

Charity Registration No. 1179558

Company Registration No. 02754293 (England and Wales)

THE INSTITUTION OF ANALYSTS & PROGRAMMERS
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MAY 2021

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees

M W Doe
G Fenton
E J Keen
P B Lynham
D P Morgan
S Reed
A J C Revell

Secretary

G Fenton

Honorary officers:**President**

Paul Lynham FIAP

Vice-president

Martin Doe MIAP

Treasurer

Graham Fenton FIAP

Registered office

Boundary House
Boston Road
London
W7 2QE

Independent examiner

R Morris FCA
Lyon Griffiths (Audit and Accounting) Limited
17 Alvaston Business Park
Middlewich Road
Nantwich
CW5 6PF

Bankers

Coutts & Co
440 Strand
London
WC2R 0QS

Legal advisors

WBW Solicitors LLP
Church House
Queen Street
Newton Abbot
Devon
TQ12 2QP

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

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THE INSTITUTION OF ANALYSTS & PROGRAMMERS

PRESIDENT'S REPORT

FOR THE YEAR ENDED 31 MAY 2021

Introduction

Recent times have forced many to reflect on the way they work and live their lives and for some to examine their objectives. The world has changed and although it seems like an oxymoron, change is constant! However, the rate of change in the last year or so has been accelerated, with a need to work remotely, while remaining effective and for many the need to work collaboratively in distributed environments. Although this may not be new for some, generally speaking, this has forced the adoption of new ways of working, thinking and utilising enabling technology. In reality, much of this technology has been available since the turn of the millennium, but now it seems a twenty-first-century modus operandi has eventually arrived.

A new path

The Institution of Analysts and Programmers has started upon the path of change, but there is still much to achieve. The Executive and Trustee Board as well as the administration have adopted remote working with ease, allowing the IAP to operate as a virtual entity. It has also progressed its member engagement, enabling frequent events with both members and invited guests to attend and participate. This change has been beneficial for the IAP, its members and its charitable goals.

The IAP's mission is **improving software for society** by being the leading professional body for those aspiring to and engaged in creating, developing and maintaining software, with an international reputation for education, high standards and the calibre of its members. Many of the events over the last year has given its participants insight into how software can be modelled, designed and written so that it is reliable, trustworthy and fit for purpose. The Institution is also a founding member of the Cyber Security Alliance, which has led to the formation of the Cyber Security Council. It also administrates the Trustworthy Software Foundation, which has devised standards that have practical benefits and it is hoped these standards will be widely adopted. The IAP's purpose in this endeavour is therefore plain to see. Nevertheless, this is not the end of the matter. It is not even the beginning of the end. But it is, perhaps, the end of the beginning of our journey along the path to new ways of operating!

Member engagement

The mission of the Institution of Analysts and Programmers is to be the leading specialist professional body advancing software development, recognising the competence of those engaged in all aspects of it, and promoting the importance of trustworthy software to the public. This is not a 'mission impossible' but will require substantial collaboration between the Institution, its membership and people involved in software development.

Currently, the IAP assesses and recognises competency in this field, but this happens as a result of motivated individuals who put themselves forward for membership. It may transpire this model may need to be changed or tweaked so that there are not so many barriers to becoming recognised competent practitioners in this field. This includes the way that membership is gained and paid for. A model that equates membership fees with endeavours within software development, voluntary work or some other recognition, so that we can widen our appeal, membership and collaboration is needed more than ever.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

PRESIDENT'S REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

Leaders in a field

We cannot carry on with a twentieth-century model that is failing to keep pace with twenty-first century trends. Many members of the Institution have the insight, experience and knowledge to help achieve our vision but often they are reticent to bring forward their skills. Therefore our focus going forward over the next year is to bring these leaders to the forefront, sharing their experiences and knowledge, while we widen our membership base and sphere of influence. This does not stop us from commercially maximising our finances through licensing our IP or through agreements with educational or commercial partners. Indeed, we should also be seeking commercial affiliations and sponsorship, as well as voluntary contributions so we have funds available to pursue our goals. We are in a better position than we ever have been to achieve these goals as we have contributed more, engaged more and have the highest recognition as a leading force in software development.

Through widening our appeal we can make more use of volunteers who are aligned with our thinking. By harnessing such motivation, we can punch well above our weight. JFK said, "Ask not what your country can do for you – ask what you can do for your country". This is the mantra we need to get our wider audience chanting. This is not rhetoric but a real chance to persuade those that have the ability to do something that matters. The challenge is therefore to identify and inspire these individuals to get to the next level within the IAP and its goals.

The IAP has already started work in the areas of communities of practice in the security field but also has plans in the field of transport, especially in the automotive area. However, these are not limitations and we would look for inspiration from leaders to pursue other areas that would benefit from the resources we can bring to bear.

Trust

The last few years have demonstrated some of the follies that can befall software development. The Post Office's Horizon system cost many of its users their jobs, their homes and their freedom and some even paid the ultimate price in losing their lives. The fiasco and the ongoing legal cases with the software involved with diesel engines is another example. Society already heavily relies on software and as time goes on, it will become even more ubiquitous. People need to have full trust in the software they use and that which is used without their direct intervention - software that is safe, secure, behaves as expected and is fit for purpose. We can bring our influence to bear on this matter!

One idea is to set challenges that all software developers could participate in to achieve a certain goal. The upshot of this would allow the production of software, interfaces or standards that could benefit society as a whole, by allowing consistent and trustworthy software to be developed from such building blocks.

Conclusion

The IAP is in a better position than it ever has been to influence software developers, its members and society in general. To accomplish its goals it needs to widen its membership and participation, identify and engage leaders, challenge software developers and publicise new ideas and products which can enhance society by improved, secure and trustworthy software.

Paul Lynham FIAP

President

Dated: 15 October 2021

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

DIRECTOR GENERAL'S REPORT

FOR THE YEAR ENDED 31 MAY 2021

There can be no doubt that the year ending 31 May 2021 has been one of the most tumultuous in recent history. The global pandemic has impacted everybody's lives and, in the United Kingdom, we are working our way through the country's decision to leave the European Union.

I am very proud of how the Institution has continued to play a significant role in shaping parts of the wider IT profession and has continued to serve its members' aim of improving software for society against this backdrop.

The Institution punches significantly above its weight in having an impact on developments within the wider profession. It is a small body that doggedly has pursued its charitable mission in a very challenging year.

Finance

The Institution increased its annual surplus by marginally over 31% on the previous year, largely due to prudent management of its expenditure. This is a pleasing result in light of the financial implications of the pandemic and the uncertainty of Brexit. The organisation is committed to building its funds and managed to improve its available unrestricted funds by over 41%. The Trustees are mindful of important capital expenditure that needs to be made in the coming year to enable it to deliver on its charitable mission.

COVID-19

I am extremely pleased that the restructuring of the organisation that took place shortly after we became a registered charity stood us in good stead to continue operating throughout the pandemic.

A top priority has been to ensure the health, safety and well-being of our staff, volunteers and members. The organisation has become substantially cloud-based in recent years, which allowed those involved in running the Institution to continue doing so.

We have been very mindful of the well-being of our members during the pandemic and conducted a survey to understand their circumstances and to support them where we could.

We have greatly expanded our webinar programme that has engaged many more members than ever before. Many of our online events have also been freely available to non-members and the general public. They have all been well attended.

We were forced to hold our AGM completely online in 2020, but this substantially increased engagement.

Influence

The Institution has continued to influence the development of the profession, most notably through its work as part of the Cyber Security Alliance in forming the new UK Cyber Security Council on behalf of HM Government.

The Institution is a small body, but by carefully using its resources, it has managed to have a significant impact on improving software for society.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

DIRECTOR GENERAL'S REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

Membership

Membership is an important focus for the Institution as ultimately it is through its members' subscriptions and voluntary contributions that it delivers its societal impact.

The Institution continues to develop its 10Es programme to attract members:-

- Enhance: We will enhance what we offer to our members by focusing on career-oriented benefits that will help them develop professionally.
- Exchange: We will provide our members with opportunities to exchange ideas, both face-to-face and online.
- Encourage: We will actively encourage our members to develop their careers by finding them mentors from within our membership.
- Empower: We will empower our members, especially our Fellows, to have a greater voice within our profession.
- Ensure: We will ensure the quality of our membership remains outstanding by extending the peer review procedure that applications receive and by providing online verification of membership.
- Enable: We will enable members to contribute more to the running and development of the Institution by establishing opportunities for them to help the Institution flourish.
- Educate: We will continue to educate our members and the wider profession by publishing a learned journal and by developing a Body of Knowledge for the profession.
- Enlighten: We will enlighten our profession, shaping its development by liaising more with government, academia and employers.
- Engender: We will engender the spirit of professional duty in our members so that they can evangelise the need for professionalism in the wider IT community.
- Evolve: We will evolve into a higher profile and more significant specialist professional body by increasing our relevance to our own members, the wider profession and Society at large.

Outlook

The outlook is increasingly bright for the Institution. Its influence is growing and it is intensifying its impact on improving software for society. The Institution is cognisant that there remains a great deal to improve its delivery but I am confident that it can rise to the challenges ahead.

Its financial situation is improving and is offering much more opportunity for its members to get involved in making a difference in what is a vital profession for the future well-being of society.

Alastair Revell FIAP
Director General
Dated: 15 October 2021

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MAY 2021

The trustees present their report and financial statements for the year ended 31 May 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Institution's memorandum and articles of association, the Companies Act 2006 and "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) (effective 1 January 2019)".

Introduction

The Institution was established in 1972 as an unincorporated entity. It incorporated on 8 October 1992 as a company limited by guarantee, operating as a not-for-profit professional membership body. It was granted a Coat of Arms by Letters Patent issued by Garter Principal King at Arms under a warrant from the Earl Marshal on 13th March 1994. It formally registered as a charity with the Charity Commission on 15 August 2018.

The Institution's objectives

The Institution is incorporated as a company limited by guarantee and registered in England and Wales (under number 02754293). It is registered as a charity (under number 1179558) with the Charity Commission in England and Wales.

The Institution's Objects are:-

- (a) to advance the science of the development of secure and carefully designed software and to promote public education therein; and
- (b) to advance the education of the public on the subject of software development and related disciplines as well as to promote greater understanding and appreciation of the impact of software on society for the public benefit.

The Institution serves those involved in the development of software and society at large.

Delivering Public Benefit

The Institution delivers the charitable objects set out in its Articles of Association to provide public benefit through a programme of activities under the direction of its Trustees, which the Institution and its members facilitate, largely through its volunteer community.

The Trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the guidance published by the Charities Commission in deciding what activities the Institution should undertake as a charity.

The Institution has 260 fellows spread across the United Kingdom who contribute voluntarily to its work through attendance at Institution events nationally as well as working with other groups engaging with government and academia to further its charitable objects.

The Institution's activities all aim at **improving software for society**.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

Activities and achievements

The Institution's Articles of Association permit twelve types of activity in achieving its charitable objects, which the Trustees have used below to structure their report on its activities during the year.

All of these activities primarily aim at benefiting society.

1. encourage and promote high standards of education, qualification, competence, leadership, management, knowledge and professionalism as well as high ethical standards amongst those involved in commissioning, developing, securing, installing, maintaining and testing software, adopting any lawful means conducive to maintaining the highest standards of professional skill and conduct amongst members of the Institution

The Institution has continued to operate as a professional body, grading its members according to their professional qualifications and experience and ensuring that they are maintaining their skills through continuing professional development in what is a rapidly evolving profession.

Members abide by a Code of Conduct, underpinned by disciplinary regulations, which emphasises their duties to the public.

The Trustees believe that this benefits society by encouraging its members to develop software to the highest of standards at a time when the general public are increasingly aware of how much of their daily lives rely on well-written code.

The Institution initiated a review of its disciplinary processes towards the end of the reporting period to ensure they remain fit for purpose.

The Institution continues to support the Trustworthy Software Foundation, which it controls. The Foundation signposts and promotes British Standard BS10754 on Trustworthy Systems and is the vehicle the Institution uses to engage on important work in evolving this standard into an international one and is actively engaged in developing verification schemes against the standard.

The Institution continues to work on its FURST guidance for software developers, which aims at enhancing their professional practice and so improving software for society.

The Institution has also worked with partners in the Cyber Security Alliance to develop the code of ethics for members of the new Cyber Security Council in the United Kingdom.

2. facilitate the professional development of those engaged in developing software to improve the quality, trustworthiness and security of software for the public benefit

The Institution has continued to facilitate the professional development of those engaged in developing software during the reporting period.

The Institution continues to signpost valuable material for the development of trustworthy systems by supporting the work of its subsidiary, the Trustworthy Software Foundation. The resources that it makes publicly available through this initiative include videos and guides on building trustworthy and secure systems. This material helps facilitate the professional development of both new entrants and experienced practitioners alike. It enables them to improve the quality, trustworthiness and security of the systems they produce to the benefit of the public.

Unfortunately, the Institution was unable to run a symposium or other face-to-face events aimed at enhancing the skills and knowledge of practitioners during the reporting period due to pandemic restrictions and concerns for health and safety.

However, it did run a successful series of free webinars on a range of technical topics, which were open to members and non-members alike. The webinar series was well received and covered topics such as agile leadership, a strategic briefing on the UK Cyber Security Council and architecture state modelling.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

The Institution continues to signpost and develop its FURST programme, which aims to improve the technical practice of software developers. The Institution's President, Paul Lynham FIAP, leads this important programme. Work this year included the development of more guidance and a webinar.

3. liaise with government departments and other bodies concerned with statutory or other qualifications, and with universities and other educational institutes and authorities in the furtherance of education and training in the development, trustworthiness, security, installation, maintenance and testing of software

The Institution was pleased to see five years of work in forming the new UK Cyber Security Council come to fruition during the year. The Institution is a founding member of the Cyber Security Alliance, which was established in response to a proposal by HM Government to form a new council to regulate the emerging cyber security profession.

The Alliance is a wide-ranging group of professional, accreditation and examination bodies along with other charities and think tanks with an interest in cyber security. The Alliance won the government's tender to form the new council and the Institution was a signatory to the contract to deliver the Council with other members of the Alliance.

The Institution has worked through the Alliance with the Cabinet Office, DCMS and the National Cyber Security Centre in establishing the new council, which aims to regulate and encourage the education and development of professionals working in all aspects of cyber security.

The Trustees are particularly mindful of the increasing impact of insecure code on the daily lives of individuals, both in the United Kingdom and beyond. They feel strongly that the Institution's engagement in the Cyber Security Alliance and the formation of the UK Cyber Security Council has been of the utmost importance in advancing the development of secure and carefully designed software as well as in promoting a greater public understanding and appreciation of the impact of software on society.

The Institution continues to liaise with several universities with the aim of encouraging the education and development of the next generation of practitioners.

The Institution has also been involved in preliminary work by DCMS around the proposed legislation aimed at regulating the Internet of Things (IoT).

4. facilitate the exchange and publication of information and ideas on the development, trustworthiness, security, installation, maintenance and testing of software, to encourage research therein and to publish the results thereof

The Institution has worked throughout the pandemic to facilitate the exchange of information and ideas through various online events. It has also published a number of articles and continued its work on developing the FURST programme.

5. promote and raise awareness within society about the need for high quality, trustworthy and secure software systems for the benefit of the public

The Trustees expect the Institution's work in helping to form the UK Cyber Security Council to have a profound effect on public awareness of the need for trustworthy and secure software in society over the long term.

The Institution also increased its activities during the year in signposting articles through its social media channels to raise public awareness around the importance of high quality, trustworthy and secure software systems.

It has also published a number of articles aimed at promoting and raising public awareness in light of recent high profile concerns around the quality and fitness for purpose of some software.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

6. promote and raise awareness of diversity and equality within the software development profession

The Trustees are very mindful about the poor gender diversity within software engineering and related disciplines. The Institution ran a competition and a subsequent online event to highlight that its membership had concluded that two of the three most influential people in software in their view were women.

The Trustees remain committed to doing much more in this space.

7. promote, establish and support standards and codes of conduct, ethics and practice for the development, installation, maintenance and testing of software

The Trustees keep the Institution's own Code of Conduct under constant review as the profession continues to evolve.

The Institution encourages its membership, through its Code of Conduct and grading criteria, to actively work to the highest of professional standards.

The Institution also supported the UK Cyber Security Council formation project in developing the Council's own code of ethics with a Fellow working in the ethics work stream.

The Institution has been working through the Trustworthy Software Foundation to establish a verification scheme against the BS10574 standard for Trustworthy Systems and currently chairs the Verification Committee of the Advisory Committee on Trustworthy Systems.

The Institution has supported several other Fellows in various ways in developing standards and other forms of guidance through their work with national standards and other similar bodies.

8. invite, receive, hear and publish communications relating to the science, teaching, application or use of software and to grant prizes or other awards in respect of them

The Institution continues to run its academic prize scheme, which encourages outstanding performance by university students working towards their degrees.

The scheme awards recipients with a certificate confirming their outstanding performance, a year's membership aimed at encouraging them to make a commitment to working to high professional and ethical standards in the public interest and a sum of money to assist them in the early stages of their career.

Unfortunately, Institution Fellows have been unable to meet and present prize recipients face-to-face this year. The Institution has also not been able to run a symposium during the year due to the pandemic. While the Institution is only able to hold symposia occasionally, they are its flagship events open to members and non-members in encouraging communication around the science, teaching application and use of software.

9. hold or supervise examinations and award certificates, diplomas, prizes, bursaries or scholarships either alone or jointly with other educational or professional bodies in relation to the development or use of software

The Trustees were pleased to continue the Institution's academic prize scheme during the year.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

10. prepare, print and publish criteria for the teaching of and training in software development and its related disciplines

The Trustees regret they were unable to publish an edition of Software Development Practice during the year. They hope to be able to continue the publication series moving forward.

11. confer, consult, communicate or collaborate with other scientific, professional, educational or technical bodies with a view to pursuing common objects in software development and related subjects as well as to represent the software development profession nationally and internationally

The Institution collaborated extensively during the year with its peer bodies in the Cyber Security Alliance, including the Institution of Engineering and Technology (IET), BCS The Chartered Institute for IT and the Chartered Institute for Information Security (CIIISec), along with other bodies such as the Worshipful Company of Information Technologists (WCIT), the Information Assurance Advisory Council (IAAC), ISACA and the Security Institute and a number of certification bodies such as ISC(2) and CREST amongst others.

The common objective was the formation of the UK Cyber Security Council, which was formally launched in April 2021.

The Institution's Fellows were involved in its project board and several of the project's work streams during the year.

The Institution's role in forming the UK Cyber Security Council was recognised by the new Council by formally acknowledging the Institution as a Founding Member.

The Institution has been involved in supporting Fellows working in both national and international standards through its subsidiary body the Trustworthy Software Foundation, particularly in work around the BS10574 standard.

12. enable and encourage those engaged in or interested in software and its development to meet and correspond in order to exchange ideas and information on its science, practice, teaching, application and use

The Institution established the Cyber Security Community of Practice (Cyber CoP) during the reporting period as a way of enabling and encouraging members interested in the cyber security aspects of software development to meet and correspond.

The Community of Practice comprises twelve Fellows (FIAP) and two Members (MIAP).

The Trustees are pleased with the progress the group has made and are actively looking at other areas of practice where they could usefully establish other communities of practice.

The Trustees believe there are several areas where such groups could deliver public benefit by helping to advance thinking in these areas.

Financial review

Unrestricted funds at the end of the year totalled £51,317. It is the policy of the trustees to maintain unrestricted funds (which they have not designated for a specific use) at a level equivalent to six months' expenditure. The trustees have continued to ensure that reserves are adequate and, in the event of a significant drop in income, they will be able to continue the Institution's current activities.

The trustees have assessed the major risks to which the Institution is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

The trustees are satisfied that sufficient funding will be available for the Institution to continue operating for the foreseeable future. The trustees have budgeted for a surplus position for the year to 31 May 2022.

Structure, governance and management

The Institution is a charitable company limited by guarantee governed by its articles of association, which establishes that the Trustee Board is the ultimate governing body. Its constitution and powers are set out in its Articles of Association.

The Trustee Board comprises the following:-

- (a) up to six Elected Trustees elected at a general meeting by the membership;
- (b) up to three Lay Trustees appointed from outside of the membership by the Trustee Board;
- (c) an appointed Trustee to act as Treasurer as an Ex Officio Trustee;
- (d) the Director General as an Ex Officio Trustee (unless remunerated);
- (e) the Chair of the Council as an Ex Officio Trustee;
- (f) the Vice-Chair of the Council as an Ex Officio Trustee.

The Trustees elect the Institution's President and Vice-President from the Elected Trustees on the Trustee Board to serve from their first meeting after an AGM until the first meeting after the following AGM. The Trustees also appoint the Treasurer to serve for the same period.

The constitution provides for an Advisory Council, elected by the membership. This is currently dormant but the Trustees remain committed to establish it once viable.

The Trustees are also the directors for the purposes of company law.

The Trustees who served during the year and up to the date of signature of the financial statements are given below, including their attendance at Trustee Board meetings:-

| Trustee | Attendance | |
|------------|------------|--------------------|
| | Eligible | Present |
| MW Doe | 4 | 4 |
| G Fenton | 4 | 4 |
| EJ Keen | 4 | 2 |
| PB Lynham | 4 | 4 |
| DP Morgan | 4 | 0 (due to illness) |
| S Reed | 4 | 4 |
| AJC Revell | 4 | 4 |

The Trustee Board can co-opt individuals to be members of the Board if vacancies exist.

The Elected Trustees are members of the Institute, elected by the membership at the AGM to serve for a period of three years.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

New trustees/directors are given training on appointment regarding:

- the Institution's aims
- their legal obligations under company and charity law
- the operation of the Institution and the decision making process
- the Institution's future development plans
- the Institution's recent financial performance

None of the Trustees have any beneficial interest in the Institution. All of the Trustees are currently members of the Institution and guarantee to contribute £1 in the event of a winding up.


The Trustee Board approves ordinances, rules, regulations or byelaws that are subordinate to the Articles of Association to regulate the affairs of the Institution, as needed, from time-to-time.

The Trustees delegate the management of the Institution to the Director General who is empowered to form an Executive Board to assist in its management, which may comprise of paid staff and volunteers.

Compliance with legislation

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The Trustees' report was approved by the Institution's Trustee Board.



Trustee and Director

Dated: Oct 22 2021

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF THE INSTITUTION OF ANALYSTS & PROGRAMMERS

I report to the trustees on my examination of the financial statements of The Institution of Analysts & Programmers (the charitable company) for the year ended 31 May 2021.

Responsibilities and basis of report

As the trustees of the charitable company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charitable company's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 1 accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
- 4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.



R Morris FCA
Lyon Griffiths (Audit and Accounting) Limited
17 Alvaston Business Park
Middlewich Road
Nantwich
Cheshire
CW5 6PF

Dated: 21st January 2022

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MAY 2021

| | | Unrestricted funds 2021 £ | Total 2020 £ |
|---|-------|------------------------------------|--------------------|
| | Notes | | |
| Income from: | | | |
| Membership fees, etc. | 3 | 52,239 | 54,984 |
| | | <hr/> | <hr/> |
| Expenditure: | | | |
| Total expenses | 4 | 37,285 | 43,574 |
| | | <hr/> | <hr/> |
| Net income for the year/ Net movement in funds | | 14,954 | 11,410 |
| Fund balances at 1 June 2020 | | 36,363 | 24,953 |
| | | <hr/> | <hr/> |
| Fund balances at 31 May 2021 | | 51,317 | 36,363 |
| | | <hr/> <hr/> | <hr/> <hr/> |

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

BALANCE SHEET

AS AT 31 MAY 2021

| | Notes | 2021 £ | £ | 2020 £ | £ |
|---|-------|----------------|---------------|----------------|---------------|
| Fixed assets | | | | | |
| Tangible assets | 7 | | 1,000 | | 40 |
| Current assets | | | | | |
| Debtors | 8 | 739 | | 712 | |
| Cash at bank and in hand | | 51,388 | | 41,012 | |
| | | <u>52,127</u> | | <u>41,724</u> | |
| Creditors: amounts falling due within one year | 9 | <u>(1,810)</u> | | <u>(5,401)</u> | |
| Net current assets | | | 50,317 | | 36,323 |
| Total assets less current liabilities | | | <u>51,317</u> | | <u>36,363</u> |
| Income funds | | | | | |
| Unrestricted funds | | | 51,317 | | 36,363 |
| | | | <u>51,317</u> | | <u>36,363</u> |

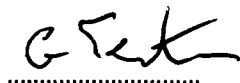
The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 May 2021.

The directors acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on Oct 23 2021



Trustee

Company Registration No. 02754293

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2021

1 Accounting policies

Charity information

The Institution of Analysts & Programmers is a private company limited by guarantee incorporated in England and Wales, no. 02754293. The registered office is Boundary House, Boston Road, London, W7 2QE.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charitable company's memorandum and articles of association, the Charities Act 2011, the Companies Act 2006, FRS102 (the Financial Reporting Standard applicable in the UK and Republic of Ireland) and "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) (effective 1 January 2019)". The charitable company is a Public Benefit Entity as defined by FRS 102.

The charitable company has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention and include the results of the charity's operations which are described in the Trustees' Report and all of which are continuing. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees consider that there are no material uncertainties that may cast significant doubt on the charitable company's ability to continue as a going concern and they have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

The company does not currently have any restricted or endowment funds.

1.4 Income

Income is recognised when the charitable company is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Membership subscriptions are recognised on receipt.

1.5 Expenditure

Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charitable company to pay out resources and the amount of the obligation can be measured with reasonable certainty.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

| | |
|----------------------------------|-------------------------|
| Fixtures, fittings and equipment | 33.33% reducing balance |
|----------------------------------|-------------------------|

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of fixed assets

At each reporting end date, the charitable company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial Instruments

The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charitable company's contractual obligations expire or are discharged or cancelled.

2 Critical accounting estimates and judgements

In the application of the charitable company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Membership fees, etc.

| | Total 2021 £ | Total 2020 £ |
|--------------------------|-----------------------------|-----------------------------|
| Membership subscriptions | 52,239 | 54,984 |

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

4 Total expenses

| | Unrestricted funds 2021 £ | Unrestricted funds 2020 £ |
|--|------------------------------------|------------------------------------|
| Depreciation and impairment | 499 | 20 |
| Administration costs | 24,650 | 25,225 |
| Trustworthy Software Foundation - release of provision | (1,462) | - |
| Travelling expenses | 169 | 2,386 |
| Office rent | 1,650 | 1,879 |
| Telecommunications | 1,070 | 1,314 |
| Postage, mailing and pocket diaries | 2,255 | 1,985 |
| Printing and stationery | 840 | 3,146 |
| Computer expenses and software maintenance | 999 | 939 |
| Legal and professional fees | 1,105 | 1,146 |
| Accountancy | 1,992 | 2,014 |
| Bank charges | 1,982 | 1,809 |
| Insurance | 966 | 920 |
| Sundry expenses | 570 | 791 |
| | <u>37,285</u> | <u>43,574</u> |

Included in Accountancy are fees to the Independent Examiner of £960 (2020 - £960) re the examination and £720 (2020 - £720) re other services.

5 Trustees

None of the trustees (or any persons connected with them) received any remuneration, benefits or expenses from the charitable company during the year.

6 Employees

There were no employees during the year.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

| | | |
|---|-------------------|---|
| 7 Tangible fixed assets | | Fixtures, fittings and equipment |
| | | £ |
| Cost | | |
| At 1 June 2020 | | 8,722 |
| Additions | | 1,459 |
| | | <u> </u> |
| At 31 May 2021 | | 10,181 |
| | | <u> </u> |
| Depreciation and impairment | | |
| At 1 June 2020 | | 8,682 |
| Depreciation charged in the year | | 499 |
| | | <u> </u> |
| At 31 May 2021 | | 9,181 |
| | | <u> </u> |
| Carrying amount | | |
| At 31 May 2021 | | 1,000 |
| | | <u> </u> |
| At 31 May 2020 | | 40 |
| | | <u> </u> |
| 8 Debtors | | |
| | 2021 | 2020 |
| Amounts falling due within one year: | £ | £ |
| Prepayments and accrued income | 739 | 712 |
| | <u> </u> | <u> </u> |
| 9 Creditors: amounts falling due within one year | | |
| | 2021 | 2020 |
| | £ | £ |
| Other creditors | 1,810 | 5,401 |
| | <u> </u> | <u> </u> |

10 Related party transactions

There were no disclosable related party transactions during the year (2020 - none).