construction industry has a realistic prospect of achieving net zero carbon for the whole UK building stock by the Government deadline of 2050. The targets incorporate the latest recommendations from the UK Green Construction Board and were developed in consultation with other UK professional bodies. They align with standards developed by CIBSE and Passivhaus (operational energy), RICS (embodied carbon) and CIRIA (water use).

Participating practices have access to a wide range of tools and support through the Architecture.com website and are encouraged to follow the RIBA Sustainable Outcomes Guide. This sets out eight outcomes that correspond to UN Sustainable Development Goals and apply to building projects of all scales:

1. Net zero operational carbon
2. Net zero embodied carbon
3. Sustainable water cycle
4. Sustainable connectivity and transport
5. Sustainable land use and biodiversity
6. Good health and wellbeing
7. Sustainable communities and social value
8. Sustainable life cycle cost

Over the course of 2019, 95 chartered practices signed up to the 2030 Climate Challenge. Our aim is to recruit a total of 500 chartered practices by the end of 2020.

We worked closely with the Committee on Climate Change, convening a meeting of around 40 construction organisations (including all its main professional membership bodies), with the aim of encouraging more collaborative responses to the Climate Challenge across the built environment sector.

Government action is also critical. RIBA has responded to the Government's *non-domestic private rented sector consultation on minimum energy efficiency standards and future homes* standard, to ensure that the building regulations meet or exceed these targets as soon as possible.

Photo: ©RIBA

# A PLAN OF WORK FOR SUSTAINABLE PROJECTS

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We completed a major overhaul of the RIBA Plan of Work, with a strong focus on sustainability.

The RIBA Plan of Work is the definitive design and process management tool for the construction industry. First introduced in 1963 as a framework for architects to work with their clients in a systemic and standardised way, it has since been adopted worldwide, setting out a process of briefing, designing, constructing and operating building projects.

2019 saw the culmination of seven years of work to refine the Plan of Work guidance, gathering feedback and consultation from hundreds of architects, engineers, clients, and key professional bodies representing projects of all sizes and complexity.

Central to this was the development of eight project strategies, designed to achieve better outcomes in relation to conservation, cost, fire safety, health and safety, inclusive design, planning, plan for use, procurement and sustainability.

A key change in emphasis is to challenge architects and design teams to design with a focus on sustainable outcomes from the outset of the project. These outcomes and associated targets should be defined and agreed with the client during briefing, reality-checked throughout the design and construction process, and finally verified with post-occupancy evaluation.

With this update, the RIBA Plan of Work 2020 is helping embed the profession-wide changes necessary to secure a sustainable future for the built environment.

2019 saw the culmination  
of 7 years of work to refine  
the Plan of Work guidance

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## PROGRESS IN CONTINUING PROFESSIONAL DEVELOPMENT



Our new online CPD recording system makes our Continuing Professional Development programme hugely more accessible to architects worldwide.

The new system went live in January 2019 and was extremely well received. The platform is easy to access, includes visualisations of progress and enables records to be downloaded in different formats.

We also made significant progress towards completing **RIBA Academy** – a new online learning portal that enables members to access RIBA-accredited CPD at any time, from any location. This new destination for digital learning was successfully launched in spring 2020, enabling members to meet their CPD requirements through live webinars and on-demand courses.

We continued to develop an **education and professional development framework** mapping out the many potential career paths open to architects. The framework includes a mandatory level of health and safety knowledge for all RIBA members, and will launch in 2021.

### RIBA CPD Providers Network

To celebrate its 25th anniversary, members of the RIBA CPD Providers Network delivered more than 5,200 free, in-practice lunchtime CPD events to more than 42,000 delegates. Learners were able to choose from more than 1,400 RIBA-assessed free seminars, as well as online learning, factory tours and articles.

Becoming an accredited CPD provider is a rigorous process. Over the course of 2019 we increased and enhanced our standards for assessment, specifying new requirements for provider accreditation.

A new digital induction module for CPD Providers joining the Network was launched in August 2019. The module is designed to improve quality, save resources, improve the customer experience and reinforce RIBA standards.

Feedback on our new online CPD...



RIBA Chartered Member

Photo: RIBA CPC Providers Network, London, October 2019 ©Jennifer Duffy



## CREATING NEW BUSINESS FOR MEMBERS



In 2019 RIBA helped generate project opportunities with an overall construction value of more than £2 billion.

We created hundreds of commercially and creatively rewarding projects for our chartered practices through the client referrals service, Find an Architect, and through RIBA competitions. We continued to engage directly with clients, promoting our practices through social media, at consumer and industry client shows and through the digital directories.

### Client referrals

In 2019 we managed 621 client referrals for chartered practices, with a total construction value of more than £537m. Domestic clients remained the most active users of these services, accounting for 81% of all referrals, with the remaining 19% made up of commercial and public sector clients. Around 31% of chartered practices received at least one referral.

### Find an Architect

Our work to reconfigure Find an Architect as a search tool for clients created a significantly improved and more bespoke service, enabling both domestic and professional clients to shortlist relevant RIBA accredited chartered practices quickly and easily.

Between June and December, the Find an Architect page was visited more than 425,000 times and traffic from Google grew by 25%. In total 4,254 clients submitted projects, of which 87% were domestic and 13% commercial. The overall construction value reached £1.64 billion and 1,785 practices were matched with at least one client.



RIBA Chartered Practice

Photo: Find an Architect ©Richard Lea Hair



## Competitions

For more than 40 years RIBA Competitions have brought choice, inspiration and value to clients, for diverse projects and budgets, through expertly run competitive selection processes. In 2019 we delivered 18 competitions for a diverse range of projects, including:

**Great Places Lakes and Dales Partnership** sought to attract innovative thinking on flexible housing, with the goal of drawing young people to this picturesque part of the UK (where there are 44% fewer 16-34 year olds than the national average). Practices were shortlisted across two sites, with Outpost and McMullan Studio announced as the winners.

**The Foreign and Commonwealth Office** sought concepts for the new Ambassador's residence at the British Embassy in Beijing. The five shortlisted practices were Allford Hall Monaghan Morris, Carmody Groarke, Eric Parry Architects, Feilden Clegg Bradley Studios and The Manser practice.

A real highlight for the Competitions team in 2019 was that the winner of the 2019 Stirling Prize, Goldsmith Street, had originated as a RIBA competition back in 2008. At the time, it attracted more than 100 expressions of interest.



Photos: The Flexstead, Rural Youth Project, Horton  
©McMullan Studios.

# FIRE SAFETY FOR FUTURE GENERATIONS



RIBA continued its pivotal role in the comprehensive overhaul of fire safety following the 2017 Grenfell Tower tragedy.

In 2019 our efforts focused primarily on review and improvement of the building regulations system and approved document guidance in relation to fire safety; improving systems for developing and monitoring professional competence in health and life safety, and changes to procurement processes.

In March we made a comprehensive submission to the Government consultation on the proposed technical review of Approved Document B (England). We reiterated our key recommendations for minimum requirements, particularly relating to the use of combustible materials, the provision of sprinklers and means of warning and escape.

We also issued a joint statement with the Royal Institution of Chartered Surveyors (RICS) and Chartered Institute of Building (CIOB) calling on the Government to require the installation of sprinklers in all new and converted residential buildings, hotels, hospitals, student accommodation, schools and care home buildings of 11m in height or above in England, and for the retrofitting of sprinklers in buildings when relevant refurbishment takes place.

During the year we issued a series of Practice Notes setting out best practice guidance on sprinklers, restrictions on combustible materials, professional indemnity insurance and other key fire safety issues. These are available to chartered members and practices on [Architecture.com](https://www.architecture.com).

In August we responded to the Government report *Building a Safer Future*, welcoming many of the proposals while raising concern that England still lags behind other countries in establishing baseline regulatory safety standards for high rise and other higher risk buildings.

In September we responded to the government consultation on the use of sprinklers in multi-occupancy residential buildings, welcoming the proposals to lower the height threshold requirement, but cautioning against using sprinklers as an alternative to other key fire safety measures.

Throughout 2019 we supported the industry-wide initiative to create a new fire safety competency framework for the construction sector, helping set standards and procedures for building designers and the proposed

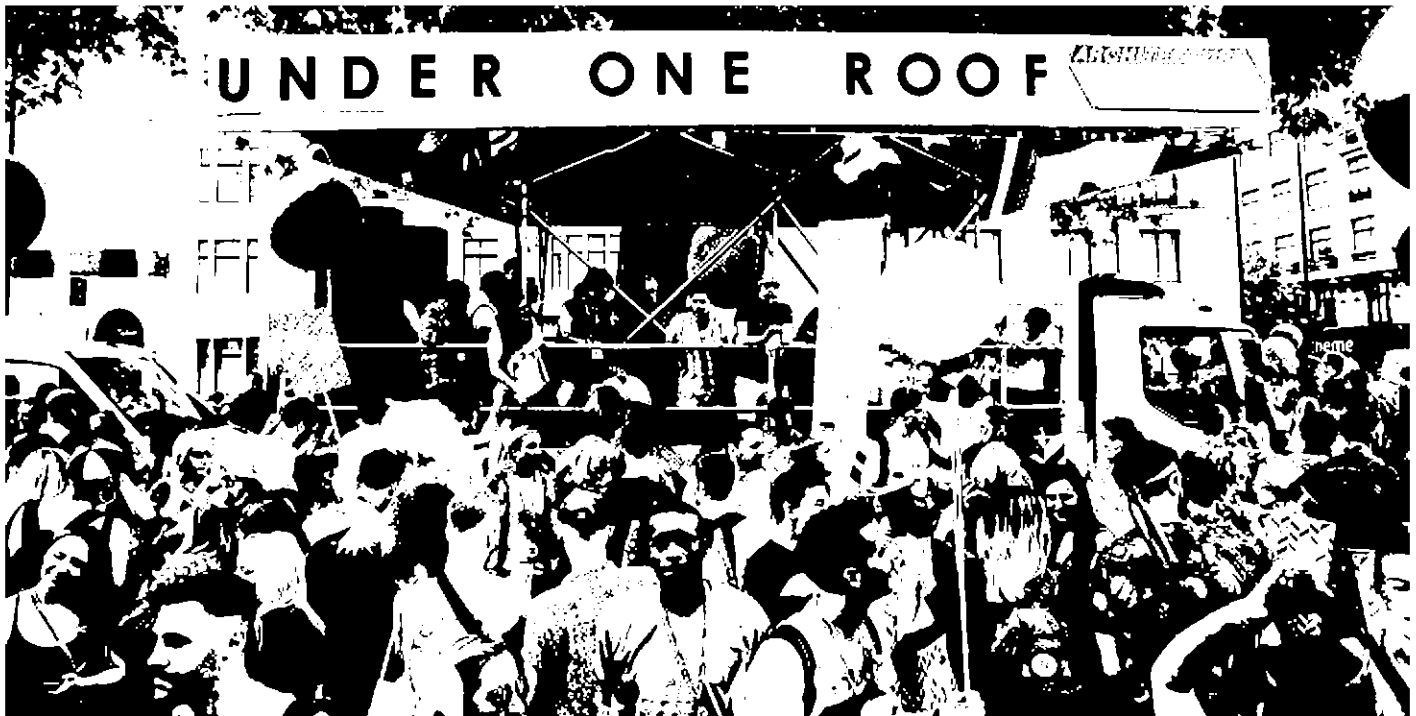
new statutory duty holders, leading to publication of the *Raising the Bar* report.

In parallel we made progress in developing a mandatory competence in health and life safety for chartered members, which will take the form of a mandatory CPD curriculum and online test. The curriculum, covering design risk management, roles and responsibilities and individual health and safety, was approved by RIBA Council in July 2019, and the test will be phased in from 2021.

A full collection of our resources and publications in relation to the fire safety agenda is available on the [architecture.com](https://www.architecture.com) website. As the Grenfell Tower Inquiry continues, fire safety remains an important area of focus for RIBA in 2020 and beyond.

Photo: Grenfell Tower ©RIBA

## STANDING UP FOR EQUALITY



We launched our Equality, Diversity and Inclusion strategy and pursued a wide range of initiatives to make the profession more representative of the world it serves.

Barriers continue to exist both to entry and progression within the architectural profession. While architecture is more diverse than other construction professions, it lags considerably behind other professional sectors. As a standard-setting body, RIBA has both the potential and the obligation to promote and support Equality, Diversity and Inclusion (EDI) in the primary branches of the profession: education and practice.

In March 2019 our new EDI strategy – *Creating Opportunity and Enabling Success* – was approved for implementation, having been developed in consultation with Architects for Change – the RIBA expert advisory group on diversity. The strategy focuses on seven areas for action: social mobility, gender parity, BAME representation, LGBTQ+ communities, disability, mental health and wellbeing, and religion and belief.



Photo: 2019 Pride float – designed by Raw Architecture Workshop ©Luke Donovan

Excerpt from the RIBA EDI Strategy – *Creating Opportunity and Enabling Success*

## WORKING TOWARDS EQUALITY, DIVERSITY AND INCLUSION IN 2019



### Gender pay gap

In 2019 we published *Close the Gap* – a report and set of recommendations designed to support RIBA Chartered Practices in addressing gender pay inequalities.

By encouraging practices of all sizes voluntarily to evaluate their gender pay gap data, share it if willing and, more importantly, take action to improve their gender equality, these guidelines help enable women to stay in the profession and reach senior levels.

The document sets out practical, workable measures and actions businesses can take to monitor, evaluate and address the issues underlying gender inequality. It also invites practices to join a Gender Pay Gap reporting pledge, developed with seventeen architecture businesses that have already made this commitment.

Information about the gender pay gap within RIBA is detailed on page 15.

### Mentoring

Our mentoring programmes support students and architects in their personal development, helping overcome barriers to career progression. In 2019 we continued to support a range of programmes, including in-practice mentoring, speed mentoring, the Fluid Diversity Mentoring Programme and student mentoring.

### Mental wellbeing

In collaboration with the Architects Benevolent Society (ABS) we delivered 14 mental wellbeing workshops to 250 participants around the UK, providing tools, information and best practice guidance for positive wellbeing in the workplace. Six of the workshops were tailored for individual practices and their employees, the others being for mixed practitioners from various practices.

We also delivered two pilot sessions for a 'Higher Education Mental Health First Aid' programme, including a peer-network follow-up meeting. The programme is designed to equip employees and educators from RIBA validated schools of architecture with the knowledge and confidence to support, advise and signpost students experiencing mental health problems.

“IT'S GREAT THAT YEAR 2 STUDENTS ARE ABLE TO FIND OUT THE NUTS AND BOLTS OF WHAT MAKES A PRACTICE TICK”

(Mentor)

## WORKING TOWARDS EQUALITY, DIVERSITY AND INCLUSION IN 2019



### Pride

We were delighted once again to be part of UK Pride celebrations alongside Architecture LGBTQ+ in London, Newcastle and Manchester. The fourth annual pre-parade breakfast in London was hosted for the first time at 66 Portland Place, with the rainbow flag flying to reaffirm for our members and the wider profession our commitment to equality, diversity and inclusion within the architectural community and wider built environment. The RIBA/Architecture LGBTQ+ float, designed by RAW Architecture Workshop, appeared at Pride parades in London and Manchester, and in Newcastle, RIBA North East held a breakfast to celebrate the Northern Pride Festival march.

### Ethel Day

Mary Ethel Charles was the first woman to become a RIBA Member. Ethel Day, our annual celebration of women in architecture took 'untold stories' as its theme in 2019. We marked the occasion with stories including a digital knowledge piece on Architecture.com featuring details of two women architects: Miriam Wornum, who was involved in the design of 66 Portland Place, and Joy Hockey who, at 93 years of age, is still in private practice and engaged in heritage, historic buildings and conservation.

### Black History Month

For Black History Month in October 2019 we ran a campaign celebrating RIBA award-winning BAME architects at different career stages, from emerging talent to internationally acclaimed practice leaders.

The stories, shared through our online channels, revealed diverse professional pathways for young people from BAME backgrounds looking to access or progress in the profession and showcased BAME-led practices to clients.

**Celebrate the careers of nine inspirational RIBA award winning BAME architects**

Amin Taha

Anna Liu

Bob Ghosh

Sir David Adjaye OBE

Kieran Majhail

Shireen Hamdan

Tara Gbolade

Dr Teri Okoro

Tumpa Fellows

Discover these RIBA award winning architects  
[architecture.com/BAMEawardwinners](https://architecture.com/BAMEawardwinners)  
[#BlackHistoryMonth](#) [#ArchitectforChange](#)  
[@RIBA](#)

**BIM** BLACK HISTORY MONTH  
**RIBA** Architecture.com

Photo: RIBA Women in Architecture Launch on Ethel Day

## EDUCATION FOR TOMORROW'S PROFESSION



RIBA's expanding role in validating programmes, supporting study and recognising achievement helped equip more architects with the pragmatic, creative and commercial skills necessary for a sustainable future.

RIBA Studio (formerly known as the RIBA Office-based Examination) continued to deliver practice-based Part 1 and 2 courses for students in the UK, the Channel Islands and seven other EU countries. The team began developing foundation level provision, aimed at supporting students from backgrounds where there is typically low participation in higher education.

Meanwhile work continued on a major project to replace RIBA's portal for students – the Professional Experience and Development Record portal (PEDR) – which continued to operate with an average of around 4,400 subscribed users at any one time.

### Apprenticeships

We continued to develop and expand the new apprenticeship scheme, launched at five universities the previous year. Eight providers began or continued to offer apprenticeship provision at Level 6 and/or Level 7 in 2019, with more than 200 apprentices starting or continuing their training overall.

The apprenticeship combines practical experience gained in an architectural practice with academic learning at university – contributing at least 20%

of the apprentice's contracted hours. Apprenticeships offer a new 'earn as you learn' route to becoming an architect, with the potential to attract those who have never previously considered a career in architecture or attending university.

### UK and international validation

RIBA-validated courses and institutions help students make decisions about the next steps in their education and career, and our bursaries and research funds aid both undergraduates and post-grads to achieve their aspirations.

By the end of 2019, 57 schools were validated in the UK and 51 overseas, including one new UK school and three overseas: the Universidad de Bogotá Jorge Tadeo Lozano, the Azerbaijan University of Architecture & Construction, and the Universidad Europea de Madrid. Four UK schools received candidate course status.

By the end of 2019, there were approximately 20,000 students at UK validated schools and 32,000 students at international validated schools. We received expressions of interest from five further UK schools and 15 international schools, many from countries not presently represented.

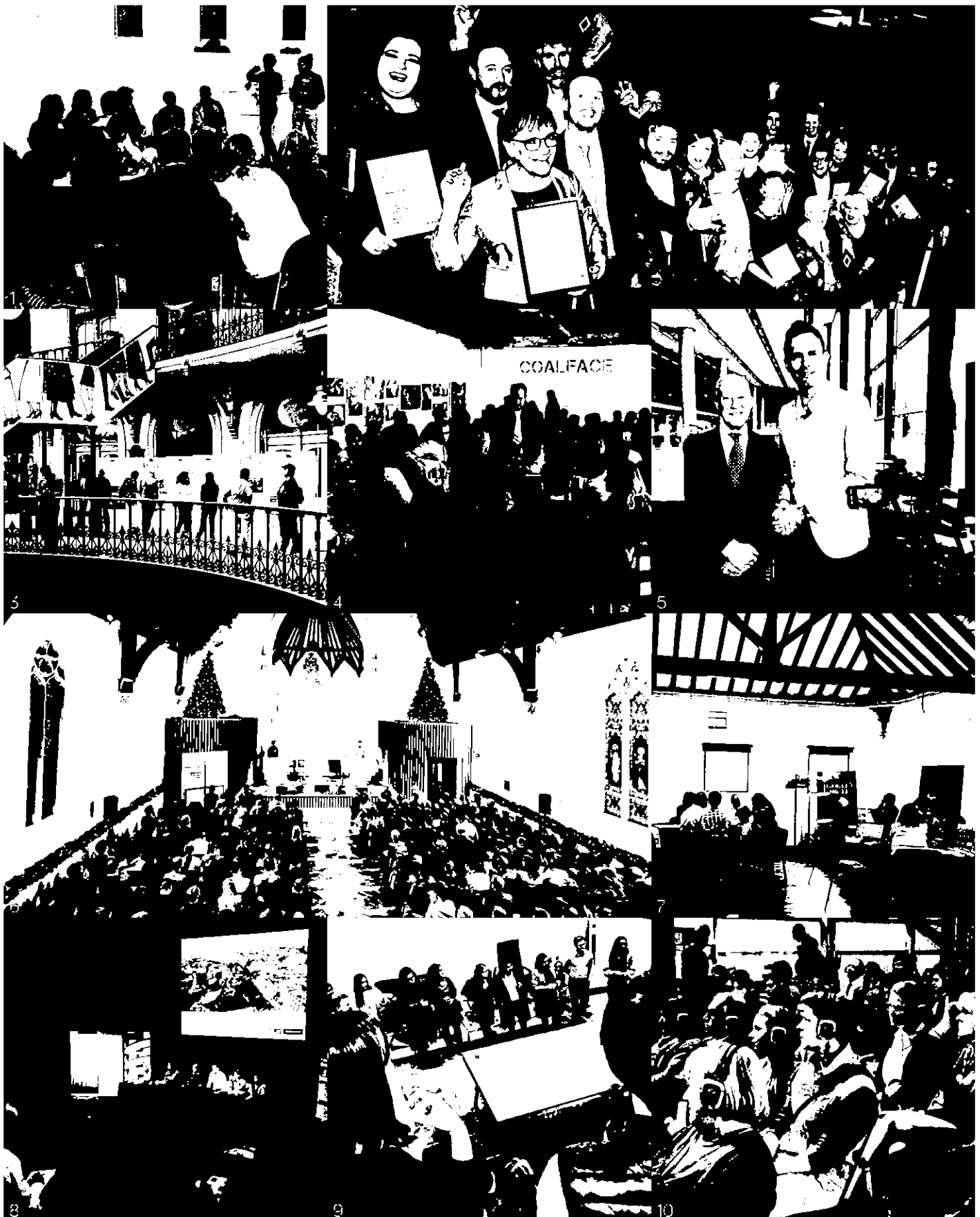
We made significant progress on the next iteration of the RIBA validation procedures, which are built around RIBA's Themes and Values for Architectural Education, and place new emphasis on the student experience, mental wellbeing, the long term sustainability of institutions hosting architecture programmes, and the critical areas of climate literacy, life, fire, and health and safety in building design.

### Bursaries, scholarships, student and graduate support

In 2019 RIBA allocated £211,000, the highest ever annual amount in its history, providing bursaries and scholarships that enabled 84 students to complete their Part 1 or Part 2 courses and progress towards the qualification.

Our Research Awards continued to be a major focus for practice and university-based research, supported by the Research Funds grants scheme.

# ENGAGING WITH ARCHITECTS EVERYWHERE





The wealth of RIBA regional activities in 2019 – across the UK and worldwide – affirms the health of RIBA's growing network of members, and demonstrates the continuing relevance of our profession for communities everywhere.

Our UK regional offices continued their influence and outreach programmes, in collaboration with local RIBA branches. The scale of activity is remarkable, with typically two or three events in every region each week, together with countless practice visits and one-to-one support.

## A snapshot of activity around the UK in 2019

### ① East

The Norfolk Association of Architects Festival of Architecture (with funding from the RIBA LIF fund and HLF) saw an array of events taking place across the autumn, including exhibitions, talks and tours, a photography competition and more.

The Cambridge Association continued to self-publish its 40-page Cambridge Architecture magazine, the first issue focusing on the Local Plan and the second on Community.

### ② East Midlands

The Inaugural East Midlands Exemplar Housing Projects activity, delivered via the Regional Housing Group, featured a presentation to 60 attendees at an event in October. Andy von Bradsky, Head of Architecture at the Ministry of Housing, Communities and Local Government also gave a talk on the National Design Guide.

### ③ London

In September 2019, RIBA London held its first Sustainable Festival at the Oasis City Farm in Waterloo; designed by and home to Feilden Fowles Architects. The family-focused all-day event attracted over 600 attendees, with activities ranging from animal petting, yoga, pickling, student and career mentoring and an 8-hour sustainable small talks marathon.

### ④ North East

The Small Practice group delivered Coalface #2 Alternative Ways to Practice, a pecha kucha-style event with 10 speakers from a range of linked professionals. The event sold out with over 75 attending on the evening.

### ⑤ North West

A record 900 delegates attended the Manchester Society of Architects (MSA) annual awards evening in June. The MSA pulled out all the stops to secure Lord Norman Foster as an independent judge and worked tirelessly to unite the entire construction industry behind its expansive vision.

The event successfully raised the profile of Manchester's architecture through an inclusive, industry-wide event that reflected the quality of the community's work. The evening attracted the most influential construction professionals in the area.

### ⑥ Royal Society of Architects in Wales (RSAW)

The RSAW Annual Conference 'Architects in a changing world' was attended by 168 people. The core topic was climate change. Chaired by Chris Jofeh, we explored the ongoing work of The Future Generations Commissioner for Wales from Marie Brousseau-Navarro; RIBA's 2030 Climate Challenge, the Welsh Government's policies and actions on built environment emissions, plus the role of schools of architecture in educating architects of the future with the changing climate in mind.

The final lecture of the day was the Inspiration Hour, this year with Peter Clegg of Feilden Clegg Bradley Studios. Taking delegates on a whistle-stop tour of the practice's work, Peter showed that sustainable design has been a running thread through all its schemes for 40 years.

### ⑦ South East

Six 'Women Architects' Meetups' (WAMs) took place across the south east, open to all women working in the profession. In 2019 the WAMs held around 30 events, ranging from a summer sketching evening to a sold-out training session on making the most of social media.

### ⑧ South West

90 architects, clients, local authority figures and students packed into the National Maritime Museum at Falmouth in November to listen to Belgian architect Laurent Ney, designer of the exhilarating new Tintagel Castle Bridge, Cornwall, at the RIBA Cornwall autumn lecture and dinner.

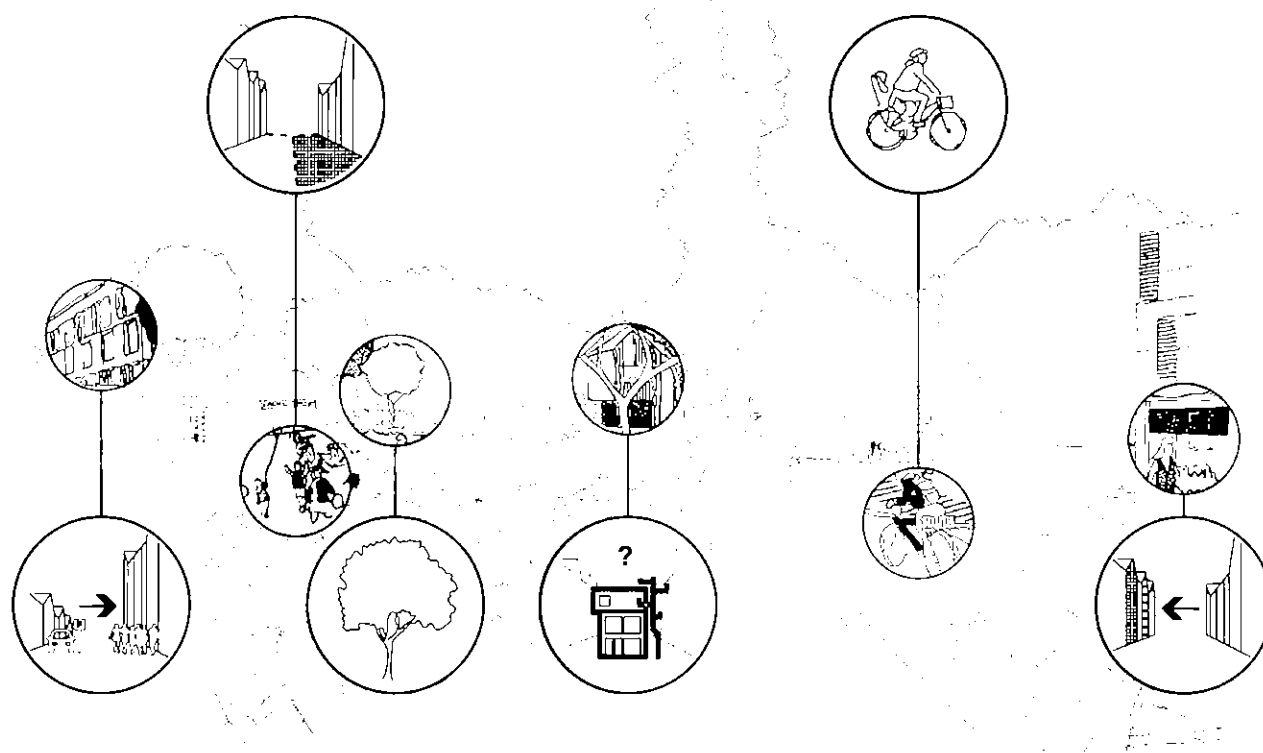
### ⑨ West Midlands

Birmingham Architectural Associations held a full calendar of events including a new 'table talks' series. The new series of evenings followed architects and designers and their projects' progression, allowing audiences to engage more with our presenters. The series began with a presentation by Grimshaw on the new HS2 station in Birmingham.


### ⑩ Yorkshire

Our Leeds branch (LSA) held the 8 week "Leeds Festival of Architecture", supported through the RIBA Local Initiative Fund (LIF). Consisting of a series of weekly talks, the programme included the RIBA President's Medals exhibition on the concourse of Leeds City Station, a film night and a photography competition via Instagram. The annual Student Awards also formed part of the programme, with entries exhibited to the public in the Leeds Corn Exchange.

Throughout 2019 we continued to work with our partners, the **Royal Incorporation of Architects in Scotland** and the **Royal Society of Ulster Architects** (RSUA) to promote our shared agenda and members' interests in Scotland and Northern Ireland.



Five Future Places participated in the 2019 programme: Gateshead, Bradford, Great Yarmouth, North Northamptonshire and Exeter. All shared a determination to deliver meaningful change that will enhance people's lives, improve community wellbeing and create sustainable environments.



8月X集

Illustration: Nerea Bermejo Olaizola

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Photo: Grey to Green, Greater Exeter ©Hilton Barnfield

## FUTURE PLACE



- ① **Bradford:** An illustrated toolkit for diverse community engagement, which helps previously unheard voices feed into the process of updating the City Plan and emerging projects.
- ② **Exeter:** A methodology for designing higher density, car free, sustainable neighbourhoods, with a view to informing future policy development and masterplanning of key sites.
- ③ **Gateshead:** A masterplan to reimagine the potential of Gateshead town centre, acting as a catalyst for a public engagement campaign to help update the urban core delivery plan.

- ④ **Great Yarmouth:** A visionary 'Green Great Yarmouth' spatial framework, to kickstart new ways of looking at the town centre and seafront holistically, and inform future planning and placemaking.

- ⑤ **North Northamptonshire:** A set of design principles for key radial routes connecting existing towns to new garden communities, with studies and projects to deliver more attractive, healthy streets.



### Photos:

1. Setting up an 'Urban Room' fostering meaningful connections between people and place ©Integreat Plus
2. Plan for Greater Exeter, Going Local ©Hilton Barnfield
3. Initial Concept Masterplan Sketch for Gateshead © GT3 Architects
4. Plans for greening Great Yarmouth ©Tonkin Liu
5. Public Square sketch for North Northamptonshire ©Fereday Pollard



Great Yarmouth Council

## REACHING OUT TO RIBA MEMBERS WORLDWIDE



2019 saw significant expansion of our international activities, with the establishment of our International Directorate and International Growth Programme (see page 18). Our growing team worked with international contacts to further strengthen our presence and reputation in the global market. An extensive programme of events formed an important channel for achieving our ambitions.

A snapshot of international activities in 2019...

### **Cityscape Global Dubai: Architecture & Design Conference**

RIBA featured in the conference's Architecture and Design session. Speakers included our CEO Alan Vallance, Chris Williamson, Keith Brewis Grimshaw, Sadie Morgan dRMM and Peter Jackson, Ruler of Sharjah's office.

At the Cityscape Global exhibition, RIBA and the Dubai Land Department (DLD) signed a five-year memorandum of understanding.

This landmark agreement confirms our intent to collaborate on professional standards and support for architects working in Dubai and the UAE, as well as opportunities to tackle climate change, urban planning best practice, fire safety and building regulations.

### **100 Architects Exhibition, Seoul**

This event is part of the Korean Institute of Architects' annual architectural festival, featuring global architectural trends and exchanges. The UK was this year's country of honour and RIBA showcased the work from 18 practices.

### **RIBA KFAS Happiness in the City: Redesigning Urban Living**

This one-day symposium in Kuwait City featured 26 speakers including Peter Murray NLA and Reinier de Graaf OMA, exploring how the built environment influences happiness and wellbeing. The event featured in seven newspapers and news websites, and on Al Majlis TV.

### **Creating the Future? Architecture of Expo 2020**

A key event in the preparations for the 2020 Expo. Speakers included Andrew Whalley of Grimshaw, designers of the Sustainability Pavilion; David Spierings, responsible for the Dutch Pavilion and Simon Fraser, Principal Hopkins, designers of the Themes districts.

### **RIBA Shanghai receptions and Grimshaw's Evolution Exhibition Launch, ROCA gallery**

RIBA and Grimshaw Global hosted an evening reception alongside the Evolution exhibition in Shanghai. Alan Vallance, RIBA CEO, gave a talk on RIBA's future plans in China and Keith Brewis, Partner at Grimshaw Global highlighted the practice's forthcoming global projects. We also held a joint reception with Grimshaw Global in Beijing.

Photos: ©RIBA

## SETTING THE PROFESSIONAL STANDARD



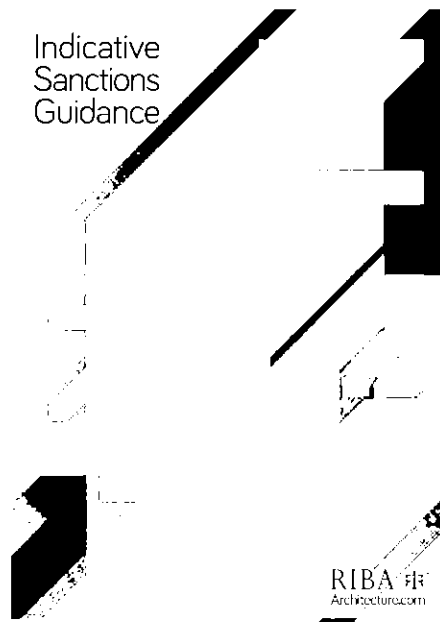
Revised RIBA codes of conduct came into effect, setting a new, future-focused gold standard for the architecture profession.

Guided by the emerging recommendations of the RIBA Ethics and Sustainable Development Commission, we completed the most comprehensive review and update of our codes of conduct and codes of practice since 2005.

The new codes, effective from May 2019, place more emphasis on the profession's duties to users of buildings and wider society, as well as to clients. The changes reflect technological, social and climate change, and will help promote diversity and environmentally sustainable ways of working.

These codes set a higher benchmark, with increased requirements for Equality, Diversity and Inclusion (EDI) and employment practice. New guidance has been added on topics such as the environment, health and safety and building performance.

As part of this work, in April 2019 we introduced enhanced professional conduct procedures, with new standards of proof that increase transparency between the profession and the public while ensuring fair outcomes.



Panel discussion, chaired by Alison Davies,  
Urban Fabric Architects ©Tom Morley

# A STRONG VOICE

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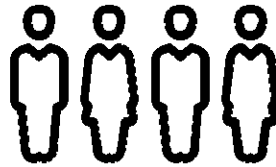
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Alan Vallance, CEO, RIBA

”



with Government,  
MPs and senior  
Whitehall employees,  
up c.4% on 2018



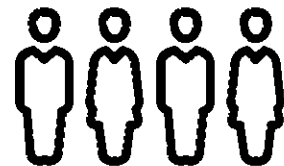
to RIBA cultural  
events, up 10,621  
on 2018



with a BBC coverage  
in excess of  
11 million people



on RIBA webpages,  
up 0.6 million  
or 29% on 2018



enjoyed the  
launch festival for  
the new RIBA Clore  
Learning Centre



Brexit, fire safety and the housing crisis remained dominant themes, with the climate emergency providing a new rallying cry for action. We held meetings with the Minister for Brexit and two housing ministers, and gave evidence to Parliament, representing the profession on topics ranging from no-deal Brexit to the Hackitt Review and modern methods of construction.

By promoting the need for radical change, lobbying for better standards and securing specific improvements (for example in post-occupancy evaluation and procurement practices), we continued pushing the Government to make better use of the skills of architects.

(See *A Strong Profession* for a review of our work in promoting fire safety and sustainability in 2019).





## January

We published *Powered by People*, a new report outlining our recommendations to the Government on making the post-Brexit immigration system work for UK architects. We met with Caroline Noakes, then Minister for Immigration; Diane Abbot, Shadow Home Secretary and other MPs from across the political spectrum. Through this we succeeded in getting architects added to the Shortage Occupation List, reducing fees to hire international architects in the UK and speeding up the process.

## February

We held a series of roundtables across the country between architects and the Government on the impact of Brexit on the profession, enabling members to explore opportunities and concerns directly with Government decision-makers.

## March

We ensured that architects were represented to Parliament and Government on core issues affecting the built environment. This included RIBA President Ben Derbyshire presenting evidence to the Housing, Communities and Local Government Select Committee on Modern Methods of Construction, and ongoing engagement on issues relating to the Hackitt Review.

## April

We raised architects' concerns directly with the Housing Minister Kit Malthouse, while Chief Executive Alan Vallance gave evidence to the Trade Select Committee on post-Brexit trade. Among key issues discussed was the potential for new recognition of professional qualification agreements with Australia.

## May

Prime Minister Theresa May's resignation initiated another contest for the country's leadership. We responded by highlighting concerns over the political uncertainty facing the profession and general confidence in the construction sector.

## June

RIBA declared a climate emergency and took this message to the Government, backed by responses to consultations on sustainability, procurement and energy efficiency.

## July

We published *A Home for the Ages*, making recommendations to create a more age-friendly housing and planning system that establishes supportive and symbiotic communities.

## October

We welcomed the Secretary of State for Housing, Robert Jenrick, to the Stirling Prize event – something he later spoke about at the Policy Exchange think tank. RIBA hosted events at the Labour and Conservative Party conferences, with speakers such as Jake Berry MP, Minister for the Northern Powerhouse.

## December

RIBA geared up for the General Election by publishing a new manifesto for Government. We hosted political hustings with partners from across the built environment – including RICS, Shelter and the Campaign for the Protection of Rural England – to hear directly from politicians on their election priorities.

RIBA CIOB RTPI RICS event at the Labour Party Conference 2019 ©Prospect Magazine



In a year dominated by Brexit in the UK, we continued challenging Government to address the post-Brexit priorities of the UK architecture sector and our RIBA members around the world. A key area of focus was the possibility that a no-deal Brexit would threaten the UK's access to architect talent, together with our ability to trade and the security of the sector as a whole.

Our work helped push the mutual recognition of professional qualifications up the agenda and saw RIBA play a leading role in advising Government, through our membership of the Creative Industries Trade and Investment Board, the Creative Industries Council and our ongoing work with the Professional and Business Services Council.

RIBA also became the adjudicating body in granting visas to architects seeking work in the UK who demonstrate 'exceptional talent or promise'.

An estimated 8.4 million people in England live in an unaffordable, insecure or unsuitable home, according to the National Housing Federation. Older people are particularly vulnerable, often struggling to live in unsuitably designed dwellings.

Addressing the UK's failure to provide housing to suit older generations is one of RIBA's core priorities. Our report, *A home for the ages: planning for the future through age-friendly design*, articulates the vital importance of well-designed, purpose-built new homes that enable people to live in comfort and dignity and play a more active role in their communities as they age.

The report was launched at the House of Commons in July and welcomed by MPs, Peers and experts from across the sector, who recognised RIBA's determination to raise the profile of the issue. Later in the year our policy team held roundtables and meetings across the country to discuss social housing. The appetite for good design has grown significantly, thanks in part to the success of Goldsmith Street in the RIBA Stirling Prize.

Meadow View, Matlock, Derbyshire  
© Glancy Nicholls Architects



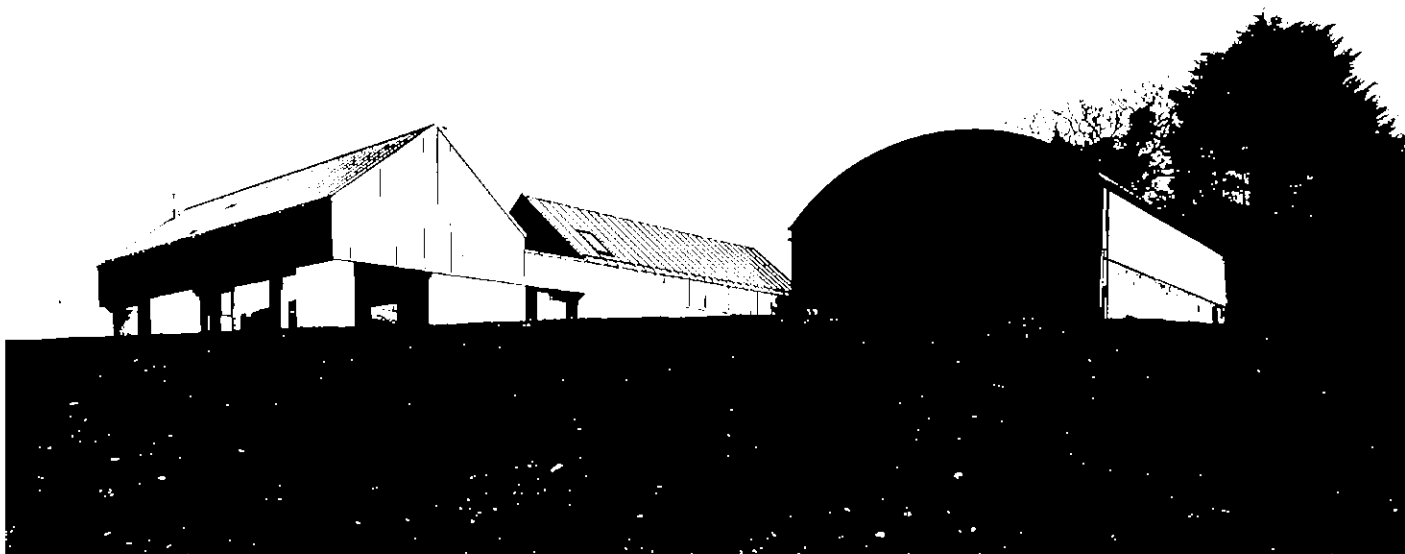


We continued to set the standard for rigour, insisting that no award or prize is given unless the project has been visited by at least one jury, composed of leading architects and independent experts. Although in 2020 it may sound wistful, 2019 again saw some of the profession's most esteemed arbiters travelling around the UK together to scrutinise each building in contention for a RIBA Award or Prize.

RIBA awards exist to celebrate excellence in architecture; to inspire architects, clients and designers to push for perfection, and to communicate the expertise and value that architects bring to the built environment – on every project, from private homes to large scale public buildings. Our prizes recognise people across the profession – from President's Medals for those starting out to the Royal Gold Medal celebrating remarkable lifetime contributions. Other RIBA awards and prizes include House of the Year, Client of the Year; the Stephen

Lawrence Prize, the Neave Brown Award, the International Prize, and numerous research awards for influential studies carried out in both practices and academic facilities. In addition, the RIBA Journal shines a spotlight on emerging talent through a host of further awards, such as the McEwan Award and Rising Stars Award.

Stirling Prize ©Andrew Hendry



**The 2019 RIBA Stirling Prize** was perhaps our most successful yet, with a hugely popular winner. Goldsmith Street – a social housing development designed by Mikhail Riches with Cathy Hawley for Norwich City Council – it meets rigorous Passivhaus standards, achieving energy costs 70% below that of the average household.



**The Stephen Lawrence Prize** winner was Cork House, by Matthew Barnett Howland with Dido Milne and Oliver Wilton. The award recognises new, experimental architectural talent in projects with a construction budget of less than £1 million. The house, built entirely from cork blocks painstakingly designed and engineered by the team, was applauded for its use of sustainable material and minimal environmental impact. It earned a place on the Stirling Prize shortlist.



**The first ever Neave Brown Award for Housing** was awarded to Goldsmith Street, the energy-efficient housing scheme designed by Mikhail Riches Architects with Cathy Hawley for Norwich City Council, which ultimately went on to win the 2019 RIBA Stirling Prize.

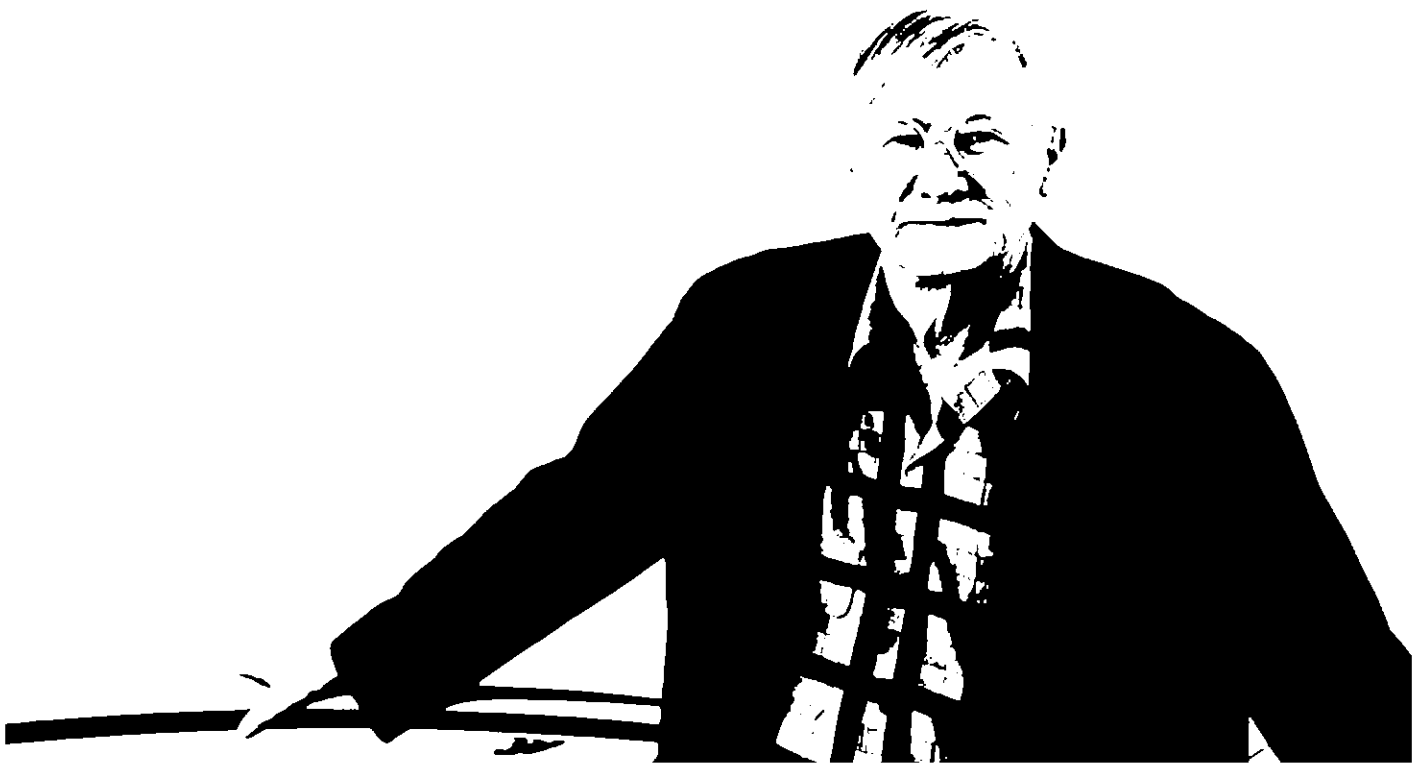


2019 RIBA Stirling Prize  
judges' statement

The Goldsmith Street development was initiated in 2008 through a RIBA competition. The nomination sends a powerful message from the profession, that it is possible to design and build efficient, sustainable and affordable housing of a high quality, which promotes cohesive communities. Goldsmith Street has attracted significant press interest and become recognised as a blueprint for successful council-architect collaborations.

**House of the year** – Our partnership with Channel 4's Grand Designs for House of the Year helped attract audiences of around 23% greater than Channel 4's prime time average rates. The 2019 prize went to House Lessans in County Down, designed by McGonigle McGrath.

House Lessans © Aidan McGrath



**International prize** – 2019 saw us open and close for entries for the 2020 International Prize. A record year of entries from China balanced out the reduction of projects from Europe. 2020 would have been the year of visits to the shortlisted projects, but at time of writing these visits have been delayed due to COVID-19 and the process will now conclude in 2021.

A total of 24 talks and tours were organised across England for the autumn **Great British Buildings** series, celebrating some of our 2019 regional and national award winners, including Stirling Prize winner Goldsmith Street.

We launched the 2020 UK Awards in December 2019, incorporating new sustainability requirements for all our awards entries. Entrants will be asked to demonstrate the level of environmental impact of each project, with supporting data evidence for projects above £1 million. This requirement will increase incrementally in the coming years to align with the targets set in the RIBA 2030 Climate Challenge.

**The Royal Gold Medal** is presented by RIBA on behalf of Her Majesty the Queen in recognition of a lifetime's work. The 2019 winner was Sir Nicholas Grimshaw of Grimshaw Architects, which had a busy year with RIBA. Its London Bridge project not only won the Client of the Year Award but also made it onto the Stirling Prize Shortlist; and its Evolution exhibition, in partnership with RIBA, was displayed in our London and RIBA North public buildings before travelling to Shanghai in December.

Sir Nicholas Grimshaw ©Rick Roxburgh



Awarded annually since 1836, the President's Medals are RIBA's oldest awards, celebrating architectural innovation and thinking, and the importance of educating individuals and communities on the benefits of well-designed spaces.

In 2019 we invited a record 404 schools of architecture, across 80 countries, to participate in the awards. We received 318 entries, the second highest number ever, with the Dissertation Medal attracting a record number of entries.

An exhibition of entries was displayed at RIBA in advance of the awards ceremony, before it went on tour to Liverpool, Newcastle and Leeds in the UK, and to Kuwait, Sharjah (UAE) and Suzhou (China).

were presented to Ruth Pearn (University of Westminster) for *Ages Through the Terrace: The Evolving Impact of Age on Social and Spatial Relations in the Home*; and to Naomi Rubbra (Bartlett School of Architecture, UCL) for *Towards Effective Architectural Practice: Lessons from the Elthorne Housing Estate*.

(for the best design project produced at RIBA Part 2 or equivalent) was presented to Victoria King (University of Melbourne, AUS) for *Surface Tension: Blueprints for Observing Contamination in the Sydney Harbour Estuary*.

(for the best design project produced at RIBA Part 1 or equivalent) went to Annabelle Tan (Bartlett School of Architecture, UCL) for *Wetland Frontier in New Orleans*.

The Part 1 went to Annabelle Tan (Bartlett School of Architecture, UCL) for *Wetland Frontier* and at Part II to Findlay McFarlane (Edinburgh School of Architecture and Landscape Architecture) for *Blotting Ornithologies: The Calcutta Institute of Aviculture*.

were presented to Thomas Faulkner (Architectural Association) for *Common Fields: An Architecture in Response to the Digital Interface* (at Part I) and Rachel Wakelin (University of Westminster) for *Avian Air – A Tropospheric Bird Sanctuary* (at Part II).



We welcomed 42,695 visitors to our exhibitions – a 44% increase from the previous year – and 6,580 people attended our rich programme of film screenings, talks and events.

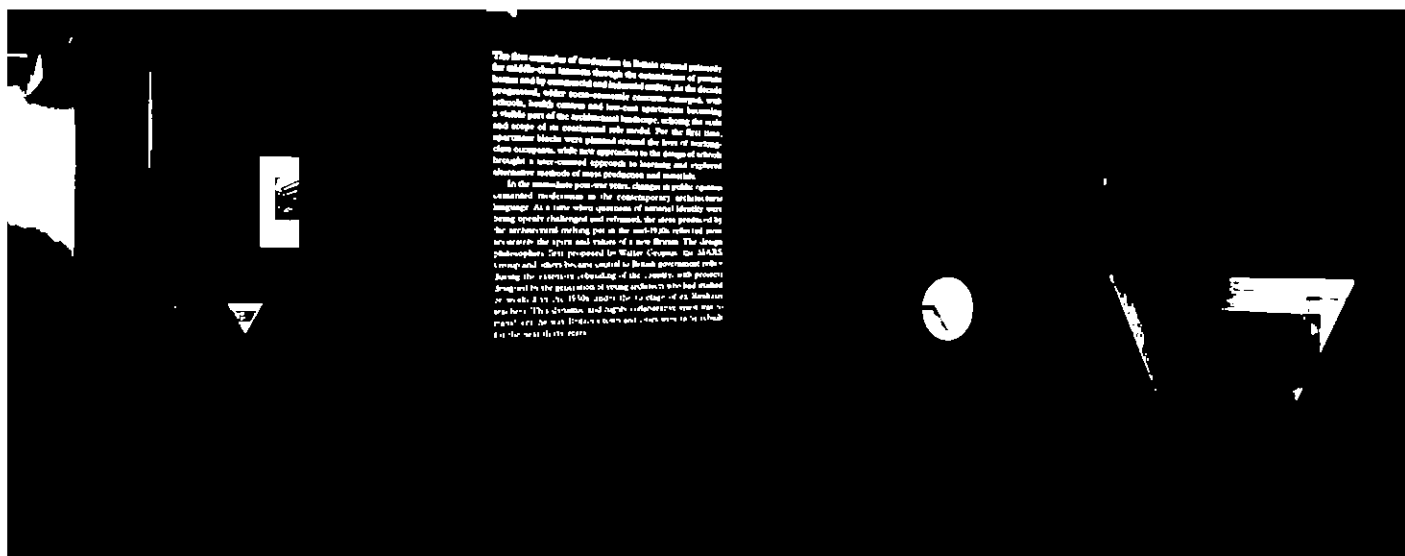
We worked with more UK cultural organisations than ever before to deliver a stimulating and varied architecture programme for both our members and public audiences. The principle of connecting RIBA's historical collections with contemporary practice remained at the fore, and we worked with both established and emerging names in the architectural field.

We continued a positive trajectory in reaching younger and more diverse audiences. 28% of all exhibition attendees represented BAME backgrounds and 41% were under the age of 34.

The media published many positive reviews of the programme while 80% of all visitors rated our exhibitions 'excellent' or 'good'.

Playing the Picturesque – an exhibition by  
You+Pea ©Tristan Fewings, Getty Images for RIBA





## Making it Happen – New Community Architecture (30 January – 29 April 2019)

The opening show of 2019 demonstrated the power of communities and architects coming together. Elements of four redevelopment projects from across the UK were rebuilt in the gallery by the featured practices – dRMM (Hastings Pier), Processcraft (The Lookout), Hayatsu Architects (Coniston Institute) and Apparata (Old Manor Park Library).

All four projects shared roots in the Victorian era, when major investment created many buildings for the public good that later fell into decline. The exhibition highlighted that architects sometimes need skills that go beyond the traditional, from fundraising to activism, contracting to education. The exhibition generated very positive coverage including a four-star review from the Guardian.

## Playing the Picturesque, Above & Beyond and Walk the Line (June – Sept 2019)

As part of the London Festival of Architecture (LFA), RIBA invited architects and students to design installations for 66 Portland Place on the theme of Boundaries. The main commission selected for the Architecture Gallery was *Playing the Picturesque* by You+Pea. Exploring the work of John Nash, the installation took a series of scaled folly structures extracted from real landscapes and extended into interactive virtual environments.

In our First Floor Gallery, Etcetera Studio took on Sir Edwin Lutyens' famous Cenotaph, completed 100 years ago, which traces the arc of a sphere 100m below the earth and tapers to a point 300m into the sky. Building on this idea, Etcetera Studio created a suspended installation comprising stacked boxes, leading the eye up to a bright white oculus at the top, enabling "visitors to imagine a space where alternative futures may be possible".

Through the established V&A+RIBA Partnership, 15 architects and studios were invited to create architectural models for the display *Paper Castles*. Here, paper models were suspended above and atop permanent display cases in the V&A's architecture gallery, presenting futuristic concepts in conversation with a historical architecture model.

## Beyond Bauhaus – Modernism in Britain 1933–66 (1 October 2019 – 1 February 2020)

The year ended with events to mark the centenary of The Bauhaus, with a fresh look at the influence of the Bauhaus movement on British modernist architecture. Drawing predominantly on RIBA's collections, the exhibition revisited the impact of three notable Bauhaus émigrés: Walter Gropius, Marcel Breuer and László Moholy-Nagy, while highlighting the contribution of little-known or overlooked women architects, who were instrumental in bringing modernist ideals to the country.

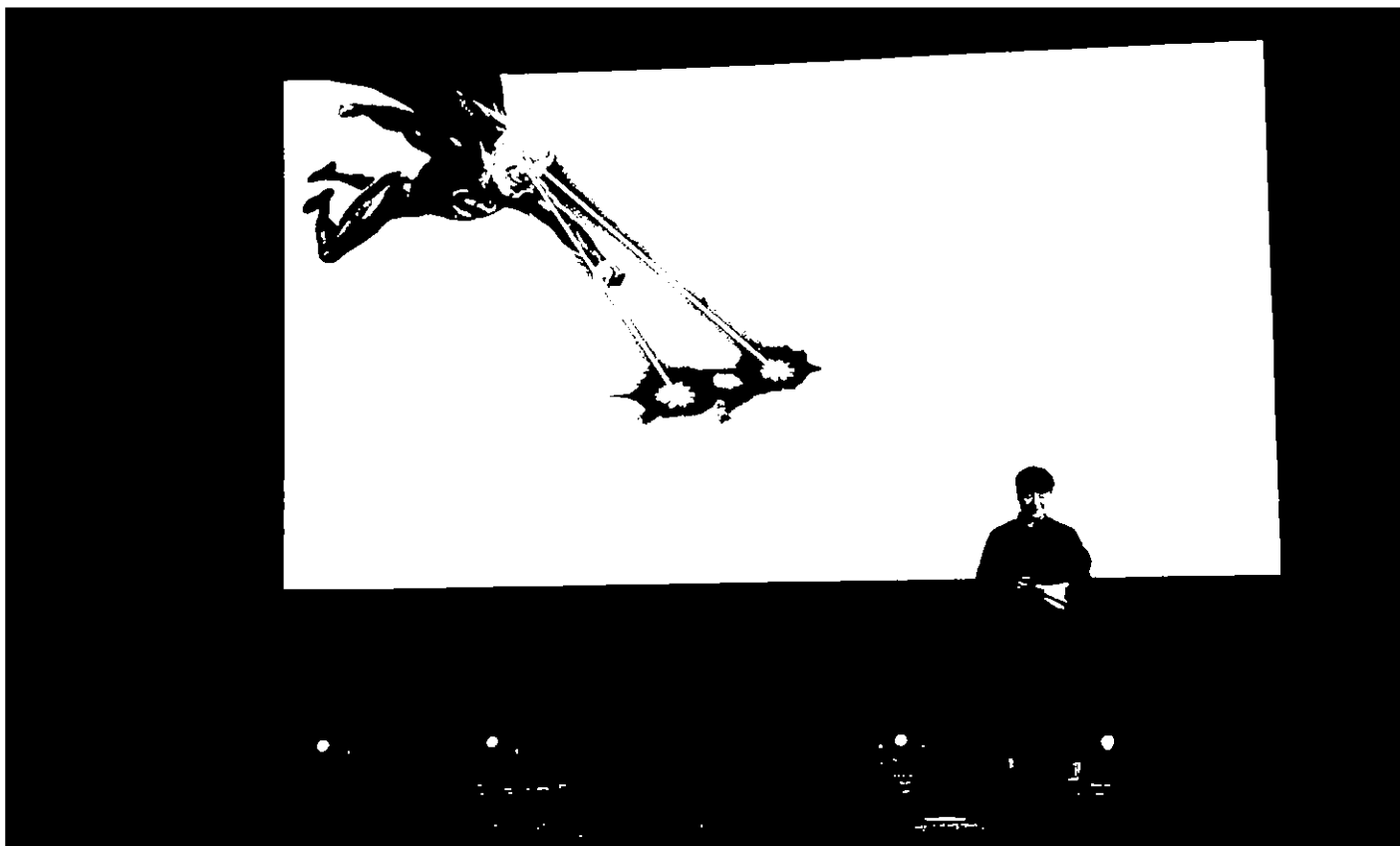
The show attracted more than 40 media mentions and reviews and reached 13,260 visitors in 2019 (the exhibition continued into 2020). A full season of events supported this exhibition, including keynote lectures by celebrated architectural historian Beatriz Colomina; walking tours, panel discussions and more experimental formats such as a supper club and off-site 'late' event at the famous Lawn Road Flats. Curator tours were given to universities, sixth-form colleges and architectural practices on a weekly basis.



Ellie Stathaki,  
Wallpaper Magazine

Jane Frazer,  
London Screen Academy

Beyond Bauhaus ©Edmund Sumner



Key moments included our lectures at 66 Portland Place with prominent international architects such as Daniel Libeskind (US), SNØHETTA (Norway), Eduardo Souto de Moura (Portugal), Frida Escobedo (Mexico), Beatriz Colomina (Spain+US) and Irish practice Grafton Architects with Brazilian-based Aleph Zero.

We hosted 12 talks as part of our Vitra Bathrooms sponsorship. One of these took place in Istanbul, with Daniel Libeskind talking to an audience of more than 1,000.

### **The Architects Underground**

In September 2019 we began a new weekly venture, *The Architects Underground*, in which an eclectic and diverse mix of guest performers take to the stage of our Jarvis Theatre. Architects, designers, students, creatives, poets and musicians get together to explore the many ways in which art and architecture overlap.

Shows to date have explored diverse topics from the Sgt Pepper album to poetry, Spaghetti Westerns and nature in architecture.

A highlight was a TAU Bauhaus Special, to mark our exhibition. The event was a fitting celebration, featuring a live Weimar Cabaret and starring musicians Suggs, Siobhan Fahey and Clive Langer.

The Architects Underground @ 66, Portland Place, 2nd October 2019 @Charlotte Broadrib



Many of our events this year were delivered in partnership with visual arts and cultural organisations across the UK:

We extended our reach through an alternative curator tour with young collective **Afterparti** at Whitechapel Gallery.

**Feilden Fowles** spoke with Claire Lilley, Director of Programmes at the Yorkshire Sculpture Park as part of our RIBA+VitrA partnership.

Renowned Swiss architect **Mario Botta** was in conversation with Nigel Coates after the screening of his film *The Space Beyond* in partnership with Architecture Film Festival.

For **International Women's Day**, we partnered with the Architectural Review, the Architect's Journal and the Women in Architecture Campaign to host a panel discussion.

In October, we were proud to partner with **Frieze** on its annual **Art & Architecture Summit**.

As part of a special RIBA curated talk, we partnered **Space Popular** with the artist **Jakob Kudsk Steensen** and renowned curator **Daniel Birmbaum** to discuss Virtual Reality.

In the autumn, RIBA exhibition **Playing the Picturesque** toured to the Edge in Bath, accompanied by a season of talks in collaboration with our Southwest Regional Office.

To end the year, we published a special **Beyond Bauhaus** supplement with the design journal **Disegno**. Launched on 12 December at RIBA, at an event with an audience of 144, the 16-page edition was distributed across Europe, reaching 35,000 Disegno subscribers.

Playing the Picturesque – an exhibition by You + Pea ©Tristan Fewings, Getty Images for RIBA



To conclude the year, **Laszlo Maholy-Nagy in Britain: Between the New Vision and the New Bauhaus** accompanied the **Beyond Bauhaus** exhibition. This display focused on a little-known period of the artist's career with an extensive selection of his British work, mostly drawn from RIBA's own world-famous collections and rarely seen photographs and examples of his graphic design projects.

At the V&A+RIBA Architecture Gallery, the display **Into the Blue: The Origin and Revivals of Pools, Swimming Baths and Lidos** opened on 20 July. Drawing on archive material and new loans, the display explored the architectural, cultural and social history of indoor and outdoor swimming in the UK.

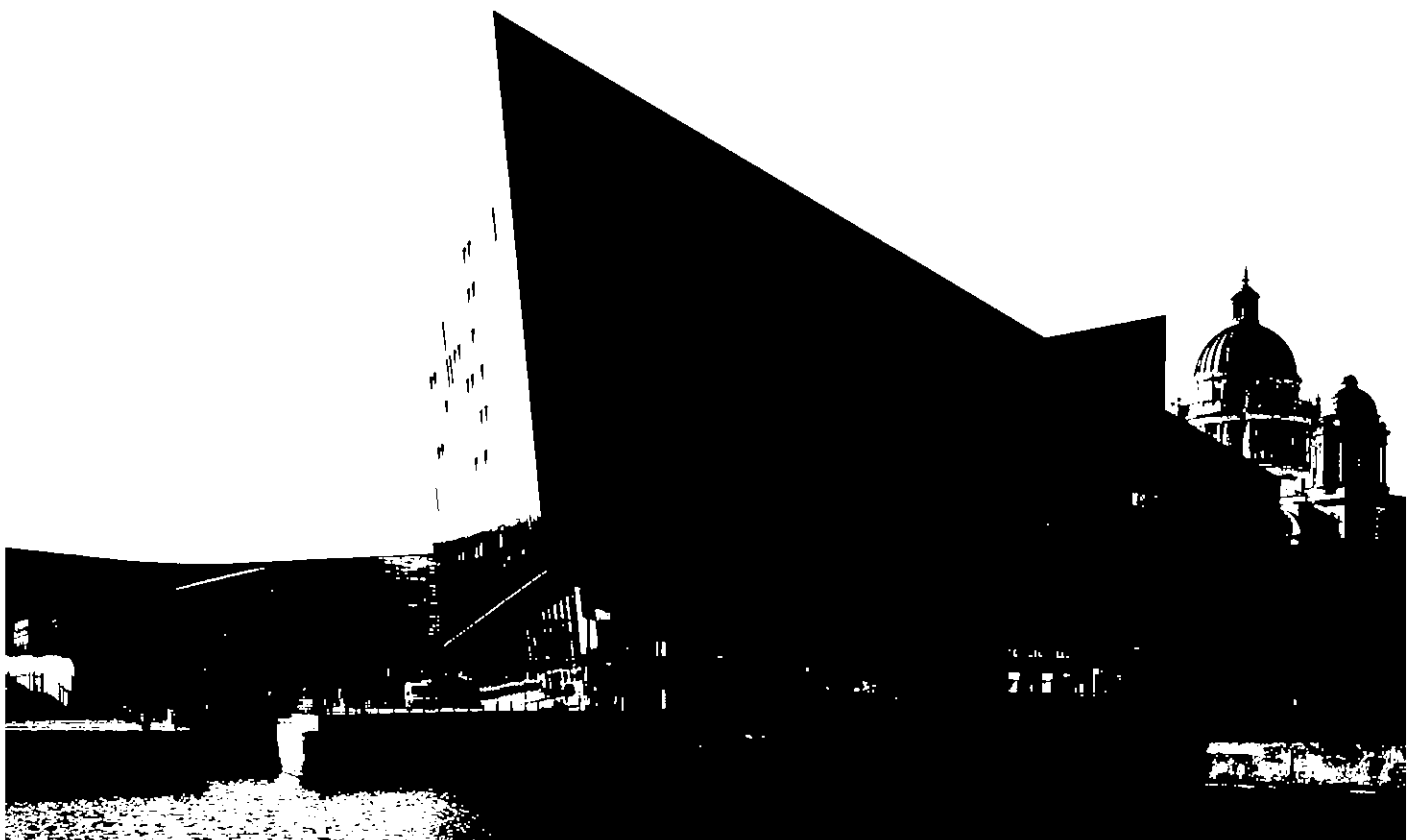
RIBA was honoured to be asked by Sky Arts Landscape Artist of the Year programme to be the recipient of the final commissioned artwork. The series culminated in **Fujiko Rose winning the Landscape Artist of the Year 2019** – and the £10,000 commission to produce an artwork of Venice. The stunning finished piece was unveiled at RIBA in November and was displayed at 66 Portland Place for visitors to enjoy. The artwork is now part of the RIBA Collections.

Three compelling displays were curated for the First Floor Gallery at RIBA, with a fourth at the V&A:

**Dawson's Heights: Hilltop Community** featured 20 previously unseen photographs of an estate in south London, designed by architect Kate Macintosh. The images had been captured by photographer Sam Lambert for the Architects' Journal.

This was followed by **Thamesmead: A Town for the 21st Century** – a display of archive images of Thamesmead selected from the RIBA Collections, shown alongside contemporary photographs of the estate's residents by Nina Manandhar, in a project commissioned by Peabody and NOW Gallery.

Fujiko Rose's commissioned artwork of Venice is now part of the ©RIBA Collections ©RIBA



Notable exhibitions at RIBA North:

**Permutations** – an interactive artwork and a synthesis of architecture and music reinventing the rituals of classical performance. It invited listeners to explore music by playing with the acoustics of six adjustable chambers.

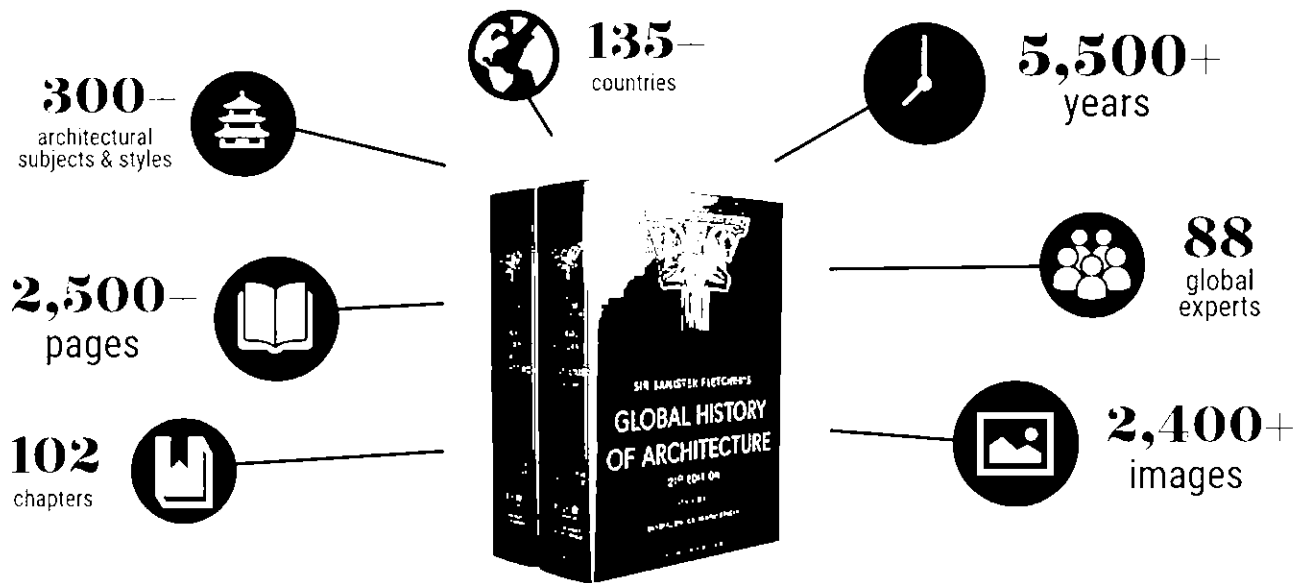
**Forest of Fabrication** – an exhibition celebrating the possibilities and significance of modern timber architecture.

**Stirling Prize shortlist** – an exhibition celebrating each of the year's shortlisted schemes, featuring models and materials and telling the story from the architect's perspectives.

Other events included the MSA Awards, Cooks Camden, In Character, After Island, Building Children's Worlds and Evolution.



## SIR BANISTER FLETCHER'S GLOBAL HISTORY OF ARCHITECTURE



**The most complete story of architecture.**

We hosted 6,072 research visits, with 5,500 of these to our 66 Portland Place Reading Rooms to use the book, journal and photographs collections, and the remainder accessing drawings and archives at the V&A+RIBA Architecture Study Room and our offsite store in Fulham.

Our special collections were much in demand, with 2,291 containers of drawings, archives and photographs retrieved for researchers. Our Information Specialists and curators responded to more than 16,000 remote enquiries from RIBA members, researchers and the wider public.

We added 7,220 new records to our Architectural Periodicals Index (API). With more than 650,000 entries forming part of the Library's wider online catalogue, API is an indispensable online resource for students and researchers of architecture and allied fields. It provides detailed subject access to articles published in c.250 leading journals, which are among the most heavily used parts of our collections.

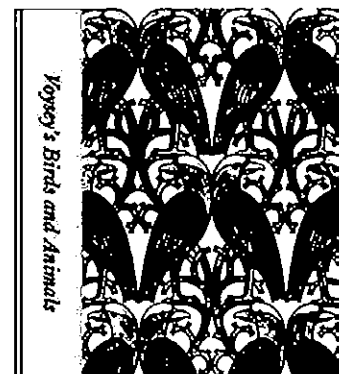
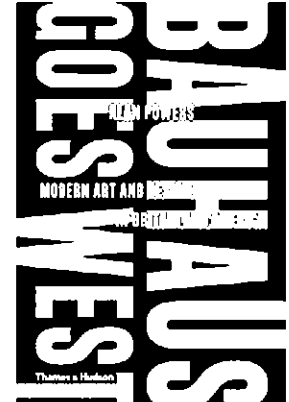
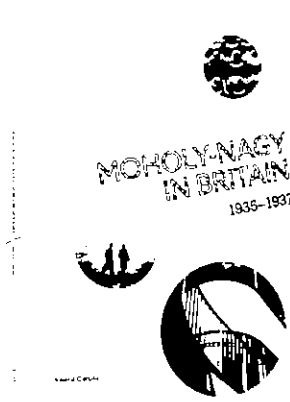
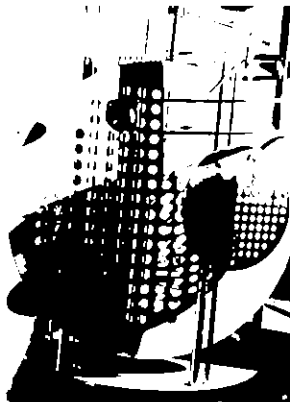
### Sir Banister Fletcher's Global History of Architecture

October 2019 saw the publication of the 21st edition of Sir Banister Fletcher's seminal History of Architecture, first published in 1896. This is the culmination of a five year RIBA-based project in collaboration with the University of London and Bloomsbury Publishing. Content production was co-funded by RIBA and the University of London through their respective Sir Banister Fletcher History of Architecture legacies.

Overseen by General Editor Murray Fraser, Professor of Architecture and Global Culture at the Bartlett School of Architecture, the Global History of Architecture is a work of rigorous academic endeavour. Comprising more than a million words, two-volumes and 102 chapters, it has been retitled to emphasise its new, global perspective. It has been completely re-written and updated by an international cohort of 88 leading scholars. With 2,200 illustrations (many in rich colour), 89 new maps and around 100 of Sir Banister Fletcher's distinctive original drawings, it offers the most comprehensive history yet of global architectural development over the course of 5,500 years.

The Global History of Architecture was one of just three 2019 publications to receive an honourable mention in the USA's Dartmouth Medal awards, the world's most prestigious prize awarded to works of reference. The work also appears in digital format for the first time, as the centrepiece of the Bloomsbury Architecture Library, a major new online resource.

© Bloomsbury Publishing



A selection of material published in 2019 and forthcoming, which draws heavily on the Library Collections. While Library visitor numbers continue to be lower than we'd like, those who come are responsible for significant new outputs, including books, journal articles, and online content – both scholarly and mainstream aided by RIBA's librarians and curators.

@RIBA Collections

©Lund Humphries Publishers Ltd

©Thames & Hudson

@Dell & Wainwright / RIBA Collections

RIBA Collections

©Thames & Hudson



### External Loans

More than forty items from the RIBA collections featured in exhibitions at external venues large and small in the UK and abroad, enabling them to be seen by hundreds of thousands of people. RIBA loans featured at the V&A's Christian Dior: Designer of Dreams, officially the museum's most visited exhibition ever with just under 595,000 visitors.

### Acquisitions

In addition to new books and journals for its general collections, the Library acquired a range of new items for the special collections in 2019. These included:

The developer's model (Olympia & Yorke) for Canary Wharf, London (1988).

Nine designs by E.W. Godwin for the Bristol Assize Courts competition of 1866-7 (supported by a grant of £3,302 from the Art Fund).

Three Raymond Myerscough-Walker perspectives for 'Fairacres', Roehampton Lane, Surrey, of 1936 (supported by a grant of £2,000 from the V&A Purchase Grant Fund).

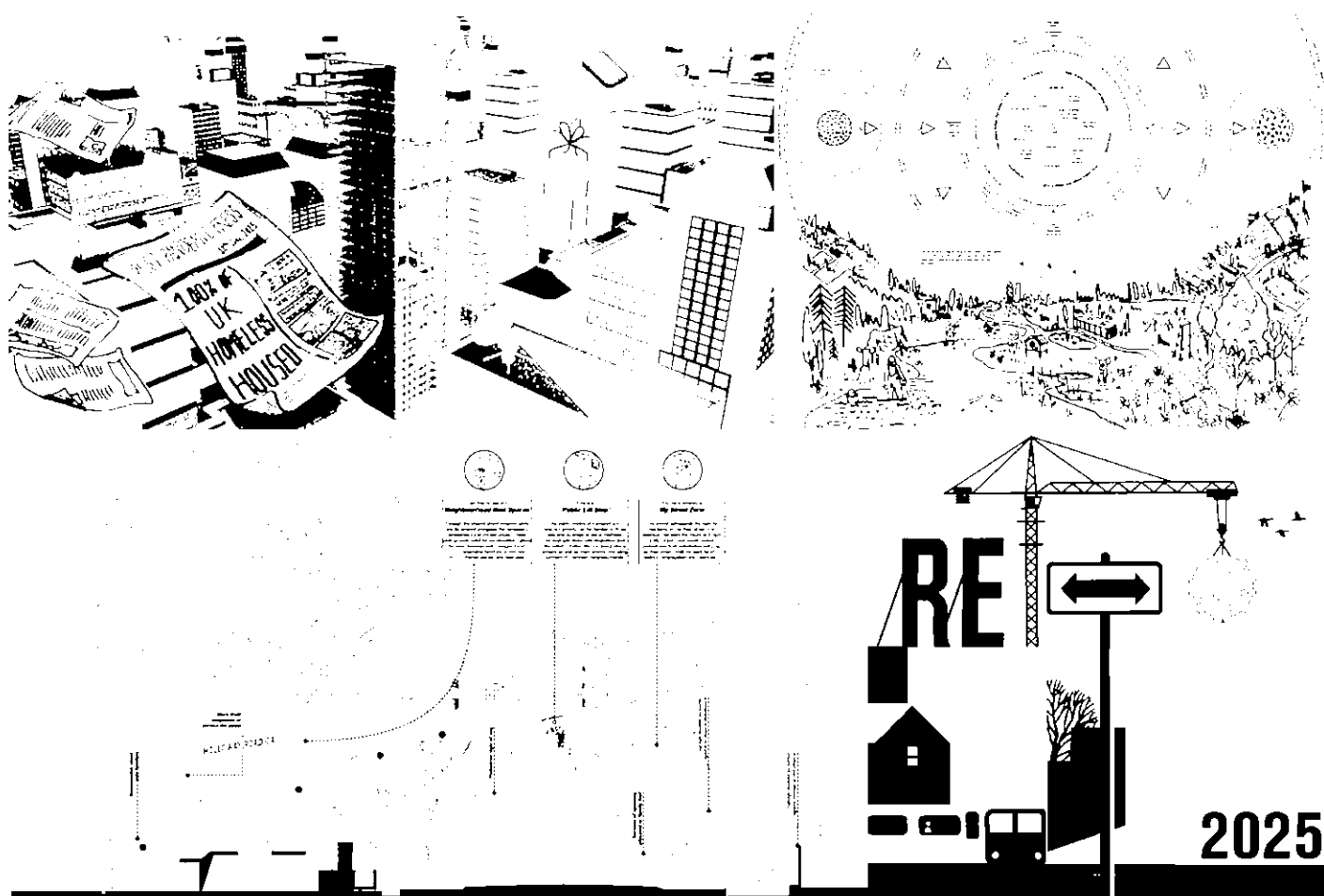
### Revealing the Collections

This project is designed to promote awareness and understanding of RIBA's collections to new audiences, while helping RIBA employees gain knowledge and confidence as advocates for the collections. In 2019 this work included improvements to the Library webpages, including a new promotional guide to the collections, new pages for the Drawings & Archives Study Room at the V&A and a new project blog for the Sandy Wilson archive. New social media initiatives included the monthly 'Curator Takeovers', providing an open forum for curators and a range of colleagues and partners to share insights.

Design for the Christian Dior fashion boutique, 9 Conduit Street, London: sketched interior perspective, 1972 by Max Glendinning.

©RIBA Collections





Following a comprehensive restructuring the previous year, we kicked off 2019 by rebranding our new in-house department 'Publishing', drawing together The RIBA Journal (RIBA J), book publishing, retail and the job board. The department's activities are integral to our digital transformation, equipping us to engage with new audiences globally and in new ways, in a multi-channel world.

RIBA J is the UK architectural sector's leading publication, with a monthly print circulation of almost 30,000. In October 2019, the Construction Media Index report recognised the journal as the most trusted and widely read, in terms of both numbers of readers and frequency of reading.

Building on this strong readership, in November 2019 RIBA J began issuing a weekly editorial summary by email. The impact was immediate: monthly page views of the RIBA J.com website grew by 10% to approximately 100,000 a month.

In 2019 we also released our first podcast, 'RIBA J Meets', providing listeners with the opportunity to eavesdrop into conversations with leading architects from prominent practices, such as Caruso St John, SimpsonHaugh and Waugh Thistleton.

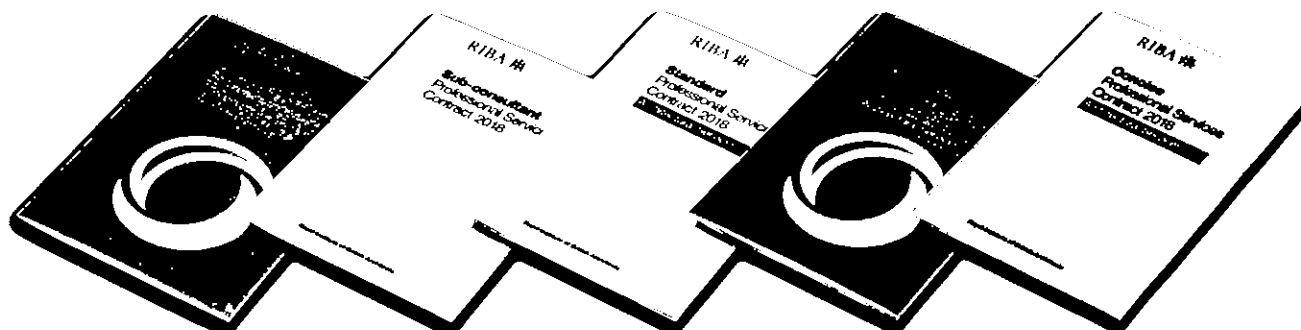
From Left to right:

Empty office floors or a brighter future with homes and gardens colonising existing structures? ©Benjamin Holland, Olivia Dolan and Katie Williams

How the virtuous cycle of GLA works and a sketch of how the city might be experienced. ©Tim Rodber and Dominic Walker

Turn traffic corridors into quality public space – which looks realistic now that coronavirus has reduced commuting. ©People Matter, Naomi Rubbra and Leopold Taylor

Rethink logo: Bill Bragg



2019 was a productive year for RIBA Publishing, the institute's publishing imprint. We published 23 books and July saw us form a new e-book partnership with Taylor & Francis, which made our frontlist titles and the past five years of backlist titles available in electronic format. RIBA e-books can be downloaded from online retailers including Amazon or via Taylor & Francis' own portal.

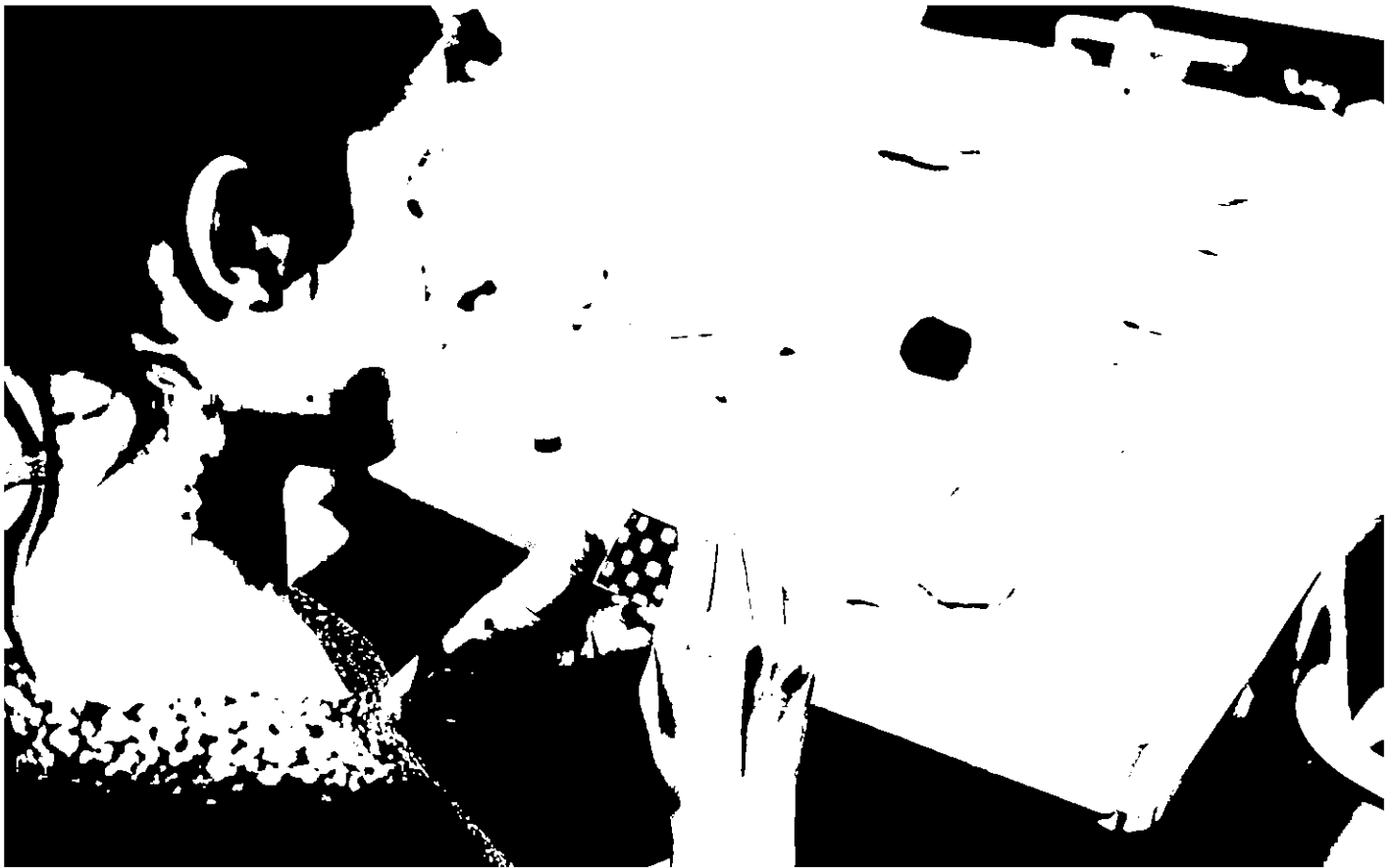
Significantly, our e-book partnership gives students all over the world access to RIBA Publishing titles, unlocking the global higher education market. It also creates an important new revenue stream for our books' business.

In October 2019 the RIBA Educational Publishing Advisory Panel met for the first time, bringing together 12 different educators from across the UK to advise RIBA Publishing on students' current information needs.

Our online bookshop, rebranded as RIBA Books, relaunched on Architecture.com in November, opening up the opportunity to connect RIBA activities, such as CPD and education, with relevant books to support professional development and learning. Site visitors benefit from more joined-up information, supporting book sales.

Our next step is to develop short content for Architecture.com that will feed through to the bookshop, driving traffic by harnessing the expertise of RIBA Publishing's authors.





In 2019 we engaged with almost 17,000 people, an 83% increase on our 2018 figure. It demonstrates how our new centre has dramatically increased capacity to deliver learning, but also shows the immense appetite among learners of all ages, backgrounds and interests for creative architecture-related activities.

Our programme of hands-on creative workshops and courses supports learners of all ages and experience in understanding how the spaces and places where they live, learn, work and play come to be. Our programmes span both formal and informal activities and we make sure there's something for everyone.

Learning sessions took place mainly at 66 Portland Place, together with other country-wide settings that ranged from school classrooms to street-based drawing activities and an open-air design festival in London's Exhibition Road.



#### **Silver Sunday weekend**

In October we collaborated with the Design Museum in a national celebration of the contribution older people make to society. Among the activities, sixty participants made drawings and architectural models inspired by the themes of RIBA's Beyond Bauhaus exhibition.

©Rachel Manns



Our beautiful new learning space at 66 Portland Place was completed in April and formally opened by Dame Vivien Duffield in October 2019, just after the Festival of Learning. We began hosting the first school workshops from 24 April. We also launched new drop-in initiatives, an after-school Digital Creators workshop for 7 to 14-year olds and a monthly Explore & Make session for adults aged 55+ – a chance to discover RIBA collections and exhibitions and take part in a creative workshop.

Designed around the idea of sensing space, this is the first Clore Centre of its kind: an environment wholly designed for the purpose of architectural learning. It brings architectural concepts to life by showing them in practice, while also creating an inclusive place for people to explore the influences that shape our built environment.

Designed by Hayhurst & Co. (appointed as winners of the RIBA competition) and made possible by a generous grant from the Clore Duffield Foundation, the centre uses sustainable materials wherever possible – from bamboo floors to drawers made of recycled yoghurt pots.

Over the autumn half-term we held a week-long free Festival of Learning for all ages to come and learn, participate, have fun and meet like-minded people. We welcomed more than 1,500 visitors to activities in our Clore Studio, Clore Terrace and Clore Study Room.

Dame Vivien Duffield expressed her delight in both the space and the creativity of the launch week projects.



Andrew Nelson, Head of Learning, RIBA



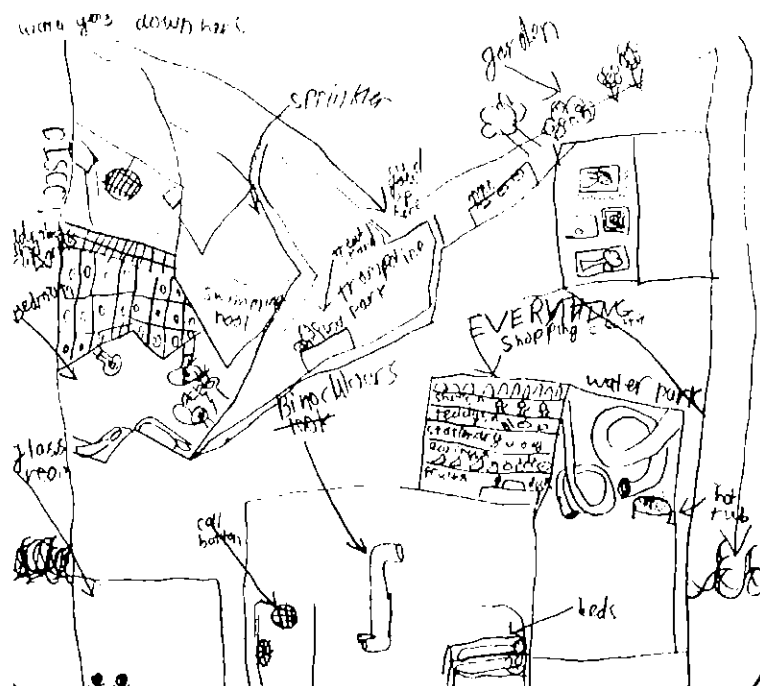
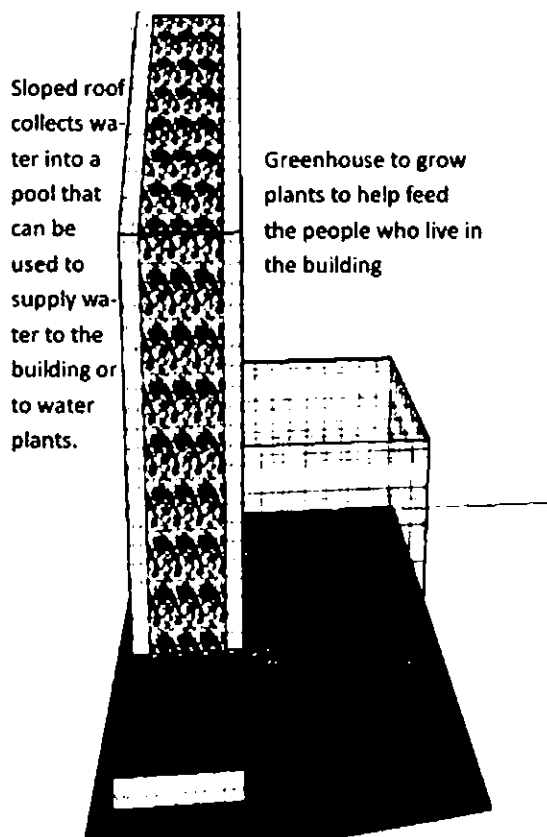
## Festival of Learning

During the 2019 autumn half-term week we ran a free festival to celebrate and inspire architectural learning, as a prelude to the formal opening of the Clore Learning Centre. More than 1,500 people of all ages got involved in an exciting programme of sessions such as Designing Happiness, Archi-tech and Drawing Together.

The festival culminated in a Climate Emergency day, with drop-in workshops that included Bottle Garden, Upcycling plastic waste, and Retrofit your home and life. Hayhurst & Co Ltd hosted a big-build Bug Metropolis, while our Young People's Forum created Message to the World, an evolving structure created from newspaper

sticks bearing messages about climate change. Short-listed entries for the National Schools Programme Building for Survival competition were also on show.

©Rachel Manns



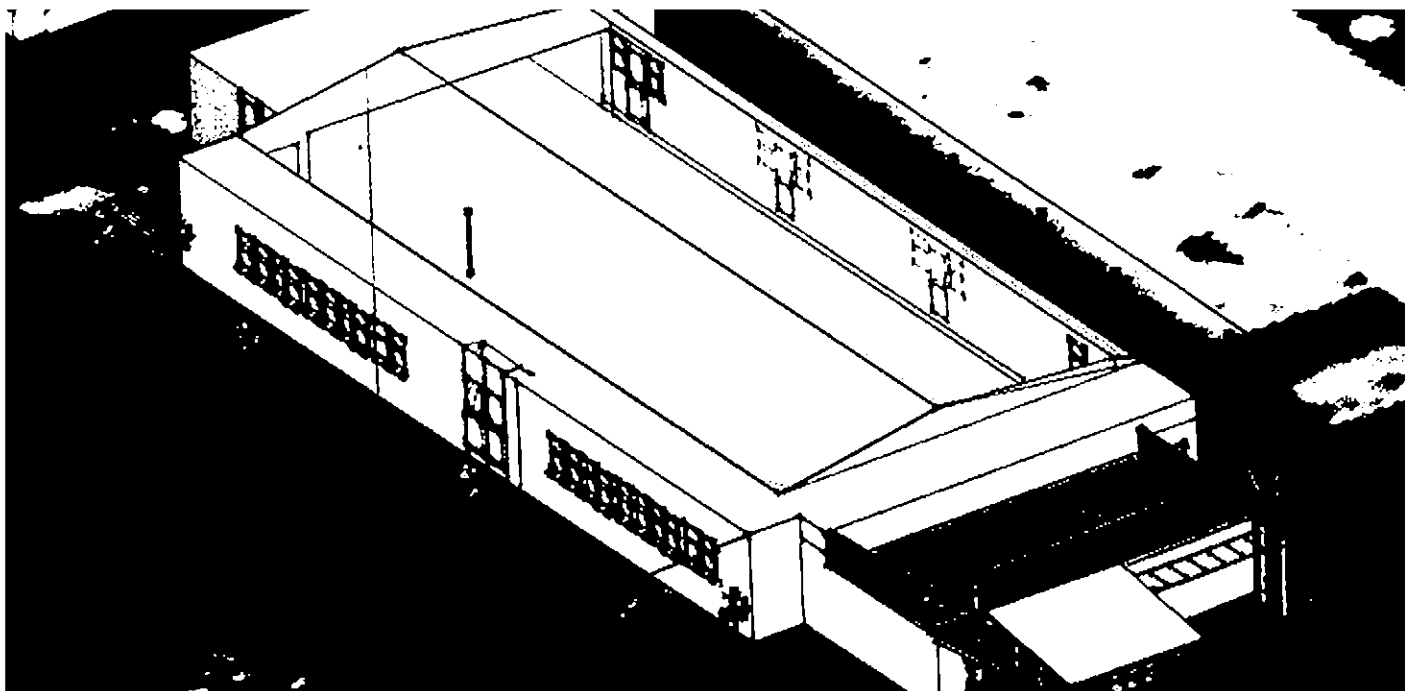
RIBA   
Architecture.com

By the end of 2019 our flagship National Schools Programme (NSP) had engaged 7,700 children, making a total of more than 27,000 children on the programme since it began in 2016. During this time the NSP has also trained 600 Architecture Ambassadors (predominantly RIBA members) to deliver creative workshops to students in more than 300 schools across 25 cities.

In 2019 the programme was extended across South West England, Liverpool and Newcastle, with the support of RIBA's regional teams. The NSP team also helped deliver Architecture Ambassador training to the South East London Architects group (SELA), which works with South East London schools, including relatively deprived areas such as Bexleyheath and Dartford.

During the 2018/19 autumn academic term the NSP was put under the microscope by a leading independent evaluator, Steve Slack, who tracked in detail five partnerships between schools and Architecture Ambassadors (two in London and Birmingham and one in West Yorkshire). His findings were outlined in an overwhelmingly positive 52-page report. Here are some extracts:

Drain Tower, Maggie, aged 11, Staffordshire  
The Floating City, Phoebe, aged 7, London



Meanwhile, the legacy effect of the programme was captured beautifully in an article written by Woodford County High School A-Level students Amaara, Anu and Amber. The students described their experience of working with Architecture Ambassadors, Clear Architects, and their response to an imaginary brief to redesign the school's art block. Here is an extract

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Architecture Ambassador, focus group

A computer aided model of a proposed design for the new art block by Amaara, Anu and Amber from Woodford County High School overlaid over aerial photographs.

## SECTION FOUR

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The purpose of this financial review is to assist readers with interpreting the Financial Statements presented later (see pages 76 to 78), the format of which is as specified by the accounting Statement of Recommended Practice ("SORP") used by Charities. To supplement this, the information presented below in bold are headings used in the Consolidated Statement of Financial Activities (the "SOFA") shown on page 76



Our income including the gains on investments in associates, and excluding discontinued activities

£31.9m

Up £8.1m

Our expenditure, excluding discontinued activities.

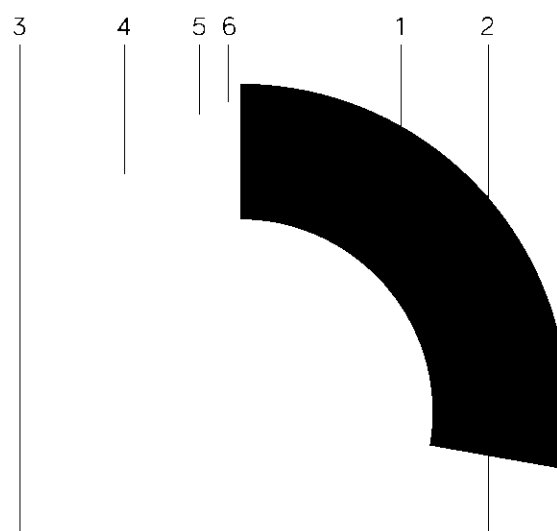
£30.9m

Up £0.3m

## Total income

£31.9m

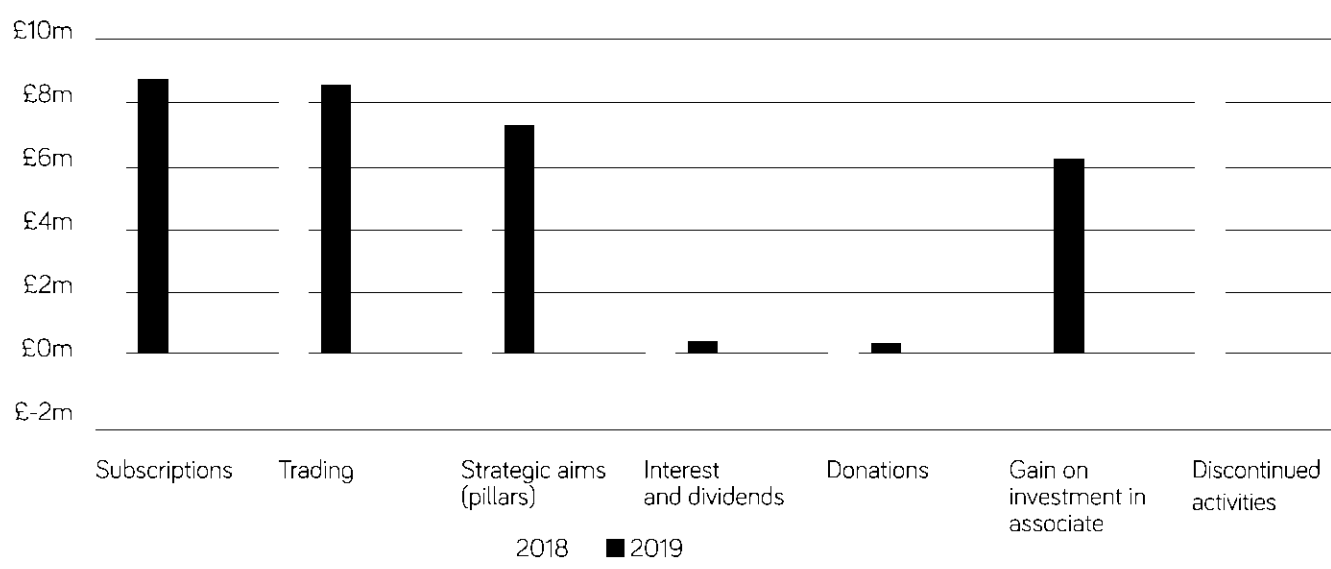
1. Subscriptions £8.9m	4. Share of associate £6.3m
2. Trading £8.5m	5. Interest and dividends £0.5m
3. Strategic aims (pillars) £7.3m	6. Donations £0.4m



The £6.3m share of associate income includes accrued loan note interest of £3.5m, and the unwinding of impairment provisions created in 2018 (see note 15).

The 2018 results included discontinued activities as a result of the sale of RIBA Enterprises Ltd. **The following chart shows the year on year income movement with discontinued activities separated out.**

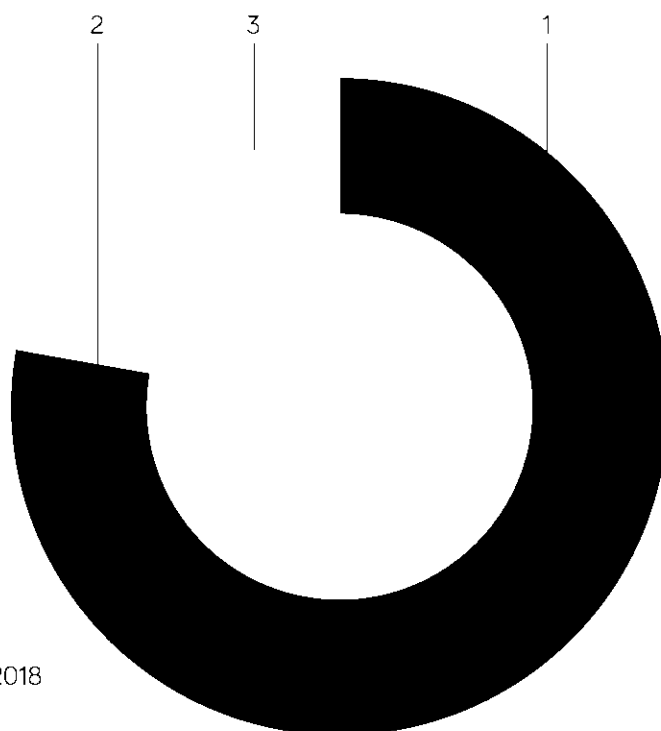
## Year on year movement



# Total expenditure £30.9m

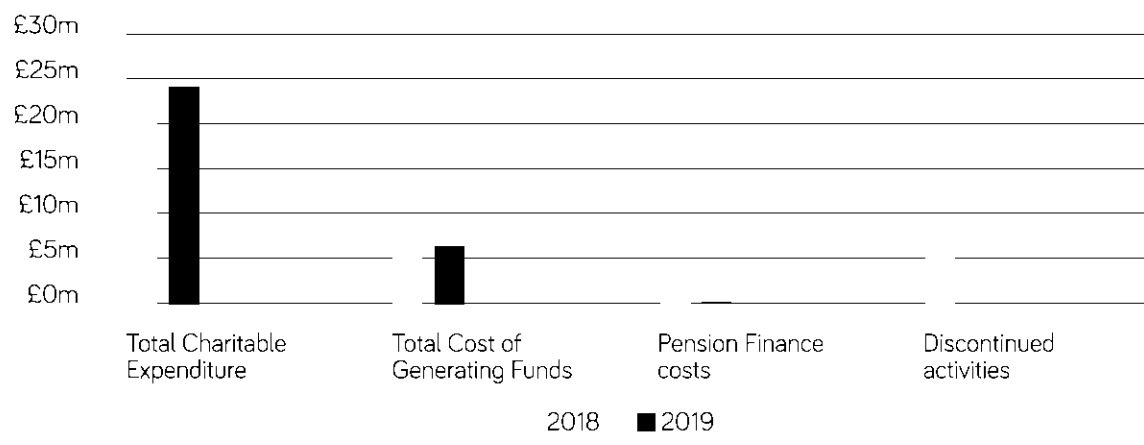
The following chart shows the split of expenditure in 2019.

1. Total charitable expenditure  
£24.0m
2. Total cost of generating funds  
£6.6m
3. Pension finance costs  
£0.2m



The following chart shows expenditure compared to last year. The 2018 results included discontinued activities as a result of the sale of RIBA Enterprises Ltd.

## Year on year movement



## Charitable expenditure

# £24.0m

Expenditure on charitable activities, like income, is allocated to one of the three main strategic priorities (pillars), within the strategic plan (Advancing Architecture 2016-2020). However, the presentation in the Statement of Financial Accounts makes it difficult to identify exactly where or how the money is spent. The chart below shows more specifically where the money (£24.0 million) has been spent.

1. Premises and facilities

£2,036k

2. Depreciation

£2,499k

3. Governance

£478k

4. President and group executive

£1,525k

5. Finance, business planning,  
HR, ICT

£4,099k

6. Development

£167k

7. Membership

£1,188k

8. Practice and profession

£1,643k

9. International

£737k

10. Communications,  
policy and public affairs

£1,374k

11. Client services

£1,227k

12. Library

£1,835k

13. Education and research

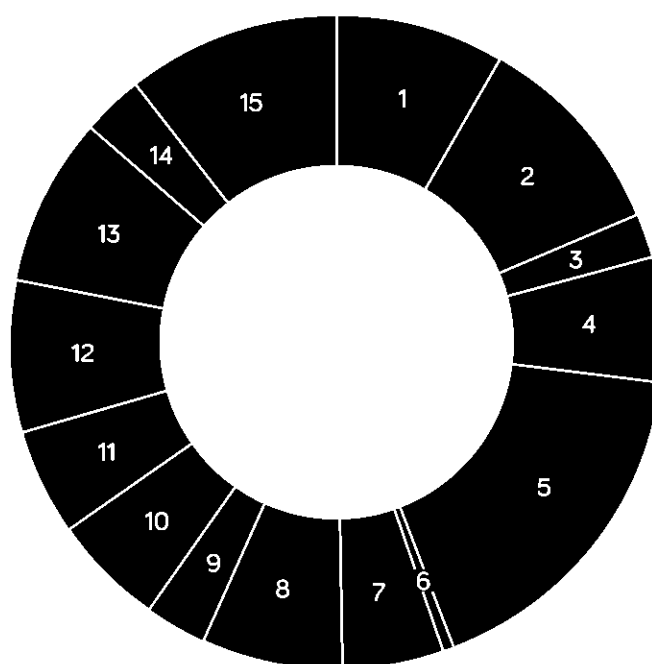
£1,974k

14. Celebration of  
good architecture

£771k

15. Network of offices

£2,471k



## Financial Review

### OUR INCOME (I.E. WHERE OUR MONEY COMES FROM)

The RIBA is a charity, it is a membership organisation and has strong commercial businesses; as such, it has wide-ranging streams of income.

The RIBA received **Total income of £31.9 million** (2018: £33.1 million); this figure represents all of the income received and the gains on the investment in the associate; the 2018 result does not include the £84.8m gain on the disposal of NBS Enterprises Limited (formerly RIBA Enterprises Limited). 2018 total income reduces to £23.8m if the £9.3m discontinued income from NBS Enterprises Limited (formerly RIBA Enterprises Limited) is excluded; taking this into account 2019 income is therefore £8.1m higher than the adjusted 2018 income.

Of this total income **£8.9 million came from membership subscriptions** (+4% from 2018) and **£8.5 million from other trading activities** (-6% from 2018 excluding discontinued activities), which is mainly income generated by the Venues business based in our Headquarters at 66 Portland Place. The RIBA Venues business is derived from the letting of rooms and from the supply of food and beverages, and operates through the trading subsidiary RIBA 1834 Ltd.

Other **charitable activities** (i.e. other than subscription and trading income) generated £7.3 million (2018: £5.5 million). This income has been allocated to one of the three strategic priorities of the Institute – a strong profession, a strong voice and a strong organisation. These strategic priorities are discussed earlier in the report, but examples of income in respect of each of these are below.

- Profession – Competitions and publications, Continuing Professional Development (CPD) courses, CPD Providers Network, and RIBA Chartered Practice.
- Voice – talks and lectures, architecture festivals, design reviews and the Awards programme, RIBApix sales and royalty income.

The **movement on investment in associate** of £6.3 million (2018: -£1.0 million) reflects the movement in the valuation of the RIBA's investment in William TopCo Ltd. Accrued loan note interest of £3.5m was accrued (2018: £1.8m). A revision to the impairment of provisions was also made in 2019 of £2.8m (2018: -£2.8m).

**Donations and legacies** generated £0.4 million (2018: £1.2 million) and **investment income** (interest received and dividends) of £0.5 million (2018: £0.6 million).

### OUR EXPENDITURE (I.E. HOW WE SPEND OUR MONEY)

**Total expenditure** during the year was £30.9 million (2018: £36.1 million). The 2018 result includes £5.5m of discontinued activities from NBS Enterprises Limited (formerly RIBA Enterprises Limited). Without this the comparable total expenditure for 2018 is £30.6 million, against the 2019 expenditure of £30.9 million.

Expenditure on **raising funds** is effectively the costs of running the RIBA's commercial operations which generate the associated income explained above. Total expenditure on raising funds was £6.6 million (2018: £6.0 million excluding discontinued activities).

Expenditure on **charitable activities**, like income, is allocated to one of the three strategic priorities. The chart on page 68 shows more specifically where the £24.0 million (2018: £24.3 million) has been spent.

### GAINS AND LOSSES

The **movement on investment** in associate is explained in the income section.

The **gain on disposal of subsidiary** in 2018 of £84.8m was for net gain after costs for the sale of the trading subsidiary NBS Enterprises Limited (formerly RIBA Enterprises Limited) on the 8th June 2018 (see note 29).

### PENSION SCHEME FUNDING RESERVE

The RIBA operates a defined contribution pension scheme whereby it pays a percentage of employees' salaries into a pension scheme and has no further liability. However, historically, like many employers, it used to provide a defined benefit (or final salary) pension scheme to its employees, whereby the pension received relates to the number of years' service and the salary paid on leaving the company's employment. Although this latter scheme was closed to new employees in 1994 and now has no active members, it is subject to volatility. Note 27 shows that the actuarial valuation provides a £10.2 million surplus (2018 £9.0 million) resulting in an overall actuarial valuation that is capped to £0 million (2018: £0 million capped).

The Financial Reporting Standard (FRS102) governs some of the assumptions used and how the information is presented, in an attempt to take out any subjectivity in the numbers. However, this is unnecessarily complex and valuations can fluctuate from year to year. The most important point to note is that every three years, the Trustees of the 1974 Pension Scheme reach an agreement with the RIBA Trustees on the valuation of the deficit, using a set of assumptions agreed by both parties and agree a contribution (or deficit funding) schedule. The last full triennial valuation of the scheme, as at 31 December 2016, valued the deficit at £3.3 million. The next full triennial valuation will be prepared as at 31 December 2019.

The sale of NBS Enterprises Limited (formerly RIBA Enterprises Limited) allowed a £4m one-off contribution to be paid into the pension scheme in 2018.

### NET MOVEMENT IN FUNDS

The actuarial movement on the defined benefit pension scheme was a £0.2 million gain (2018: £4.0 million loss), the fund is still in surplus. The listed investments held by the RIBA generated a £0.5 million net gain (2018: £0.9 million net loss). Overall, the **net movement in funds** during the year was a £1.7 million surplus (2018: £76.8 million surplus), with the sale of NBS Enterprises Limited (formerly RIBA Enterprises Limited) the most significant contributing factor to the large surplus in 2018.

### BALANCE SHEET

The Balance Sheet on page 77, shows the value of the RIBA's assets as at 31 December 2019, the last day of the accounting year.

The net assets of the RIBA have increased by £1.7 million during the last twelve months, to £358.6 million (2018: £346.9 million).

The vast majority of the value in the balance sheet is not readily accessible to RIBA, as reflected in the reserves policy with £346.9m held in designated funds (2018: £346.5 million).

The most significant item is the value placed upon the RIBA's cultural (or heritage) assets comprising drawings, paintings, busts, books, periodicals, photographs and other archives. Whilst the balance sheet includes the value of the materials in the RIBA Collections, this does not mean that either this value could be realised or that the material in the collections could in fact be sold. Conditions relating to the original acquisition of material by RIBA going back to 1834, RIBA's standing as a cultural organisation, and its need as an Accredited museum to follow the Museums Association's Code of Ethics relating to disposal (which presumes against any financially-motivated disposal) mean that disposal of any parts of our collection by sale is not possible.

A heritage asset is defined as "a tangible asset with historical, artistic, scientific, technological, geophysical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture. The value placed on such assets as at 31 December 2019 is £265.1 million (2018: £265.0 million) and this is a significant figure which clearly dominates the balance sheet. However, putting this into perspective, there is no doubt that the RIBA has a world-renowned collection of great architectural significance, which is recognised by its valuation. The Trustees have a duty to protect these assets, which have been acquired by the RIBA either through donation or by acquisition since its formation in 1834. The RIBA considers itself responsible not only for ensuring the continued preservation of the archives and collections for future generations, but for making them available to a wider audience.

The RIBA's fixed assets also include the investment in associate of Williams TopCo Ltd of £37.0 million (2018: £30.7 million).

In 2019 the RIBA converted some of its cash holdings into investments that would generate a higher return. This resulted in an increase in other investments of £13.1 million to £17.2 million (2018: £4.1 million).

The RIBA has total debtors of £4.1 million (2018: £3.8 million), which includes amounts owed from sponsors, customers and RIBA members, in addition to prepayments and accrued income.

The RIBA has total creditors within one year of £7.2 million (2018: £8.9 million), which includes amounts owed to suppliers, and accrued expenditure.

## CASH FLOWS

During the year there was a net decrease in cash of £21.1 million to £12.8 million (2018: £33.9 million decrease). £12.6 million of the reduction was due to transferring cash into investments that would generate a higher return for the RIBA. £10.3 million of the reduction is for the net cash outflow from operating activities.

## BASIS OF PREPARATION

The financial statements have been prepared on the basis of the accounting policies set out in note 1 to the financial statements and comply with the Royal Charter, applicable law and the requirements of the Statement of Recommended Practice, 'Accounting and Reporting by Charities' revised and issued in July 2014.

## GOING CONCERN

The financial statements have been prepared on the basis that the RIBA has adequate resources to continue in operational existence for the foreseeable future (going concern basis), with assets and liabilities recognised as they will be realised and discharged in the normal course of business. In support of this assumption the proceeds from the sale of NBS Enterprises Limited (formerly RIBA Enterprises Limited) has provided enough funding to cover any financial uncertainties over the following twelve months.

The impact of Covid-19 has been considered over three scenarios and for a five year period. This financial modelling confirms that the RIBA has sufficient reserves to mitigate against the financial impact of Covid-19 and remain a going concern.

## RISK MANAGEMENT

The Executive Team identified a set of strategic risks, linked to our business priorities and informed by internal developments, external influences and longer-term commitments. These risks, if not managed, would compromise our ability to deliver our strategic aims. Each strategic risk is owned by a member of the Executive Team and they are regularly reviewed by the Executive Team, the RIBA's Board, and the Audit and Oversight Committee.

The resulting strategic risk register consisted of strategic risks with various risk mitigations covering the following risk categories:

- Economic
- Social/ Environmental
- Reputational
- Political
- Compliance

The degree of risk is measured by considering likelihood and impact. To describe our appetite for each category of risk, the Executive Team sets the minimum 'residual risk' ratings it expects to achieve once the suite of mitigations have been delivered.

At the end of 2019 the highest risks were:

- We fail to understand and respond to economic and societal changes that affect the profession,
- We fail to understand and respond to the impact of climate change on architecture, the built environment and profession,
- We lose territory to other professions by not preparing our members for the future.

At the end of 2019 the medium risks were:

- We fail to respond to changes in the regulatory compliance environment in the architectural sector,
- We are no longer seen as a thought-leader/influencer,
- We fail to address equality, diversity and inclusion related issues. Including issues of institutional racism within the RIBA and systemic racism across architecture education and the profession,
- We are unable to maintain financial sustainability and secure future income,
- We fail to attract and retain talent.

We continually assess our operating environment based on the categories listed above and will add or remove risks along with associated mitigations as required.

As a result of the Covid-19 the RIBA has developed a Covid-19 specific risk register. This register has four Covid-19 related risks (two institute focused and two member focused) with 35 associated mitigations.

The four risks are:

- As a probable recession hits we fail to respond to our members' needs
- The recession is longer and deeper than expected and causes a significant number of our members' practices to close leading to reduced membership income
- The recession is longer and deeper than expected and has a considerable negative impact on our income and financial sustainability
- The lockdown is extended longer than originally planned, or is re-instated in future waves, and causes significant business disruption

As with the strategic risk register we continually assess the Covid-19 environment and adjust as required.

Identifying and managing risk is not a barrier to efficiency, effectiveness or innovation, and managing our strategic risks has a minimal effect on our activities unless additional controls need to be introduced. As far as possible, we incorporate risk mitigations into our business as usual activities, reinforcing the message that risk management is the responsibility of all staff. Short and medium-term additional governance structures are introduced for high-value projects and programmes as appropriate.

The RIBA is satisfied that we manage and mitigate risks, and where necessary, that we take action to contain the impact of risk. We are confident that our risk management approach has been comprehensive, allowing the Executive Team to identify early, and respond to, any possible threats to ensure the achievement of our objectives.

## INVESTMENT POLICY

The RIBA's investment policy for unrestricted funds was implemented in 2019 to ensure the additional cash from the sale of RIBA Enterprises was not put at risk. The policy will ensure that the additional funds generate a higher return, but still within the acceptable levels of risk as it is anticipated that the investments will be required over the next five years. All investments went through a selection programme that also required the Ethical Social and Governance aims of the RIBA to be fulfilled.

The RIBA's investment policy for restricted funds is based on guidance from the RIBA's investment managers, Schroders. The main investment policy objectives are to maintain the earning value of the capital so that the value of the sum available for disbursement is constant, to ensure risk to the funds is minimised and to otherwise maximise the annual return.

The RIBA defined benefit pension scheme has a separate investment strategy overseen by the pension scheme Trustees.

## RESERVES POLICY

All charities need to have reserves to underwrite their day to day activities. The level of reserves held is a matter of judgement for the Trustees, who have decided to take a risk-based approach to determining the level of reserves required, based on their understanding of the business model faced by the Charity. The target level for free reserves has been assessed after considering the following key factors:

- Reliability of its income, and
- Flexibility of its costs in terms of whether they are fixed or variable.

A risk-based approach is taken for all streams of income and expenditure. A percentage risk tolerance is applied to each stream to reflect the likely reduction to income, or increase to costs, in the event of a poor performance. These are then added together to create the target level for free reserves.

The target for **free reserves** at the end of 2019 is between £4,736k - £5,736k. With free reserves of £5,450k at the end of the year the RIBA is within this target.

The **Heritage Assets reserves** shows the value of Donated Heritage assets that the RIBA holds.

Whilst the balance sheet includes the value of the materials in the RIBA Collections, this does not mean that either this value could be realised or that the material in the collections could in fact be sold. Conditions relating to the original acquisition of material by RIBA going back to 1834, RIBA's standing as a cultural organisation, and its need as an Accredited museum to follow the Museums Association's Code of Ethics relating to disposal (which presumes against any financially-motivated disposal) mean that disposal of any parts of our collection by sale is effectively not possible.

The **investment in associated company reserve** comprises the value of the investment held in Williams TopCo Ltd per note 16. Williams TopCo Ltd owns 100% of NBS Enterprises Limited (formerly RIBA Enterprises Limited). The RIBA does not readily have access to the investment in the form of a cash distribution, and therefore it is excluded from the free reserves.

The **fixed assets reserve** covers the capitalised lease and associated capital costs of 76 Portland Place.

The **investment for growth fund** has been created to allow the RIBA to strategically invest in activities that will help generate additional income, cost efficiencies, or member benefits.

The **three-year deficit cover fund** provides enough reserves to allow the RIBA to operate with a deficit over the next three years. This is required to cover the gift aid that is no longer received from RIBA Enterprises Ltd after its sale.

The **revaluation reserves** was created in 1987 for a revaluation of 66 Portland Place, as described further in note 11.

The level of reserves held provides comfort that the RIBA will remain in a strong financial position even after any financial impacts of Covid-19, as discussed more in the going concern note (1d).

As at the end of 2019 the level of reserves held were:

Unrestricted funds	2019 £'000	2018 £'000
Heritage Assets reserves	264,582	264,523
Investment in associated company	37,028	30,741
Fixed assets reserve	15,680	16,164
Investment for growth fund	13,567	16,000
Three-year deficit cover	9,374	12,362
Revaluation reserves	6,639	6,703
Free reserves	5,450	4,975
<b>Total unrestricted funds</b>	<b>352,320</b>	<b>351,468</b>

## FUNDRAISING

Supporters of the RIBA are a key element in the fundraising activities and we are committed to employing a transparent and ethical approach to all our fundraising activities.

To help guarantee the availability of continuing funds to support the work of the RIBA, we aim to maintain a broad base of funding sources. The RIBA does not pressure supporters to make gifts and respects decisions to stop giving. The regulatory landscape for fundraising is evolving and we will continue to monitor and adapt with these changes, as we did with the introduction of General Data Protection Regulation in May 2018.

No professional fundraisers or commercial participators were used to approach individuals on behalf of the RIBA in 2019. As at 31 December 2019 no complaints have been received.

## Structure, governance and management

### STRUCTURE

The Royal Institute of British Architects (RIBA) was incorporated by Royal Charter (its Trust Deed, by which it is governed) in 1834 and was registered as a Charity on 14 August 1962 (Registration Number 210566). A list of current Trustees is included on page 106, together with a list of principal advisors on page 106.

At the end of 2019 the RIBA has two main subsidiary companies, RIBA 1834 Ltd and RIBA Financial Services Ltd. The RIBA also has twelve administrative regions (including the Royal Society of Architects in Wales), as well as over sixty branches.

### GOVERNANCE

In 2019 Members of the RIBA Council were also the Trustees of the RIBA. The Council was responsible for deciding major issues of architectural policy as well as a number of matters specifically related to the membership body, as set out in the byelaws (including control of the heritage assets of the Institute and its main building at 66 Portland Place). It also decides on the appointment (and removal) of members of the RIBA Board and Directors of the subsidiary companies.

In 2019 the RIBA Board is responsible for Group co-ordination and the direction of operational matters. RIBA Board members consist of Honorary Officers, non-executive members and others appointed by the RIBA Council.

In 2019, a review of governance concluded with both the Council and the members in General Meeting agreeing to changes to the Supplemental Royal Charter and a new set of Byelaws. The Privy Council consented to these changes on 11 March 2020 and they came into force on that date. From that date, the trusteeship of the RIBA transferred from the Council to a new Board of Trustees. The role of the Council remains as the representative body for the profession and for appointing, removing and holding the Board of Trustees to account.

RIBA Council members generally serve three year terms and are elected by the membership in accordance with the Byelaws, which are available on the RIBA website.

A formal trustee induction procedure is in place and all new Trustees are provided with a full induction pack.

In addition to the Council and Board, in 2019 there were nine main committees, namely Finance and Operations Committee, Audit and Oversight Committee, British Architectural Trust Board, Membership Committee, International Committee, Education Committee, Nations and Regions Committee, and Practice & Profession Committee. There are also a number of sub-committees. All main committees report to the RIBA Board. They are chaired by the relevant vice-president. All Boards and committees consist of Trustees, Council members, RIBA members, lay members and in some cases, executives. The new Board of Trustees is reviewing the committee structure in 2020.



The committees advise on the formulation of policy and strategy relevant for their areas, recommending priorities for the business plan and budget (both income and expenditure). They also review the implementation of Council policies and the progress of work against agreed objectives. They appoint task groups and specialist advisers for relevant projects and subjects.

## MEMBERS VOLUNTEERING

An estimate of the total time given by volunteers to further the RIBA's charitable activities indicates that over 40,000 hours (excluding travel time) were freely given by our members. This reflects very well on all of our members (and others) who give up their time in a wide variety of ways to support the RIBA at all levels and promoting architecture to the public.

## MANAGEMENT

Alan Vallance, as Chief Executive has a number of delegated powers and reports directly to the RIBA Board. Members of the Group Executive and Senior Staff teams are listed on pages 104 and 105.

## REMUNERATION POLICY

The RIBA Board set the pay of the Chief Executive, based on independent benchmarking advice provided by specialist reward consultancy, Paydata Ltd. The Executive Directors' pay is benchmarked in the same way and determined by the Chief Executive. For all other posts job evaluations were undertaken and the establishment of a new job evaluation system was completed. The annual pay review was determined by the RIBA Board. The RIBA set up a new remuneration committee in 2020.

## POLICY FOR EMPLOYMENT OF DISABLED PERSONS

Our equality diversity and inclusion policy applies to all employees including those with disabilities; the RIBA has employees with disabilities. We aim to have an approach which is inclusive at recruitment, induction and throughout their employment with the RIBA. To enable employees to give of their best in their role, we make appropriate adaptations to the work place.

Selection, promotion and training is based on aptitude and ability and we adapt our processes to ensure that those with a disability are not disadvantaged. All employees are encouraged to develop to their full potential.

RIBA promote an environment in which individual differences are valued and recognised across the organisation. We have in place policies for "Dignity at work" and "Equality, Diversity and Inclusion" which provide further details.

## EQUALITY, DIVERSITY AND INCLUSION

The RIBA values equality, diversity and inclusion and is committed to ensuring that, within reason, no person will suffer less favourable treatment than another.

## ENGAGEMENT WITH EMPLOYEES

Throughout 2019, the RIBA CEO and wider leadership team engaged with RIBA colleagues on matters of interest and concern through a number of channels, including: quarterly all staff meetings with staff Q&A opportunities, twice-yearly staff award ceremonies and celebration events, corporate induction

sessions for new starters, monthly e-newsletters, regular updates on the staff intranet (Digital Workspace), line manager briefing notes, outcome and decision round-ups via email following Board meetings, focus groups and employee feedback sessions, coffee and learn events, attendance at various departmental meetings, and frequent all company emails providing strategic updates, important information and positive sentiments.

Employee interests and feelings towards decisions made by the RIBA during 2019 were gathered through methods such as workshops, staff focus groups, meetings with individuals and teams, online feedback forms, Q&A opportunities at all staff meetings and consultation with RIBA Staff Representatives – a group of engaged employees from a cross-section of the organisation who champion our employee voice amongst leadership.

Reminding staff about our strategic goals (and progress against them) in all staff meetings to motivate performance, requiring everyone to have an Individual Activity Plan (IAP) aligning employee objectives to the success of the RIBA, and role modelling exceptional talent and performance through our twice-yearly staff awards.

Updates on the financial and economic factors impacting the performance of the RIBA were presented at monthly senior management team meetings and quarterly all staff meetings. The media alert sent to all employees via email each day put the spotlight on external factors impacting the RIBA and wider architecture profession on daily basis.

## STATEMENT OF THE TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and the Financial Reporting Standard applicable in the UK and Republic of Ireland (Financial Reporting Standard 102).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the Group and of the incoming resources and application of resources of the Group for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and

the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustees' annual report has been approved by the trustees on 19 January 2021 and signed on their behalf by:

**Alan Jones, President**  
8 March 2021

## Independent auditor's report to the members of Royal Institute of British Architects

### OPINION

We have audited the financial statements of Royal Institute of British Architects ('the parent charity') for the year ended 31 December 2019 which comprise the consolidated statement of financial activities, the group and parent charity balance sheets, the consolidated statement of cash flows and the 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 and parent charity's affairs as at 31 December 2019 and of the group's and parent charity's incoming resources and application of resources, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Charities Act 2011

### 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 group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### CONCLUSIONS RELATING TO GOING CONCERN

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

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charity'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 other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

### MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- The information given in the trustees' annual report is inconsistent in any material respect with the financial statements
- Sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- We have not received all the information and explanations we require for our audit

### RESPONSIBILITIES OF TRUSTEES

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees 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 group and the parent charity'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 group or the parent charity or to cease operations, or have no realistic alternative but to do so.

## AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's or the parent charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or the parent charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## USE OF OUR REPORT

This report is made solely to the parent charity's trustees as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the parent charity's trustees 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 parent charity and the parent charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

10 March 2021

Sayer Vincent LLP, Statutory Auditor  
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

## Financial Statements

## Consolidated statement of financial activities

For the year ended 31 December 2019

	Note	Unrestricted funds £'000	Pension Scheme funding reserve £'000	Restricted funds £'000	Endowment funds £'000	2019 Total £'000	Unrestricted funds £'000	Pension Scheme funding reserve £'000	Restricted funds £'000	Endowment funds £'000	Unrestricted discontinued operations £'000	2018 Total £'000
<b>Income from:</b>												
Donations and legacies		120	-	309	-	429	881	-	330	-	-	1,211
Charitable activities												
Membership subscriptions		8,907	-	-	-	8,907	8,591	-	-	-	-	8,591
Voice		905	-	553	-	1,458	1,014	-	69	-	-	1,083
Organisation		39	-	-	-	39	18	-	-	-	-	18
Profession		5,805	-	2	-	5,807	4,393	-	7	-	-	4,400
Other trading activities	2	8,460	-	-	-	8,460	8,929	-	-	-	9,307	18,236
Investments		350	-	160	-	510	408	-	156	-	8	572
<b>Total income</b>		24,586	-	1,024	-	25,610	24,234	-	562	-	9,315	34,111
<b>Expenditure on:</b>												
Raising funds		6,649	-	-	-	6,649	6,095	(95)	-	-	5,456	11,456
Charitable activities												
Voice		6,281	-	282	-	6,563	6,688	(65)	225	-	-	6,848
Organisation		6,346	-	-	-	6,346	6,826	(75)	-	-	-	6,751
Profession		10,831	-	284	-	11,115	10,589	(98)	196	-	-	10,687
Pension finance costs		-	211	-	-	211	-	315	-	-	-	315
<b>Total expenditure on ordinary activities</b>	4	30,107	211	566	-	30,884	30,198	(18)	421	-	5,456	36,057
<b>Net(expenditure)/income before net gains/(losses) on investments</b>		(5,521)	(211)	458	-	(5,274)	(5,964)	18	141	-	3,859	(1,946)
Movement on investment in associate	15	6,253	-	-	-	6,253	(1,009)	-	-	-	-	(1,009)
Gain on disposal of subsidiary	29	-	-	-	-	-	84,767	-	-	-	-	84,767
Net gains/(losses) on investments	16	120	-	-	391	511	(600)	-	-	(348)	-	(948)
<b>Net (expenditure)/income</b>	5	852	(211)	458	391	1,490	77,194	18	141	(348)	3,859	80,864
Transfers between funds		-	-	-	-	-	(141)	4,000	-	-	(3,859)	-
<b>Net (expenditure)/income before other recognised gains and losses</b>		852	(211)	458	391	1,490	77,053	4,018	141	(348)	-	80,864
Actuarial gains/(losses) on defined benefit pension schemes	27	-	211	-	-	211	-	(4,018)	-	-	-	(4,018)
<b>Net movement in funds</b>		852	-	458	391	1,701	77,053	-	141	(348)	-	76,846
<b>Reconciliation of funds:</b>												
Total funds brought forward		351,468	-	1,878	3,508	356,854	274,415	-	1,737	3,856	-	280,008
<b>Total funds carried forward</b>		352,320	-	2,336	3,899	358,555	351,468	-	1,878	3,508	-	356,854

There were no other recognised gains or losses other than those stated above.  
Movements in funds are disclosed in notes 22 to 23 inclusive to the financial statements.

Financial Statements continued...

## Balance sheets

As at 31 December 2019

	Note	The RIBA group		The RIBA charity	
		2019 £'000	2018 £'000	2019 £'000	2018 £'000
<b>Fixed assets:</b>					
Intangible assets	10	1	1	-	-
Tangible assets	11	29,004	28,602	29,004	28,602
Heritage assets	12	265,116	264,983	265,116	264,893
Investments in subsidiary undertakings	13	-	-	1	1
Investments in associate	15	37,028	30,741	37,028	30,741
Investments – other	16	17,220	4,113	17,220	4,113
		348,369	328,440	348,369	328,440
<b>Current assets:</b>					
Stocks	17	1,483	1,176	-	-
Debtors	18	4,054	3,763	6,707	5,074
Cash at bank and in hand		12,822	33,909	9,304	31,968
		18,359	38,848	16,011	37,042
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	19	(7,202)	(8,897)	(5,490)	(6,932)
<b>Net current assets/(liabilities)</b>		11,157	29,951	10,521	30,110
<b>Total assets less current liabilities</b>		359,526	358,391	358,890	358,550
Creditors: amounts falling due after one year	20	(971)	(1,537)	(971)	(1,537)
<b>Net assets excluding pension liability</b>		358,555	356,854	357,919	357,013
Defined benefit pension scheme asset	27	-	-	-	-
		358,555	356,854	357,919	357,013
<b>Funds:</b>	21				
Restricted income funds	22	2,336	1,878	2,336	1,878
Endowment funds	22	3,899	3,508	3,899	3,508
Unrestricted income funds:	23				
Revaluation reserves		6,639	6,703	6,639	6,703
Heritage Assets reserves		264,582	264,523	264,582	264,523
Investment in associated company		37,028	30,741	37,028	30,741
Fixed assets reserve		15,680	16,164	15,680	16,164
Investment for growth fund		13,567	16,000	13,567	16,000
Three-year deficit cover		9,374	12,362	9,374	12,362
General funds		5,450	4,975	4,814	5,134
Total unrestricted funds		352,320	351,468	351,684	351,627
<b>Total charity funds</b>		358,555	356,854	357,919	357,013

Approved by the trustees on 19 January 2021 and signed on their behalf by  
**Alan Jones, President** 8 March 2021

Financial Statements continued...

## Consolidated statement of cash flows

For the year ended 31 December 2019

	Note	2019 £'000	2018 £'000	
Cash flows from operating activities				
Net cash provided by operating activities	24	(10,323)	77,683	
Cash flows from investing activities:				
Dividends, interest and rents from investments		510	572	
Loan notes interest		3,497	1,781	
Purchase of fixed assets		(2,101)	(1,112)	
Acquisition of heritage assets		(74)	(37)	
Purchase of investments		(12,596)	-	
Disposal of investment property		-	112	
Disposal of subsidiary		-	1,317	
Net cash used in investing activities		(10,764)	2,633	
Cash flows from financing activities:				
Loan notes issued		-	(33,331)	
Repayments of borrowing		-	(19,117)	
Net cash provided by financing activities		-	(52,448)	
Change in cash and cash equivalents in the year		(21,087)	27,868	
Cash and cash equivalents at the beginning of the year		33,909	6,041	
Cash and cash equivalents at the end of the year	25	12,822	33,909	
Analysis of cash and cash equivalents and of net debt				
	At 1 January 2019 £'000	Cash flows £'000	Other non-cash changes £'000	At 31 December 2019 £'000
Cash at bank and in hand	33,909	(21,087)	-	12,822
Overdraft facility repayable on demand	-	-	-	-
Total	33,909	(21,087)	-	12,822

# Notes to the Financial Statements

For the year ended 31 December 2019

## 1. Accounting policies

### a) Statutory information

Royal Institute of British Architects is a charity incorporated by Royal Charter registered with the Charity Commission in England & Wales. The registered office address is 66 Portland Place, London, W1B 1AD.

### b) Basis of preparation

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 applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The accounts (financial statements) have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

These financial statements consolidate the results of the charity and its wholly-owned subsidiaries on a line by line basis. Transactions and balances between the charity and its subsidiaries have been eliminated from the consolidated financial statements. Balances between the group companies are disclosed in the notes of the charity's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charity itself is not presented as the summary of the result for the year is disclosed in the notes to the accounts.

### c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

### d) Going concern

The financial statements have been prepared on the basis that the RIBA has adequate resources to continue in operational existence for the foreseeable future (going concern basis), with assets and liabilities recognised as they will be realised and discharged in the normal course of business. In support of this assumption:

- Income is growing;
- A significant proportion of expenditure is discretionary;
- Unrestricted reserves are above target;
- The Group has a high level of valuable assets including its long term interests in property and an associate;
- The Group cash position is positive.

Management have undertaken detailed forecasting and sensitivity analysis to December 2021. The Board has considered uncertainties and liquidity risks, with the key matter the volatility of the defined benefit pension scheme valuation.

The triennial valuation of the defined benefit pension scheme is due to be agreed after the accounts are signed. In anticipation of this, the RIBA, as the employer and the pension scheme trustees, have agreed to work collaboratively to achieve an appropriate funding plan. Based on these initial discussions, the possible funding scenarios have been factored in to the Group's longer term financial planning to demonstrate affordability.

### e) Depreciation and amortisation

Depreciation is provided on a straight line basis at an annual rate calculated to write down each asset (which are capitalised if the cost exceeds £500) to its residual value over the term of its expected useful life. The rates in use are as follows:

Long leasehold buildings	2% per annum
Short leasehold buildings	over the remaining period of the lease
Property improvements	3.3% – 20% per annum
Motor vehicles	20% – 25% per annum
Office equipment	10% – 25% per annum
Computer equipment	20% – 33% per annum
Website	10% per annum
Website software	33% per annum

Notes to the Financial Statements continued...

For the year ended 31 December 2019

#### **f) Intangible assets**

The copyright is valued as previous years and not amortised.

#### **g) Heritage assets**

A heritage asset is defined as “a tangible asset with historical, artistic, scientific, technological, geophysical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture.” The Institute has estimated a value in these financial statements in respect of its various collections of drawings, paintings, busts, books, periodicals, photographs, archives and other heritage assets. The methodology for the valuations, which was reviewed by BDO, an independent firm of auditors as well as our own auditors, allows for a proportion of these assets to be re-valued on an ongoing rolling basis. The valuations have been carried out using the RIBA's curatorial staff, recognised as leading experts in the field, using a number of methods, including the use of average costs for certain categories of heritage assets. Any acquisitions are shown either at cost or in the case of donations at an estimated valuation on the date of receipt. Any gains or losses on revaluation will be recognised in the Statement of Financial Activities. Whilst the balance sheet includes the value of the materials in the RIBA Collections, this does not mean that either this value could be realised or that the material in the collections could in fact be sold. Conditions relating to the original acquisition of material by RIBA going back to 1834, RIBA's standing as a cultural organisation, and its need as an Accredited museum to follow the Museums Association's Code of Ethics relating to disposal (which presumes against any financially-motivated disposal) mean that disposal of any parts of our collection by sale is not possible.

#### **h) Taxation**

The RIBA is a registered charity and benefits from tax exemptions available to charities. The main subsidiaries of the RIBA are subject to corporation tax on their taxable profits. Taxable profits are donated under gift aid to the RIBA where possible.

#### **i) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether ‘capital’ grants or ‘revenue’ grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution

is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

#### **j) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

#### **k) Interest receivable**

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

#### **l) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

The income of Endowment funds is to be used for specific purposes as laid down by the donor. This income forms a Restricted fund of the same name.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

#### **m) Expenditure and irrecoverable VAT**

– Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can



Notes to the Financial Statements continued...

For the year ended 31 December 2019

be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services, exhibitions and other educational activities undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

#### **n) Allocation of support costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity:

- |                |     |
|----------------|-----|
| – Voice        | 26% |
| – Organisation | 32% |
| – Profession   | 42% |

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

#### **o) Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

#### **p) Investment properties**

Investment properties are measured initially at cost and subsequently included in the balance sheet at fair value. Investment properties are not depreciated. Any change in fair value is recognised in the statement of financial activities and any excess of fair value over the historic cost of the investments will be shown as a fair value reserve in the balance sheet. The valuation method used to determine fair value will be stated in the notes to the accounts.

#### **q) Listed investments**

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

#### **r) Investments in subsidiaries**

Investments in subsidiaries are at cost.

#### **s) Investments in associate**

Investment in associate is recognised using the equity method and therefore revalued at year end to reflect the charity's share of the associate's post acquisition results, and then adjusted to reflect the fair value of the associate.

The loan notes acquired are valued as in note 15 and are considered to be a complex financial instrument, measured at fair value.

#### **t) Stocks**

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks.

#### **u) 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.

#### **v) 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.

#### **w) 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 to 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.

Notes to the Financial Statements continued...

For the year ended 31 December 2019

#### x) Financial instruments

With the exception of the listed investments described above the charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

#### y) Pensions

Retirement benefits to employees are funded by contributions from both the Institute and its subsidiaries to a defined benefits scheme. The assets and liabilities of the scheme are held separately from the Institute. The charity has adopted in full the provisions of FRS 102 (retirement benefits). The FRS 102 approach requires the movement in the pension scheme for the year to be reported in the statement of financial activities and the accumulated deficit or surplus to be reported in the balance sheet.

The current service costs of the defined benefit pension scheme together with the scheme interest cost less the expected return on the scheme assets for the year are charged to the statement

of financial activities within staff costs. They are allocated to the different categories within resources expended on the statement of financial activities on the same basis as other costs. The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses.

The group also contributes to defined contribution schemes for eligible employees. The cost of the group's contributions to these schemes is charged to the income and expenditure account in the year to which it relates.

#### z) Regions and branches

Regions' accounts are included in the figures of the RIBA, along with an estimate of assets held in RIBA branches.

## 2. Analysis of the results of subsidiaries

The RIBA has two main wholly owned subsidiaries, both of which are incorporated in the UK. The other main subsidiary RIBA Financial Services Ltd is 100% owned by RIBA 1834 Ltd. A summary of the

results of the three main subsidiaries are shown below. Profits made by the subsidiaries are gift aided to the RIBA where possible.

	Turnover	Expenditure	Profit/(loss)	Retained earnings	Assets	Liabilities
2019	£'000	£'000	£'000	£'000	£'000	£'000
<b>Company</b>						
RIBA 1834 Ltd	21,538	20,901	637	637	7,017	6,379
RIBA Financial Services Ltd	389	232	157	–	381	381

	Turnover	Expenditure	Profit/(loss)	Retained earnings	Assets	Liabilities
2018	£'000	£'000	£'000	£'000	£'000	£'000
<b>Company</b>						
RIBA Enterprises Ltd	9,307	5,287	4,020	–	–	–
RIBA 1834 Ltd	21,179	20,680	499	–	5,406	5,405
RIBA Financial Services Ltd	117	220	(103)	(157)	162	319

Included above are intra-group sales of £12,666k (2018: £12,223k) included as turnover and £13,328k (2018: £13,435k) included as costs. The parent charity's gross income and the results for the year are disclosed in note 14.

Notes to the Financial Statements continued...

For the year ended 31 December 2019

**3. Other similar named organisations**

The RIBA is Custodian Trustee to the British Architectural Library Trust (BALT), which is a separately registered but a dormant Charity (Registration number 267936), having transferred all its assets in 2010 to the RIBA.

**4a. Analysis of expenditure (current year)**

	Cost of raising funds	Charitable activities			Pension finance costs	Governance costs	Support costs	2019 Total	2018 Total
		Voice	Organisation	Profession					
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs	1,683	1,881	2,099	2,795	-	189	5,480	<b>14,127</b>	17,648
Other	4,966	1,512	403	3,204	211	404	4,364	<b>15,064</b>	16,605
Depreciation	-	20	-	-	-	-	1,673	<b>1,693</b>	1,804
	6,649	3,413	2,502	5,999	211	593	11,517	<b>30,884</b>	36,057
Support costs	-	2,996	3,656	4,865	-	-	(11,517)	-	-
Governance costs	-	154	188	251	-	(593)	-	-	-
<b>Total expenditure 2019</b>	<b>6,649</b>	<b>6,563</b>	<b>6,346</b>	<b>11,115</b>	<b>211</b>	<b>-</b>	<b>-</b>	<b>30,884</b>	
Total expenditure 2018	11,456	6,848	6,751	10,687	315	-	-		36,057

Other support costs of £4,364k include premises costs (eg rent, rates, utilities and maintenance costs), insurance, training, bank charges and ICT costs. Allocation is made based on staff cost. Governance costs consist of legal fees, auditors' fees and expenses for trustee meetings.

The reduction in the cost of fundraising is primarily due to the sale of RIBA Enterprises during 2018.

**4b. Analysis of expenditure (prior year)**

	Cost of raising funds	Charitable activities			Pension finance costs	Governance costs	Support costs	2018 Total	2017 Total
		Voice	Organisation	Profession					
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs	5,911	1,699	1,825	2,385	-	194	5,634	<b>17,648</b>	22,127
Other	5,316	1,191	379	2,359	315	340	6,705	<b>16,605</b>	18,706
Depreciation	229	-	-	-	-	-	1,575	<b>1,804</b>	2,124
	11,456	2,890	2,204	4,744	315	534	13,914	<b>36,057</b>	42,957
Support costs	-	3,812	4,379	5,723	-	-	(13,914)	-	-
Governance costs	-	146	168	220	-	(534)	-	-	-
<b>Total expenditure 2018</b>	<b>11,456</b>	<b>6,848</b>	<b>6,751</b>	<b>10,687</b>	<b>315</b>	<b>-</b>	<b>-</b>	<b>36,057</b>	
Total expenditure 2017	22,068	8,677	3,669	8,084	459	-	-		42,957

Other support costs of £6,705k (2017: £4,308k) include premises costs (eg rent, rates, utilities and maintenance costs), insurance, training, bank charges and ICT costs. Allocation is made based on staff cost.

Governance costs consist of legal fees, auditors' fees and expenses for trustee meetings.

Notes to the Financial Statements continued...

For the year ended 31 December 2019

## 5. Net (expenditure)/income for the year

This is stated after charging/(crediting):

	2019 £'000	2018 £'000
Depreciation	1,693	1,804
Amortisation	-	-
Interest payable	-	389
Operating lease rentals:		
Property	444	433
Other	-	38
Auditors' remuneration (excluding VAT):		
Audit	38	65
Other services	2	2

Notes to the Financial Statements continued...

For the year ended 31 December 2019

**6. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:

	2019 £'000	2018 £'000
Salaries and wages	11,934	14,961
Redundancy and termination costs	62	92
Social security costs	1,236	1,542
Employer's contribution to defined contribution pension schemes	895	994
Operating costs of defined benefit pension schemes	-	4,333
	14,127	21,922

During the sale of RIBA Enterprises it was agreed that £4m would be contributed to the RIBA defined benefit pension scheme. However on the Statement of Financial Activities the Pensions Scheme funding reserve column shows this cost being deducted from total expenditure, as the fund is currently in surplus and capped at £0m. Salaries and wages also reduced in 2019 as a result of this sale, as shown in the FTE analysis below.

£36,688 (2018: £53,830) termination payments were made during the year.

All staff members are employed by RIBA 1834 Ltd and costs are charged to the relevant subsidiary company. These are shown under either charitable expenditure or costs of generating funds. The average number of employees (head count based on number of staff employed) during the year was as follows:

	2019 No.	2018 No.
<b>RIBA group</b>		
Royal Institute of British Architects		
Raising funds (RIBA 1834 Limited & RIBA Financial Services Limited)	39	46
Voice	51	45
Organisation	45	38
Profession	63	54
Governance	3	3
Support costs	108	112
RIBA Enterprises Limited	-	92
<b>Total</b>	<b>309</b>	<b>390</b>

The number of employees of the RIBA and its subsidiaries whose emoluments (excluding employers national insurance) fell in the following bands were as follows:

£60,000 - £69,999	14	8
£70,000 - £79,999	3	4
£80,000 - £89,999	6	2
£90,000 - £99,999	1	1
£100,000 - £109,999	3	4
£110,000 - £119,999	-	1
£130,000 - £139,999	1	1
£160,000 - £169,999	1	-
£170,000 - £179,999	-	1
£240,000 - £249,999	-	1
£290,000 - £299,999	1	-
£310,000 - £319,999	-	1

The number of employees paid over £90,000 has reduced due to the sale of RIBA Enterprises in 2019.

The emoluments for the employee in the £290,000 to £299,999 bracket includes remuneration for serving on the Williams TopCo Ltd. board, with 100% of these costs being reimbursed to the RIBA. £47,500 was paid in 2019, with £30,000 relating to 2019 and £17,500 backdated for 2018.

The total employee benefits including consultancy costs, employers national insurance and pension contributions of the key management personnel were £1,224,638 (2018: £1,309,133).

Notes to the Financial Statements continued...

For the year ended 31 December 2019

## 7. Trustee remuneration and expenses

Trustees of the RIBA are reimbursed reasonable expenses incurred when on RIBA business. 41 current and former trustees (2018: 41) claimed such expenses and the total amount reimbursed was £47,743 (2018: £81,632).

In one instance (2018: one) remuneration was paid by a trading subsidiary of the charity under an existing and long-standing contract of employment to a related party of a trustee, a RIBA member who is not a Board member of the subsidiary.

In addition, the following amounts were paid in the normal course of business by RIBA to firms or practices, in which trustees are directors or partners, or to them as individuals: during 2019 £0 (2018: £300) for Royalties and £600 (2018: £600) for other types of work at the same rate as would be paid to other architects for these items.

In addition as agreed by the privy council the President's employer was paid £60,000 gross to compensate for time spent on RIBA business (2018: £60,000).

One trustee received a £15,000 contribution to cover costs incurred (2018: £0)

Trustees have been asked to sign declarations to confirm any payments that need to be disclosed. No other such payments have been declared.

## 8. Related party transactions

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

There were royalties of £0 (2018: £71) paid to a senior member of staff.

Other than as noted above, there were no other related party transactions (2018: £nil).

## 9. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiaries Gift Aid available profits to the parent charity. Their charge to corporation tax in the year was £151,000 (2018: £0).

## 10. Intangible assets

	Copyright	Total
	£'000	£'000
<b>RIBA group</b>		
<b>Cost:</b>		
As at 1 January 2019	1	1
Disposal in year	–	–
As at 31 December 2019	1	1
<b>Amortisation:</b>		
As at 1 January 2019	–	–
Eliminated on disposal	–	–
As at 31 December 2019	–	–
<b>Net book value:</b>		
As at 31 December 2019	1	1
As at 31 December 2018	1	1

Notes to the Financial Statements continued...

For the year ended 31 December 2019

**11. Tangible fixed assets****The group**

	Properties	Office and computer equipment	Motor vehicles	Total
	£'000	£'000	£'000	£'000
<b>Cost</b>				
At the start of the year	36,415	10,812	65	47,292
Additions in year	573	1,528	-	2,101
Disposals in year	(1,045)	(3,730)	-	(4,775)
At the end of the year	35,943	8,610	65	44,618
<b>Depreciation</b>				
At the start of the year	10,428	8,197	65	18,690
Charge for the year	1,022	671	-	1,693
Eliminated on disposal	(1,040)	(3,729)	-	(4,769)
At the end of the year	10,410	5,139	65	15,614
<b>Net book value</b>				
At the end of the year	25,533	3,471	-	29,004
At the start of the year	25,987	2,615	-	28,602

Land with a value of £5,000,000 (2018: £5,000,000) is included within freehold property and not depreciated.

The net book value at 31 December 2019 represents fixed assets used for:

	Properties	Office and computer equipment	Motor vehicles	Total
	£'000	£'000	£'000	£'000
Charity assets	25,533	3,471	-	29,004
Trading subsidiaries	-	-	-	-
	25,533	3,471	-	29,004

The heading Properties includes 66 Portland Place which was last valued on 22 October 1987 when the property was valued at £8,500,000, an upwards revaluation of £7,896,000. In the opinion of the trustees, the value of the property is in excess of this amount, but they do not consider an up to date valuation to be an appropriate use of the Charity's resources. The lease on the 66/68 Portland Place property expires on 6 July 2930.

The finance costs capitalised in the year were £0 (2018: £0) for the charity and £0 (2018: £0) for the group.

The lease on the facilities at the Victoria and Albert Museum, which is rent free, may be determined at any time after 2019 (but is subject to compensation if this is before 2034).

Notes to the Financial Statements continued...

For the year ended 31 December 2019

**11. Tangible fixed assets – continued****The charity**

	Properties	Office and Computer equipment	Motor vehicles	Total
	£'000	£'000	£'000	£'000
<b>Cost</b>				
At the start of the year	36,415	10,812	65	<b>47,292</b>
Additions in year	573	1,528	-	<b>2,101</b>
Disposals in year	(1,045)	(3,730)	-	<b>(4,775)</b>
At the end of the year	<b>35,943</b>	<b>8,610</b>	<b>65</b>	<b>44,618</b>
<b>Depreciation</b>				
At the start of the year	10,428	8,197	65	<b>18,690</b>
Charge for the year	1,022	671	-	<b>1,693</b>
Eliminated on disposal	(1,040)	(3,729)	-	<b>(4,769)</b>
At the end of the year	<b>10,410</b>	<b>5,139</b>	<b>65</b>	<b>15,614</b>
<b>Net book value</b>				
At the end of the year	<b>25,533</b>	<b>3,471</b>	<b>-</b>	<b>29,004</b>
At the start of the year	<b>25,987</b>	<b>2,615</b>	<b>-</b>	<b>28,602</b>

Land with a value of £5,000,000 (2018: £5,000,000) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes

**12. Heritage assets**

As at 31 December 2011, the RIBA estimated a value in respect of its various collections of drawings, paintings, busts, books, periodicals, photographs, archives and other assets following the introduction of the new reporting standard FRS30. As custodian of one of the finest architectural collections in the world, it was agreed with the auditors that the RIBA's curatorial staff had sufficient detailed knowledge of the collections for it to be valued and accordingly no external valuers were engaged. During the year, the Institute acquired and were also donated further heritage assets. All donations have been included in additions at a fair valuation. The values of all assets are shown below against each category. Whilst the balance sheet includes the value of the materials in the RIBA Collections, this does not mean that either this value could be realised or that the material in the collections could in fact be sold. Conditions relating to the original acquisition of material by RIBA going back to 1834, RIBA's standing as a cultural organisation, and its need as an Accredited museum to follow the Museums Association's Code of Ethics relating to disposal (which presumes against any financially-motivated disposal) mean that disposal of any parts of our collection by sale is not possible.

**Heritage assets at valuation**

	Drawing and collections	Books and periodicals	Photographs	Other	Total 2019
	£'000	£'000	£'000	£'000	£'000
As at 1 January	201,924	17,745	39,992	5,322	<b>264,983</b>
Additions – purchases	11	63	-	-	<b>74</b>
Additions – donations	48	-	11	-	<b>59</b>
As at 31 December	<b>201,983</b>	<b>17,808</b>	<b>40,003</b>	<b>5,322</b>	<b>265,116</b>

**Five year summary**

	Total 2019	Total 2018	Total 2017	Total 2016	Total 2015
	£'000	£'000	£'000	£'000	£'000
As at 1 January	<b>264,983</b>	264,277	263,796	263,665	263,407
Additions – purchases	<b>74</b>	37	78	22	81
Additions – donations	<b>59</b>	669	403	109	177
Revaluation	-	-	-	-	-
As at 31 December	<b>265,116</b>	<b>264,983</b>	<b>264,277</b>	<b>263,796</b>	<b>263,665</b>



Notes to the Financial Statements continued...

For the year ended 31 December 2019

### Drawings

The RIBA has over one million drawings. The most valuable of these drawings have been valued individually by a staff member, who is deemed to be suitably qualified to be able to do so. All other drawings have been stratified into value ranges and an average value.

### Books and periodicals

Books held for permanent retention, which form the majority of books held are regarded as heritage assets and are valued as such. The books available for loan to members are deemed to be operational assets. The periodicals collection includes runs of major journals worldwide. In total, the RIBA owns about 150,000 books and has over 15,000 bound journal volumes.

### Photographs

The RIBA holds about 1.5 million photographs in a variety of format and type of medium. An increasing number of these can be viewed on the website [www.architecture.com](http://www.architecture.com) and images can be purchased, which in turn provides funding for more to be made available.

### Archives

The archives consist of a number of internal documents, together with letters and other papers relating to individual architects. The internal documents are not considered to have any significant value attached to them and have not been valued. The letters and other papers are organised into about 800 separate collections and have been valued.

## 13. Investments in subsidiary companies

### RIBA Charity

	2019	2018
	£'000	£'000
<b>Investments in group companies:</b>		
Ordinary shares		
RIBA 1834 Limited	1	1
RIBA Enterprises Limited	-	-
RIBA Financial Services Limited	-	-
	1	1

The RIBA owned two main trading subsidiary companies (which are 100% subsidiaries (see note 2) and registered in England and Wales) as at December 2019. RIBA Enterprises Ltd was sold in 2018.

Name	Company Number	Principal activities
RIBA 1834 Ltd	4604934	Venues, RIBA Competitions and RIBA Publishing.
NBS Enterprises Ltd (formerly RIBA Enterprises Ltd)	978271	Publications and information services for use in architecture, construction and design.
RIBA Financial Services Ltd	4604947	Provision of middleware for customers to access pension solutions and other services.

The RIBA also owns 100% of RIBA Journals Ltd which did not trade in 2019. The RIBA has a related company, RIBA Insurance Agency Ltd, which is also dormant.

Notes to the Financial Statements continued...

For the year ended 31 December 2019

A summary of the results of the above subsidiaries are shown below:

	RIBA 1834 Ltd		RIBA Enterprises Ltd	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Turnover	21,538	21,179	-	9,307
Cost of sales	-	-	-	(133)
Gross profit	21,538	21,179	-	9,174
Administrative expenses	(20,750)	(20,680)	-	(5,309)
Operating profit	788	499	-	3,865
Interest receivable	-	-	-	8
Other interest payable	-	-	-	(14)
Exceptional income	-	-	-	24
Profit on ordinary activities	788	499	-	3,883
Taxation	(151)	-	-	137
Profit on ordinary activities before taxation	637	499	-	4,020
Deed of covenant to parent undertaking	-	(499)	-	(2,046)
Profit/(loss) for the financial year	637	-	-	1,974
Accumulated loss – start of the year	-	-	-	(94)
Accumulated loss – end of year	637	-	-	1,880
The aggregate of the assets, liabilities and funds was:				
Assets	7,017	5,406	-	-
Liabilities	(6,379)	(5,405)	-	-
Funds	638	1	-	-

	RIBA Financial Services Ltd	
	2019 £'000	2018 £'000
Turnover	389	117
Cost of sales	(203)	(220)
Profit/(loss) on ordinary activities	186	(103)
Deed of covenant to parent undertaking	(29)	-
Profit/(loss) for the financial year	157	(103)
Accumulated loss – start of the year	(157)	(54)
Accumulated loss – end of year	-	(157)
The aggregate of the assets, liabilities and funds was:		
Assets	381	162
Liabilities	(381)	(319)
Funds	-	(157)

Notes to the Financial Statements continued...

For the year ended 31 December 2019

**14. Parent charity**

The parent charity's gross income and the results for the year are disclosed as follows:

	2019 £'000	2018 £'000
Gross income	<b>23,732</b>	108,633
Result for the year	<b>907</b>	76,857

**15. Investment in associate**

The shareholding in Williams TopCo Ltd. is treated as an associate and not a subsidiary undertaking as the RIBA holds significant influence, but does not have control or joint control.

At 31 December 2019 RIBA's total investment in Williams TopCo stood at £37,028k. The main element of this was for loan notes due of £36,828k (2018: £33,331k). The RIBA's share capital in Williams TopCo Ltd, and the 42.5% share of the net liabilities in Williams TopCo was £200k (2018: -£2,589k).

Loan note interest of £3,497k was accrued in 2019 (2018: £1,781k). The movement in impairment provisions and other material write downs in 2019 was £2,756k (2018: -£2,788k).

The loan notes are classified as complex financial instruments. There is a cancellation provision included within the terms & conditions of the loan which in effect contractually limits the loan note holders' return based on the value of the business at time of exit. The cancellation provision, in effect, is an embedded derivative and is therefore recognised at fair value using valuation techniques estimates, with movements in fair value directly recognised within the statement of comprehensive income. Whilst the loan notes are subordinate to each other on an exit event, the trustees consider the intrinsic time value of the derivative to be £nil at inception and as at 31 December 2019 based on the current and anticipated performance of Williams TopCo.

On 27 November 2020 contracts were exchanged to sell 100% of the RIBA's investment in Williams Top Co Ltd to Byggfakta Group. The consideration was for £113m of cash which was received at the end of February 2021 after regulatory approvals were given. The consideration included paying off the loan notes, with the remaining surplus representing a gain on the investment held on the balance sheet.

	2019 £'000	2018 £'000
Investment in associate	<b>37,028</b>	30,741

**16. Listed investments**

	The group		The charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Fair value at the start of the year	<b>4,113</b>	4,461	<b>4,113</b>	4,461
Net gain / (loss) on change in fair value	<b>511</b>	(348)	<b>511</b>	(348)
Additions at cost	<b>12,596</b>	-	<b>12,596</b>	-
Fair value at the end of the year	<b>17,220</b>	4,113	<b>17,220</b>	4,113
Historic cost at the end of the year	<b>16,151</b>	3,635	<b>16,151</b>	3,635

Investments comprise:

	The group		The charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Unitised funds	<b>17,218</b>	4,111	<b>17,218</b>	4,111
Cash	<b>2</b>	2	<b>2</b>	2
	<b>17,220</b>	4,113	<b>17,220</b>	4,113

Notes to the Financial Statements continued...

For the year ended 31 December 2019

**17. Stocks**

	The group		The charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Goods for resale	<b>1,483</b>	1,176	-	-

**18. Debtors**

	The group		The charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Trade debtors	<b>1,688</b>	1,923	<b>512</b>	513
Prepayments and accrued income	<b>1,828</b>	1,314	<b>1,447</b>	821
Other debtors	<b>538</b>	526	<b>438</b>	439
Due from subsidiary undertakings:	-	-	<b>4,310</b>	3,301
	<b>4,054</b>	3,763	<b>6,707</b>	5,074

**19. Creditors: amounts falling due within one year**

	The group		The charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Trade creditors	<b>1,432</b>	1,892	<b>1,424</b>	1,884
Corporation tax	<b>151</b>	-	-	-
Taxation and social security	<b>346</b>	453	-	-
Other creditors	<b>292</b>	490	<b>62</b>	119
Accruals and deferred income	<b>4,981</b>	6,062	<b>3,635</b>	4,780
Due to subsidiary undertakings	-	-	<b>369</b>	149
	<b>7,202</b>	8,897	<b>5,490</b>	6,932

**20. Creditors: amounts falling due after one year**

	The group		The charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Accruals and deferred income	<b>971</b>	1,537	<b>971</b>	1,537
	<b>971</b>	1,537	<b>971</b>	1,537

Notes to the Financial Statements continued...

For the year ended 31 December 2019

**21a. Analysis of group net assets between funds (current year)**

	Unrestricted funds	Restricted funds	Endowment funds	Total funds
	£'000	£'000	£'000	£'000
Intangible fixed assets	1	-	-	1
Tangible fixed assets	28,724	280	-	29,004
Heritage assets	265,116	-	-	265,116
Investments	12,784	537	3,899	17,220
Investments in associated company	37,028	-	-	37,028
Net current assets	9,638	1,519	-	11,157
Long term liabilities	(971)	-	-	(971)
Defined benefit pension liability		-	-	-
<b>Net assets at the end of the year</b>	<b>352,320</b>	<b>2,336</b>	<b>3,899</b>	<b>358,555</b>

**21b. Analysis of group net assets between funds (prior year)**

	General unrestricted	Restricted funds	Endowment funds	Total funds
	£'000	£'000	£'000	£'000
Intangible fixed assets	1	-	-	1
Tangible fixed assets	28,602	-	-	28,602
Heritage assets	264,983	-	-	264,983
Investments	90	515	3,508	4,113
Investments in associated company	30,741	-	-	30,741
Net current assets	28,588	1,363	-	29,951
Long term liabilities	(1,537)	-	-	(1,537)
<b>Net assets at the end of the year</b>	<b>351,468</b>	<b>1,878</b>	<b>3,508</b>	<b>356,854</b>

Notes to the Financial Statements continued...

For the year ended 31 December 2019

**22a. Movements in funds – restricted funds (current year)**

	At the start of the year	Income and gains	Expenditure and losses	Transfers	At the end of the year
	£'000	£'000	£'000	£'000	£'000
<b>RIBA group and RIBA charity – restricted funds</b>					
Drawings collection fund – London	23	5	(23)	-	5
Banister Fletcher History of Architecture	44	-	(42)	-	2
Gordon Rickets Bursary	19	-	-	-	19
Library Exhibition Fund (Heinz Gallery)	5	1	(1)	-	5
Heinz Exhibition Fund	12	-	-	-	12
Giles Worsley Fund	172	11	(7)	-	176
President's Medal Archive	-	10	(3)	-	7
Clore Studio	150	100	(20)	-	230
RIBA Education Fund	389	76	(128)	-	337
Wilson Catalogue	52	69	(51)	15	85
Research Trust Funds	72	38	(59)	-	51
Prizes Trust	7	3	-	-	10
Annie Spink Memorial Scholarship	119	7	(10)	-	116
RIBA Award Trust	32	17	(9)	-	40
W J Parker Trust	33	15	(5)	-	43
Palladio Catalogue	-	-	(20)	55	35
Sir Banister Fletcher Library Bequest	30	5	(1)	(10)	24
W H Ansell Bequest	42	2	-	-	44
Nadine Beddington Trust	55	8	-	(26)	37
Henry Jarvis Bequest	26	2	-	-	28
Goldfinger Trust	191	7	-	-	198
LKE Ozolins Bequest	43	23	(17)	-	49
C Jencks Exchange Fund	22	6	(13)	-	15
R S Reynolds Awards	14	-	-	-	14
Lord Norman Foster Travelling Scholarship	15	9	(9)	-	15
Donald and Nancy Notley Legacy	-	545	-	-	545
BALT	119	5	(24)	(50)	50
RIBA East – CPD Fund	18	-	(2)	-	16
Rare Books Fund	74	-	(8)	-	66
Other	100	60	(114)	16	62
<b>Total restricted funds</b>	<b>1,878</b>	<b>1,024</b>	<b>(566)</b>	<b>-</b>	<b>2,336</b>

These funds are held to serve a number of purposes principally educational and funding the Library/Collections. These restricted funds can be only be used for the express purpose for which they have been given.

Notes to the Financial Statements continued...

For the year ended 31 December 2019

**22b. Movement in funds – endowment funds (current year)**

Endowment funds are invested to generate income, which is then held in a series of separate restricted funds (see note 22a).

	At the start of the year	Incoming resources	Unrealised gain on investments	At the end of the year
	£'000	£'000	£'000	£'000
<b>RIBA group and RIBA charity – endowment funds</b>				
Prizes Trust	67	-	8	75
Annie Spink Memorial Scholarship	89	-	10	99
W J Parker Trust	402	-	46	448
Lord Norman Foster Travelling Scholarship	241	-	26	267
Research Trust Funds	986	-	110	1,096
Sir Banister Fletcher Library Bequest	116	-	12	128
W H Ansell Bequest	23	-	3	26
Nadine Beddington Trust	176	-	20	196
Giles Worsley Fund	127	-	13	140
BALT	79	-	9	88
LKE Ozolins Bequest	598	-	67	665
C Jencks Exchange Fund	126	-	13	139
RIBA Award Trust	439	-	50	489
Henry Jarvis Bequest	22	-	2	24
Other	17	-	2	19
<b>Total endowment funds</b>	<b>3,508</b>	<b>-</b>	<b>391</b>	<b>3,899</b>

Notes to the Financial Statements continued...

For the year ended 31 December 2019

**22c. Movements in funds – restricted funds (prior year)**

	At the start of the year	Income and gains	Expenditure and losses	Transfers	At the end of the year
	£'000	£'000	£'000	£'000	£'000
<b>RIBA group and RIBA charity – restricted funds</b>					
Drawings collection fund – London	26	1	(4)	-	<b>23</b>
Banister Fletcher History of Architecture	52	46	(54)	-	<b>44</b>
Gordon Rickets Bursary	22	-	(3)	-	<b>19</b>
Library Exhibition Fund (Heinz Gallery)	5	-	-	-	<b>5</b>
Heinz Exhibition Fund	12	-	-	-	<b>12</b>
Giles Worsley Fund	176	10	(14)	-	<b>172</b>
Ayub Malik Trust Bursary	31	4	(28)	-	<b>7</b>
Clore Studio	-	150	-	-	<b>150</b>
RIBA Education Fund	426	18	(55)	-	<b>389</b>
Wilson Catalogue	-	75	(23)	-	<b>52</b>
Research Trust Funds	48	36	(12)	-	<b>72</b>
Prizes Trust	14	3	(10)	-	<b>7</b>
Annie Spink Memorial Scholarship	126	7	(14)	-	<b>119</b>
RIBA Award Trust	41	17	(26)	-	<b>32</b>
W J Parker Trust	45	19	(31)	-	<b>33</b>
Library Schools Programme	55	42	(78)	-	<b>19</b>
Sir Banister Fletcher Library Bequest	25	5	-	-	<b>30</b>
W H Ansell Bequest	40	2	-	-	<b>42</b>
Nadine Beddington Trust	49	8	(2)	-	<b>55</b>
Henry Jarvis Bequest	24	2	-	-	<b>26</b>
Goldfinger Trust	185	6	-	-	<b>191</b>
LKE Ozolins Bequest	28	22	(7)	-	<b>43</b>
C Jencks Exchange Fund	23	8	(9)	-	<b>22</b>
R S Reynolds Awards	14	-	-	-	<b>14</b>
Lord Norman Foster Travelling Scholarship	14	9	(8)	-	<b>15</b>
Wren Scholarship	-	30	(30)	-	<b>-</b>
BALT	115	7	(3)	-	<b>119</b>
RIBA East – CPD Fund	19	-	(1)	-	<b>18</b>
Rare Books Fund	59	15	-	-	<b>74</b>
Other	63	20	(9)	-	<b>74</b>
<b>Total restricted funds</b>	<b>1,737</b>	<b>562</b>	<b>(421)</b>	<b>-</b>	<b>1,878</b>

These funds are held to serve a number of purposes principally educational and funding the library/collections. These restricted funds can be only be used for the express purpose for which they have been given.



Notes to the Financial Statements continued...

For the year ended 31 December 2019

**22d. Movement in funds – endowment funds (prior year)**

Endowment funds are invested to generate income, which is then held in a series of separate restricted funds (see note 22c).

	At the start of the year	Incoming resources	Unrealised loss on investments	At the end of the year
	£'000	£'000	£'000	£'000
<b>RIBA group and RIBA charity – restricted funds</b>				
Research Trust Funds	1,084	-	(98)	<b>986</b>
Prizes Trust	74	-	(7)	<b>67</b>
Annie Spink Memorial Scholarship	98	-	(9)	<b>89</b>
RIBA Award Trust	483	-	(44)	<b>439</b>
W J Parker Trust	442	-	(40)	<b>402</b>
Sir Banister Fletcher Library Bequest	127	-	(11)	<b>116</b>
W H Ansell Bequest	25	-	(2)	<b>23</b>
Nadine Beddington Trust	194	-	(18)	<b>176</b>
Henry Jarvis Bequest	24	-	(2)	<b>22</b>
LKE Ozolins Bequest	657	-	(59)	<b>598</b>
C Jencks Exchange Fund	138	-	(12)	<b>126</b>
Lord Norman Foster Travelling Scholarship	265	-	(24)	<b>241</b>
Giles Worsley Fund	139	-	(12)	<b>127</b>
BALT	87	-	(8)	<b>79</b>
Other	19	-	(2)	<b>17</b>
<b>Total endowment funds</b>	<b>3,856</b>	<b>-</b>	<b>(348)</b>	<b>3,508</b>

**23a. Unrestricted funds – current year**

	At the start of the year	Transfers	Net movement unrestricted funds	At the end of the year
	£'000	£'000	£'000	£'000
<b>RIBA group</b>				
Revaluation reserve	6,703	(64)	-	<b>6,639</b>
Heritage assets reserves	264,523	-	59	<b>264,582</b>
Investment in associated company	30,741	-	6,287	<b>37,028</b>
Fixed assets reserve	16,164	-	(484)	<b>15,680</b>
Investment for growth fund	16,000	-	(2,433)	<b>13,567</b>
Three-year deficit cover	12,362	-	(2,988)	<b>9,374</b>
General reserve	4,975	64	411	<b>5,450</b>
	<b>351,468</b>	<b>-</b>	<b>852</b>	<b>352,320</b>
<b>RIBA charity</b>				
Revaluation reserve	6,703	(64)	-	<b>6,639</b>
Heritage assets reserves	264,523	-	59	<b>264,582</b>
Investment in associated company	30,741	-	6,287	<b>37,028</b>
Fixed assets reserve	16,164	-	(484)	<b>15,680</b>
Investment for growth fund	16,000	-	(2,433)	<b>13,567</b>
Four-year deficit cover	12,362	-	(2,988)	<b>9,374</b>
General reserve	5,134	64	(384)	<b>4,814</b>
	<b>351,627</b>	<b>-</b>	<b>57</b>	<b>351,684</b>

Notes to the Financial Statements continued...

For the year ended 31 December 2019

**23b. Unrestricted funds – prior year**

	At the start of the year	Transfers	Net movement – unrestricted funds	At the end of the year
	£'000	£'000	£'000	£'000
<b>RIBA group</b>				
Revaluation reserve	6,768	(65)	-	<b>6,703</b>
Heritage assets reserves	263,855	-	668	<b>264,523</b>
Investment in associated company	-	-	30,741	<b>30,741</b>
Fixed assets reserve	-	-	16,164	<b>16,164</b>
Investment for growth fund	-	-	16,000	<b>16,000</b>
Four-year deficit cover	-	-	12,362	<b>12,362</b>
General reserve	3,792	65	1,118	<b>4,975</b>
	274,415	-	77,053	<b>351,468</b>
<b>RIBA charity</b>				
Revaluation reserve	6,768	(65)	-	<b>6,703</b>
Heritage assets reserves	263,855	-	668	<b>264,523</b>
Investment in associated company	-	-	30,741	<b>30,741</b>
Fixed assets reserve	-	-	16,164	<b>16,164</b>
Investment for growth fund	-	-	16,000	<b>16,000</b>
Four-year deficit cover	-	-	12,362	<b>12,362</b>
General reserve	3,940	65	1,129	<b>5,134</b>
	274,563	-	77,064	<b>351,627</b>

**24. Reconciliation of net (expenditure)/income to net cash flow from operating activities**

	2019	2018
	£'000	£'000
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	<b>1,490</b>	80,864
Depreciation charges	<b>1,693</b>	1,804
Amortisation of goodwill	-	-
(Gains)/losses on investments	<b>(511)</b>	948
Heritage assets donated	<b>(59)</b>	(669)
Dividends, interest and rent from investments	<b>(4,007)</b>	(2,353)
Loss on the disposal of fixed assets	6	-
Disposal of subsidiary assets	-	5,229
(Increase) in stocks	<b>(307)</b>	(171)
(Increase)/decrease in debtors	<b>(291)</b>	1,820
(Decrease) in creditors	<b>(2,261)</b>	(8,361)
Pension reserve funding movements	<b>211</b>	(4,018)
Movement on investment in associate	<b>(6,287)</b>	2,590
<b>Net cash provided by operating activities</b>	<b>(10,323)</b>	77,683

Notes to the Financial Statements continued...

For the year ended 31 December 2019

**25. Analysis of cash and cash equivalents**

	At 1 January	Cash flows	Other changes	At 31 December
	£'000	£'000	£'000	£'000
Cash at bank and in hand	33,909	(21,087)	-	<b>12,822</b>
Total cash and cash equivalents	33,909	(21,087)	-	<b>12,822</b>

**26. Operating lease commitments**

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property	
	2019	2018
	£'000	£'000
Less than one year	<b>428</b>	441
Between two and five years	<b>944</b>	960
Over five years	<b>1,380</b>	1,650
	<b>2,752</b>	3,051

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property	
	2019	2018
	£'000	£'000
Less than one year	<b>428</b>	441
Between two and five years	<b>944</b>	960
Over five years	<b>1,380</b>	1,650
	<b>2,752</b>	3,051

**27. Pension schemes**

The RIBA makes contributions to three pension schemes as described in note 1, two of which are stakeholder schemes and one of which is a defined benefit scheme.

**Stakeholder pension schemes**

The RIBA operates two stakeholder pension schemes for the benefit of all staff who are not members of the defined benefit scheme. They are money purchase schemes where the employee contributes at least 1 - 6% salary and the employer 2 - 16.5% depending on age. The amount of this contribution was £895,000 (2018: £994,000).

**Defined Benefit Scheme**

The group operates a defined benefit scheme in the UK. A full actuarial valuation was carried out at 31 December 2016 by a qualified actuary.

Notes to the Financial Statements continued...

For the year ended 31 December 2019

**27. Pension schemes continued****Change in benefit obligation**

	Year ended 31/12/2019	Year ended 31/12/2018
	£'000	£'000
Defined benefit obligation at beginning of year	51,021	53,990
(Gain)/loss on curtailments/changes/introductions	-	51
Interest expense	1,380	1,324
Cash flow: Benefit payments from plan assets	(2,981)	(2,059)
Remeasurements:		
Effect of changes in assumptions	5,616	(2,285)
Effect of experience adjustments	-	-
Benefit obligation at end of year	55,036	51,021

**Change in fair value of plan assets**

	Year ended 31/12/2019	Year ended 31/12/2018
	£'000	£'000
Fair value of plan assets at beginning of year	60,067	60,548
Interest income	1,626	1,536
Cash flows:		
Employer contributions	-	4,333
Benefit payments from plan assets	(2,981)	(2,059)
Administrative expenses paid from plan assets	(457)	(476)
Remeasurement: Return on plan assets (excluding interest income)	7,000	(3,815)
Fair value of plan assets at end of year	65,255	60,067

**Amounts recognised in the balance sheet**

	Year ended 31/12/2019	Year ended 31/12/2018
	£'000	£'000
Defined benefit obligation	55,036	51,021
Fair value of plan assets	65,255	60,067
Funded status	(10,219)	(9,046)
Effect of asset ceiling	10,219	9,046
Net defined benefit (asset)	-	-

Notes to the Financial Statements continued...

For the year ended 31 December 2019

**27. Pension schemes continued****Plan assets**

	Year ended 31/12/2019	Year ended 31/12/2018
	£'000	£'000
<b>Fair value of plan assets:</b>		
Equity instruments	-	39,838
Debt Instruments	63,075	18,284
Other	1,446	1,345
Cash and cash equivalents	734	600
Total	65,255	60,067
Actual return on plan assets	8,626	(2,279)

**Cost relating to defined benefit plans**

	Year ended 31/12/2019	Year ended 31/12/2018
	£'000	£'000
Cost (excluding interest):		
(Gain)/loss on curtailments/changes/introductions	-	51
Net interest cost:		
Interest cost on DBO	1,380	1,324
Interest (income) on plan assets	(1,626)	(1,536)
Total net interest cost	(246)	(212)
Administrative expenses and/or taxes (not reserved within DBO)	457	476
Cost relating to defined benefit plans recognized in SOFA	211	315
Remeasurements (recognized in other comprehensive income):		
Effect of changes in assumptions	5,616	(2,285)
Effect of experience adjustments	-	-
(Return) on plan assets (excluding interest income)	(7,000)	3,815
Changes in asset ceiling (excluding interest income)	1,173	2,488
Total remeasurements included in other comprehensive income	(211)	4,018
Total cost related to defined benefit plans recognized in SOFA	-	4,333

Notes to the Financial Statements continued...

For the year ended 31 December 2019

**27. Pension schemes continued****Significant actuarial assumptions**

	Year ended 31/12/2019	Year ended 31/12/2018
	%	%
<b>Weighted average assumptions used to determine benefit obligations:</b>		
Discount rate	2.00%	2.80%
Price inflation rate (RPI)	3.00%	3.20%
Pensions-in-payment increase rate		
Pre 1.1.1989 – simple	7.00%	7.00%
Post 1.1.1989 – compound	5.00%	5.00%
<b>Assumed life expectations on retirement at age 65</b>		
Male retiring today (member age 65)	22.7	22.7
Male retiring in 20 years (member age 45 today)	24.4	24.3
Female retiring today (member age 65)	24.9	24.8
Female retiring in 20 years (member age 45 today)	26.3	26.3
<b>Weighted-average assumptions used to determine net pension cost:</b>		
Discount rate	2.80%	2.50%
Rate of pension increase - Pre 1 January 1989 (simple)	7.00%	7.00%
Rate of pension increase - Post 1 January 1989 (compound)	5.00%	5.00%
Price inflation rate (RPI)	3.20%	3.10%
<b>Membership statistics</b>		
<b>Census date</b>	<b>31/12/2016</b>	<b>31/12/2016</b>
<b>Active members:</b>		
a. Number	-	-
b. Total annual pensionable pay	-	-
c. Average pensionable pay	-	-
d. Average age	-	-
e. Average past service	-	-
<b>Vested deferred members:</b>		
a. Number	76	76
b. Average annual pension	6,420	6,420
c. Average age	55.7	55.7
<b>Retirees (Non-Phoenix Life):</b>		
a. Number	116	116
b. Average annual pension	16,200	16,200
c. Average age	73.0	73.0
<b>Insured Pensioners (Phoenix Life):</b>		
a. Number	9	9
b. Average annual pension	12,300	12,300
c. Average age	86.2	86.2

Notes to the Financial Statements continued...

For the year ended 31 December 2019

## **28. Legal status of the charity**

The charity is a company incorporated under Royal Charter and has no share capital.

## **29. Disposal of RIBA Enterprises Ltd in 2018**

In 2017 the Council committed to investigate the potential sale of the trading subsidiary RIBA Enterprises Ltd. On 8 June 2018 Enterprises was sold to Williams Topco Ltd, and RIBA invested into Williams Topco Ltd to acquire 42.5% of equity.

The gain on disposal in 2018 after exceptional costs was £84.8m. Total proceeds of £90.8m comprised £59.0m of cash received £31.6m of loan notes in Williams Topco Ltd, and £0.2m of share capital in Williams Topco Ltd.

These proceeds were offset by disposing of the £2.8m equity value of RIBA Enterprises at the date of disposal, and £3.2m of exceptional costs in 2018. £2.8m of the exceptional costs were for legal fees and transaction costs, of which £0.6m were incurred in RIBA Enterprises Ltd before the sale. £0.4m was also spent on other costs associated with the sale.

## **30. Post Balance Sheet Events**

On 27 November 2020 contracts were exchanged to sell 100% of the RIBAs investment in Williams Top Co Ltd to Byggfakta Group. The consideration was for £113m of cash which was received at the end of February 2021 after regulatory approvals were given. The consideration included paying off the loan notes, with the remaining surplus representing a gain on the investment held on the balance sheet.

Covid-19 had a financial impact on the RIBA in 2020. There was no material change in the value of investments held, or the defined benefit pension scheme. The financial impact was mitigated to some degree by furloughing staff through the Job Support Scheme. The reserves held at the end of 2019 were used to fund the increased deficit caused by Covid-19.

## Legal and Administrative details

### Name of charity

Royal Institute of British Architects

### Charity number

210566

### Registered office and operational address

66 Portland Place  
London  
W1B 1AD

## Council members

Before 11 March 2020 Council Members were also the Trustees of the RIBA. From 11 March 2020 the members of the Board were trustees rather than the Council. Page 11 provides more information on the RIBA's governance.

### President

Alan Jones (National)

Victoria Adegoke  
(Student) from 1 September 2019

David Adjei  
(London) from 1 September 2020

Sarah Akigbogun  
(London) from 1 September 2020

Yemi Aladerun  
(National) to 31 August 2020

Maryam Al-Irhayim  
(Student) from 1 September 2019

Simon Allford  
(President Elect) from 1 September 2020

Geoff Alsop  
(National) to 31 August 2019

Alice Asafu-Adjaye  
(Middle East & Africa)

John Assael  
(National) to 31 August 2020

Joanna Bacon  
(National)

Duncan Baker-Brown  
(South East) from 1 September 2020

Mark Benzie  
(South) from 1 September 2019

Alia Beyg  
(London) to 31 August 2020

Jason Bill  
(National) to 31 August 2020

Andrew Bourne  
(Wessex) to 31 August 2020

Graham Boyce  
(Yorkshire)

Caroline Buckingham  
(National) to 31 August 2019

Yuli Cadney-Toh  
(Wessex) from 1 September 2020

Ralph Carpenter  
(East) to 31 August 2019

Wendy Charlton  
(London) to 31 August 2020

Aaron Chetwynd  
(National) to 31 August 2020

Andrew Claibourne  
(South) from 1 September 2019 to 6 March 2020

Tim Clark  
(Europe)

John Cole  
(National) to 31 August 2019

Angela Dapper  
(London) from 1 September 2020

Catherine Davis  
(Americas)

Ben Derbyshire  
to 31 August 2020. Immediate Past President

Graham Devine  
(South West)

Jennifer Dixon  
(National) from 1 September 2020

Stephanie Edwards  
(London) to 31 August 2020

Debbie Flevotomou  
(London) to 31 August 2020

Jennifer Forakis  
(South) to 31 August 2019

Simone de Gale  
(National)

Christina Gaiger  
(RIAS President) from 31 June 2020

Lanre Gbolade  
(London) to 31 August 2020

Saul Golden  
(RSUA) to 31 August 2019

Jon Greenfield  
(East) from 1 September 2019

Chris Hampson  
(London) to 31 August 2020

Indy Johar  
(London) to 31 August 2020

Anthony Lloyd  
(West Midlands) to 31 August 2020

Donal MacRandal  
(RSUA President) from 1 June 2020

Michael Martin  
(London) to 31 August 2020

Joan McCoy  
(RSUA President) to 31 May 2020

Julia McLoughlin  
(South East) to 31 August 2019

Carolyn Merrifield  
(RSAW President) to 31 August 2019

Fraser Middleton  
(RIAS North)

Ewen Miller  
(North West)

Nick Mills  
(Wessex) to 31 August 2020

Alfred Munkenbeck  
(National) from 1 September 2019



Richard Murphy  
(National) to 31 August 2019

Lewis North  
(Student) from 1 September 2019

Femi Oresanya  
(London) from 1 September 2020

Elsie Owusu  
(National)

Valeria Passetti  
(Vice President Membership/East Midlands)

Abigail Patel  
(Student) to 31 August 2019

Jack Pringle  
(London) from 1 September 2020

Kerr Robertson  
(RIAS South) to 31 August 2020

Flora Samuel  
(National) to 31 August 2019

Selasi Setufe  
(Associate) to 31 August 2020

Mark Shipton  
(South) from 1 September 2019

Roger Shrimplin  
(East) to 31 August 2019 and from  
1 September 2020

Simeon Shtebunaeu  
(Student member) to 31 August 2019

Maria Smith  
(National) from 1 September 2019

Ian Standen  
(RSAW)

Danka Stefan  
(South East) from 1 September 2020

Ryan Stuckey  
(RSAW President) from 1 September 2019

Roger Tsan-Sum Wu  
(Asia & Australasia) to 31 August 2020

Elena Tsolakis  
(National) to 31 August 2019

Philip Twiss  
(West Midlands) from 1 September 2019

Philip Waddy  
(South) to 31 August 2019

Ken Wai  
(Asia & Australasia) from 1 September  
2020

Nicky Watson  
(North East)

Anna Webster  
(London) from 1 September 2020

Robin Webster  
(RIAS President) to 30 June 2020

John Wilde  
(South West) to 31 August 2020

Christopher Williamson  
(National) to 31 August 2019

Richard Wooldridge  
(North West)

From 11 March 2020 the members of the Board were trustees of the RIBA. Page 11 provides more information on the RIBA's governance.

## RIBA Board

Alan Jones  
President

John Assael  
to 31 August 2020 Honorary Treasurer

Jo Bacon  
To 11 March 2020, and from 11 April 2020

Caroline Buckingham  
to 2 October 2019

Nigel Carrington  
from 11 April 2020 to 9 July 2020

Wendy Charlton  
to 11 March 2020

Simone de Gale  
From 30 September 2020  
Honorary Treasurer

Ben Derbyshire  
to 26 March 2020 Immediate Past President

Graham Devine  
from 30 March 2020 to 11 April 2020, and  
from 30 September 2020

Rob Dickins  
to 11 March 2020

Matt Jones  
from 9 April 2020 to 24 August 2020  
Digital

Ruth McIntosh  
to 11 March 2020

Murray Orr  
from 9 April 2020 Business and Enterprise

Valeria Passetti  
to 11 March 2020, and from 11 April 2020  
Membership Development

Jack Pringle  
From 1 January 2021

Kerr Robertson  
to 31 August 20 Honorary Secretary

Marjorie Strachan  
from 15 May 2020 Organisational change

MarryAnne Stevens  
from 9 April 2020 Heritage

Helen Taylor  
to 11 March 2020

Elena Tsolakis  
to 2 October 2019

Pierre Wassenaar  
to 11 March 2020

Nicky Watson  
To 11 March 2020, and from 11 April 2020  
Learning

Chris Williamson  
to 2 October 2019

## Group executive

Alan Vallance FCA FAICD  
Chief Executive

Adrian Dobson BArch, MPhil,  
RIBA  
Executive Director Members

Clem Brohier LLB, MA, FCMA  
Chief Operating Officer

Avril Chester  
Interim Executive Director, Data &  
Technology from 12 December 2019

Clare Corbett  
Executive Director External Affairs

Paul Drinkwater  
Interim Executive Director of Data  
and Technology to 31 December 2019

Maxine McKenzie  
Executive Director Marketing and Member  
Development

Geoffrey Milton BA M.Ed  
Executive Director Human Resources and  
Organisation Development

## External

### Principal bankers

Barclays Bank  
1 Churchill Place  
Canary Wharf  
London E14 5HP

### Auditors

Sayer Vincent LLP  
Chartered Accountants and  
Statutory Auditors  
Invicta House  
108-114 Golden Lane  
London EC1Y 0TL

Sayer Vincent were re-appointed as the  
Group and charity's auditors in 2019.

### Solicitors

Capsticks Solicitors LLP  
1 St George's House East  
St George's Road  
Wimbledon  
London SW19 4DR

### Investment managers

Schroders  
12 Moorgate  
London EC2R 6DA

## Senior staff

The RIBA's senior staff team  
is the group executive and:

Anthony Brooks  
Director of Governance and Legal Affairs

Azlina Bulmer  
Director of International

Lucy Carmichael MA (Cantab), MA (RCA)  
Director of Practice

Mike Clarke  
Director of Membership Engagement  
and Business Development

Steven Cross  
Director of Partnerships, RIBA Enterprises

Simon Davidson MBA, MSS  
Director Strategy and Business

Wendy Fish PG DiplLib  
Director of Library

Andrew Forth  
Head of Policy & Public Affairs

David Gloster ADip, MSc, DIC,  
RIBA Director of Education

Pamela Harding  
Transformation Programme Director

William Hawkins BArch, MSc  
Director of Nations and Regions

Belinda Irlam-Mowbray  
Commercial Director

Juliet Leach  
Head of Marketing

Alison Mackinder  
Professional Education Programme Director

Melanie Mayfield  
Director of Media

Liam McConnell  
Head of Estates and Facilities

Harvinder Phull  
Head of ICT

David Sawyer FCCA  
Director of Finance

Neil Smith  
Interim Director of Membership

Linda Stevens  
Head of Client Services

## Public benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees have considered how planned activities will contribute to the aims and objectives they have set. We provide public benefit in a number of ways – we:

- validate UK and overseas schools of architecture, ensuring a high standard of quality of higher education;
- champion the RIBA Chartered Practice scheme, which encourages universal design excellence and a high level of customer service;
- deliver the RIBA awards programme, which identifies the best newly completed projects, new and renovated, to inspire the profession to raise and maintain the standard of good architecture and a public that is more aware of the benefits of good design;
- run a free telephone Information Line that helps members of the public with matters relating to architecture, architects and construction;
- host RIBApix.com, the online resource with over 107,500 images from the RIBA collections, available free of charge as an educational resource, and to buy;
- offer free public access to the British Architectural Library, which makes available the premier architectural resource in the UK and one of the leading specialist libraries in the world;
- provide free access to the reading and study rooms at the V&A and at the RIBA's outstore, together with free online access to one of the world's premier collections of architectural art and photographs;
- offer free exhibitions at 66 Portland Place, the V&A and as possible elsewhere, which help the RIBA share its collections and promote a better understanding of architecture among a wider public audience;
- devise and deliver events and talks which highlight issues of public interest about the built environment and stimulate debate within the profession and wider community;
- work with our members to help them devise and deliver festivals, such as Love Architecture, the national celebration which encourages the general public to get involved in architecture-themed events and discover how architecture relates to everyday life;
- support our members going into schools to talk to students about the role of the architect;
- run architecture.com, a free resource about architecture and a gateway to the British Architectural Library catalogue, which ensures that the RIBA collections are more readily accessible to researchers and the general public;
- partner with other like-minded organisations, such as the BBC and Open University, to extend the reach of our work with the public to target new audiences;
- support our branches through the Local Initiative Fund so that they can create exhibitions and events that engage the public in their area; and
- stand up for the consumer through our campaigns such as HomeWise, which calls on the government to improve the quality and quantity of new homes.

## Supporters

The following trusts and foundations, individuals and companies have supported the RIBA through donations, gifts in kind, grants and sponsorship of over £1,000 in 2019.

### Corporate supporters

Almacantar
Arper UK
Colt International
Consentino UK
Forbo Flooring UK
Formica
Geberit International Sales
Hatch Masfield Agencies (Taittinger)
Hawa Sliding Solutions AG
Ibstock Brick
Lotte Advanced Materials Europe GmbH
Moso Bamboo Surfaces
Michelmersh Brick Holdings PLC
Sika UK
Starwood Hotels & Resorts, Worldwide Inc (Le Meridien Piccadilly)
Tata Steel UK
Taylor Maxwell Group
The Little Greene Paint Company
Total Synergy UK
Vitra (UK)
Wedge Galvanizing Group
West Yorkshire Society of Architects
ZG Lighting (UK)

### Trust and foundations

Arts Council England
Clore Duffield Foundation
ft'work Trust
Rosenberg Memorial Fund
The Charles Peel Charitable Trust
The Shanta Foundation
Wren Insurance Association

### Practices

Allford Hall Monaghan Morris
Allies & Morrison
Assael Architecture
Darling Associates
Glenn Howells Architects
Haworth Tompkins
Hodder + Partners
HTA Design LLP
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Simpson Haugh
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### Individuals and legacies

Mr and Mrs Edward Atkin
Ms Linda Bennett and Mr Philip Harley
Mr Thomas S Croft
Mr James and Mrs Clare Kirkman
Mrs Anne Kriken Mann Hon FRIBA
Mr Alfred Le Boutillier (Legacy)
Mr Keith and Mrs Rhonda Lloyd
M J Long OBE (Legacy)
Dan Mackenzie (Steensen Varming)
Sir John Ritblat and Lady Ritblat OBE
Dame Theresa Sackler Hon FRIBA

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Royal Institute of British Architects  
66 Portland Place  
London  
W1B 1AD

Charity No. 210566  
Telephone: +44 (0)20 7580 5533  
[info@riba.org](mailto:info@riba.org)

RIBA   
[Architecture.com](http://Architecture.com)