


RIBA 

RIBA 



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The RIBA AGM will be held at 12.45 on Thursday 6 October 2011 at 66 Portland Place, London W1B 1AD for the presentation and consideration of the Annual Report of the Council and the appointment of auditors. Chartered Members are encouraged to vote on the resolution to accept the Annual Report and for the reappointment of Sayer Vincent as auditors. The AGM voting paper is available at architecture.com/agmvotingpaper or from the Constitutional Affairs Secretary at 66 Portland Place, tel. +44(0)20 7307 3883.

Our objectives, Core Aims and how we provide public benefit

Objectives

The objectives of the RIBA, as set out in its Charter, are the Advancement of Architecture and the promotion of the acquiring of knowledge of the Arts and Sciences connected therewith. In modern day terms this could be better expressed as ‘the RIBA champions better buildings, communities and the environment through architecture and architects’.

Core Aims

During the year the RIBA reviewed its strategic purpose and Core Aims which had previously been summarised as campaigning, quality and capability. The RIBA now seeks to achieve its main strategic purpose through six new Core Aims, namely:

1 Valuing

Identifying evidence of the value of architecture and architects and sharing it with decision-makers, clients and the public

2 Promoting

Celebrating and promoting the benefits that good architecture brings to society, the economy and the environment

3 Influencing

Influencing the environment in which architecture can flourish

4 Developing

Supporting the education and professional development of architects and other professionals

5 Leading

Setting and maintaining world-leading professional standards for membership of the RIBA

6 Connecting

Enabling and motivating staff, members and partners to work together to achieve our shared purpose

More information on these is shown later on in this review.

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.

RIBA demonstrates public benefit:

- through the validation of UK and overseas schools of architecture, which ensures the quality of higher education;
- through the RIBA Chartered Practice scheme, which encourages quality in the practice of architecture;
- through the Awards programme, which continues to identify and acknowledge the best in new architecture around the world, providing a strong incentive to the profession to raise and maintain the standard of architecture;
- through uploading records onto an online catalogue, which ensures that the RIBA Collections are more readily accessible to researchers and the general public;
- by providing free access to members of the general public 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;
- by organising exhibitions at 66 Portland Place, the Victoria and Albert Museum and as possible elsewhere, a better understanding of architecture is given to a wider public audience;
- by providing a valuable resource through the use of the study rooms at the Victoria and Albert Museum to an increasing number of visitors;
- through its events and talks programme, which helps to highlight issues of public importance and interest relating to the built environment and to stimulate debate within the profession and wider community; and
- through festivals, such as North West Architecture Festival 2010, which engage the general public, including young people, in understanding the excitement and importance of architecture in Britain.



'The RIBA Education Fund supported my subsistence costs at a time when my rent had increased and I was struggling financially. It also enabled me to pay for better models and printing. Our final wall presentation is a vital part of the course. Thanks to the Fund I was able to print my work and present my drawings in a way that really did justice to my ideas.'

Architecture student Zaynib Khan, Final Year, Part II (Diploma), Liverpool John Moores University. Photo: Atelier Works

Protecting the future of architecture in difficult times

Ruth Reed, RIBA President

It seems extraordinary to think that, during my election campaign, there were repeated calls from the membership for more qualified architects. Of course that autumn the situation changed dramatically and continues to be very difficult. Opportunities for work and professional practice experience for graduates are far fewer, and the Government's subsequent raising of tuition fees in the wake of the Browne Review promises to make life much harder still for architectural students. It is totally unacceptable but inevitable that the enormous fee debt they face will squeeze people out of architectural education not because they do not have the talent, but because they do not have the money.

As the first academic president I am passionate about fair access to architectural education – which is why, for me, one of the biggest steps the RIBA took in 2010 was to properly define our ambitions in this area. Our educational activity has never been formally framed: we have always supported architectural education but never put down on paper a set of intentions and aims that could drive the agenda forward. Now we have five clear strands of education policy, which includes working towards greater development of client-facing skills and business skills on architectural courses, and ARB recognition of RIBA validated qualifications achieved outside the UK.

The RIBA has all it needs to become a global centre for architecture

A key aspiration was for architectural education in the UK to be affordable and culturally diverse. In the light of the change of policy on tuition fees, it was vital, in retrospect that we made clear exactly where we stand. In the meantime, we are doing what we can to support students in dire financial straits. I am proud of our decision to increase our student hardship fund in 2010, which meant that we could help more than 40 students around the country complete their studies. I suspect we will be asked to help many more in the years to come.

Communication has been the other defining theme of my time as President in particular communication with members and ministers. I was delighted to be able to

replace the barrage of emails to members from the RIBA with a single weekly round-up. Once a week, every Chartered Member gets to hear everything they need to know about what the Institute is doing.

The communication and explanation of what we do and stand for is ongoing. Our public profile is gaining stature; in 2010 we featured regularly in the national media, in stories ranging from Building Schools for the Future to the Candy-Candy trial. Much of the most important work the RIBA does in Whitehall, including lobbying ministers and taking an active part in policy formulation is done discreetly but we do publicise the public events and decisions of which we are part. The Government has been very keen to talk to us following our robust response to the Localism Bill, for example, and behind the scenes we are helping to shape the new National Planning Framework.

What is often forgotten is the influence and respect in which the profession is held in Westminster, and the RIBA is the body that represents us all. We are not a trade union but we support our profession and the cause of good architecture with great passion. I believe we could make even more of our political and cultural influence, which is one of the aims behind the current rationalisation of the RIBA. We are being ambitious, bringing in a system that will allow people across the Institute to work together, and to create public-facing campaigns with weight, momentum and impact.

The potential is enormous. The RIBA has all it needs to become a global centre for architecture: the landmark building; the extraordinary collections and archives; the internationally respected awards; a gifted, diverse membership; and the collective consciousness of a cultural institution. It is all here; we just need to unlock it.



'Anthropologie', Sarah Wigglesworth Architects. For the 2010 London Festival of Architecture, RIBA London paired five architects with five retailers on London's Regent Street to create a unique set of window installations. Photo: Mike Althorpe

Standing up for architecture and architects

Harry Rich, Chief Executive

The economy continued to go through turbulent times in 2010 and the construction sector was particularly badly affected. I am glad to report that over that period, the RIBA reacted by redoubling our efforts to support architects and architecture and also by grasping the opportunities of a changing world to give our Institute a new shape and focus so that we emerge fitter and more ambitious than before.

As this review shows, during 2010 the RIBA worked all over the UK and beyond to champion better buildings, stronger communities and a greener environment through architecture and our members.

Governments of all colours have long listened to and respected the RIBA

We worked hard to support a vibrant British architecture profession and architectural education with a global reputation; we continued to develop and share the world-leading intellectual and knowledge base of our library and collections and of our members. We influenced the attitude of governments, clients and the public towards the built environment and architecture and spoke up for the indispensable social and economic impact that architecture has on our lives and our world.

Over the past year we have put in place ways of working and structures that will allow us to achieve ambitious levels of success in coming years. It is a credit to the skilled and professional RIBA team that during a period of rapid and potentially distracting change they delivered fully on our plans for 2010 whilst turning a potential deficit to a small surplus. I am immensely grateful to them and to our members and partners for making this happen.

The RIBA is bursting with untapped potential and our principal ambitions fall into three interrelated areas:

Members and the profession

The active engagement of members is one of the glories of the RIBA. At its best, this allows members to support each other, share ideas and knowledge and help to set the direction of the RIBA. We will re-shape the ways that

we share information and knowledge and the ways in which we help members to connect with each other.

We want to drive ever-better education and learning for architects that supports professional and business development from the start of architecture school to retirement. We are committed to helping our members to thrive whilst they deliver high-quality professional work with the skill and passion that is in their DNA.

Knowledge and collections

The RIBA Collections of architectural drawings, books, photographs and models are amongst the top three in the world.

We have an unshakable commitment to conserving and preserving this, but simply holding a passive collection is not good enough. Our ambition is much greater and we see our Collections as a stunning knowledge resource that celebrates the past of architecture and informs debate about the present and future of the built environment and our world. We are shaping a new approach to sharing this knowledge and to the fundraising that will allow us to fulfil these important ambitions.

Influence

Governments of all colours have long listened to and respected the RIBA. In the way of practical politics they do not always do what we would wish! Our aim is to make ourselves indispensable to central and local government as the source of wise advice, authoritative data and innovative ideas and solutions.

We also know that more and better informed clients are central to the future of architecture and our ambition is to enthuse, inform, guide and advise clients and potential clients in their relationships with practitioners.

The RIBA's influence is driven by the fact that we have 42,000 members and a powerful heritage, but at the same time we are not seen as narrowly self-interested. We argue from a perspective of public benefit, standing up for architecture and architects because of their immense contribution to our society, economy and environment.

1

Valuing

Identifying evidence of the value of architecture and architects and sharing it with decision-makers, clients and the public

We have learned a great deal in recent times about how much things cost, but what of value?

The value of architecture to society, the economy and the environment, seems self-evident to all those who practice or promote it. But the need to express that value to others has never been more pressing.

One of the six Core Aims adopted by the RIBA in 2010 is to generate new knowledge about the value of architecture and to share it with decision-makers, members, clients and the public. We know that the kind of evidence we are seeking is not easy to come by or capture – there are so many factors and inputs that lead to successful buildings and spaces. But we firmly believe high quality, persuasive evidence of

the impact of good design can be distilled and presented in engaging, powerful ways.

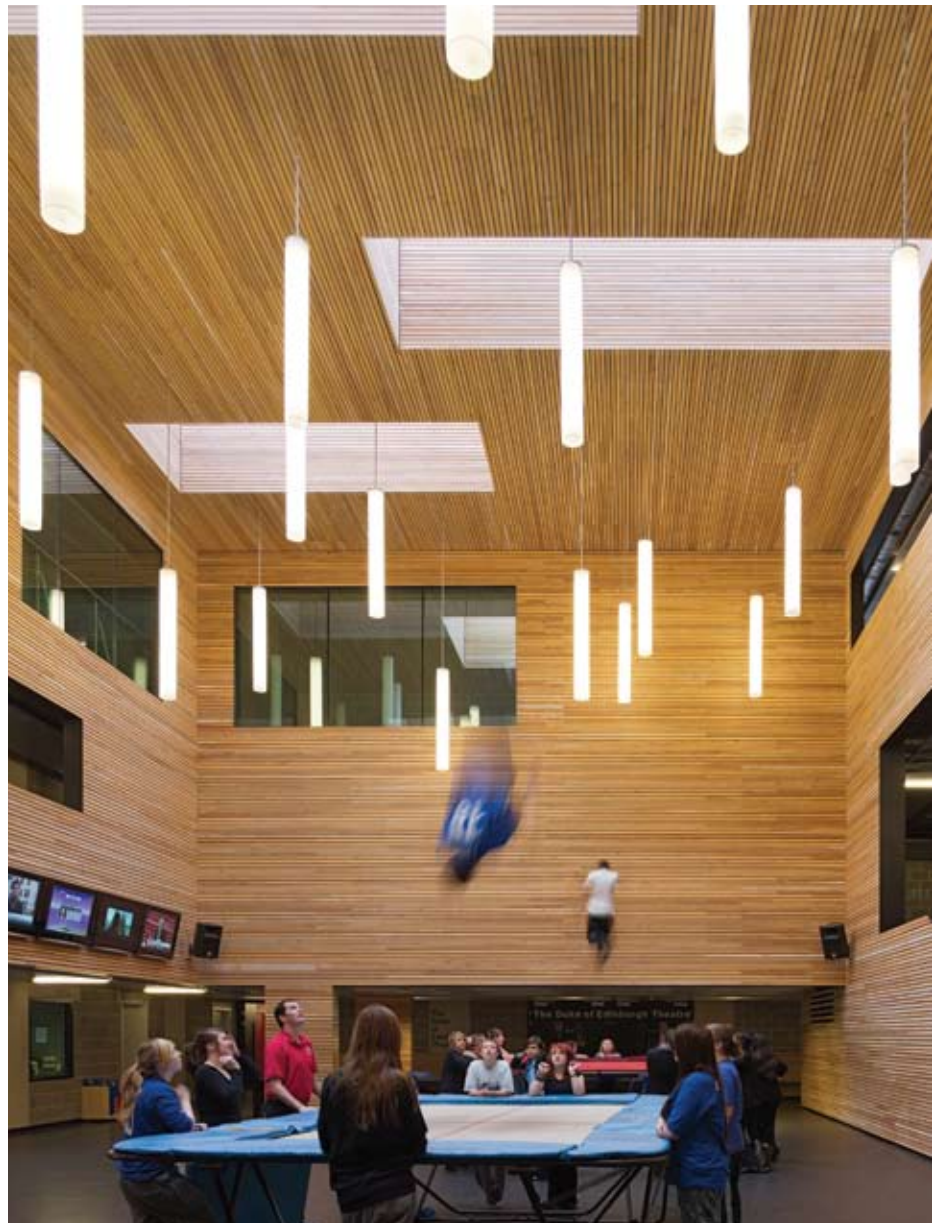
Almost

£1m

raised through sponsorship, donations and gifts in-kind

Our work in this area is just beginning. In 2011, we are carrying out a detailed study into public perceptions of architecture, and our findings will help to direct our further evidence-gathering, planning and public-facing campaigns.

We will be showing the value that good architecture and design



Christ's Church School, Guildford. DSDHA. Shortlisted for the 2010 RIBA Stirling Prize, in association with *The Architects' Journal* and Benchmark. Photo: Dennis Gilbert

‘Everyone has a better attitude to work and has a lot more respect for things inside the school and each other’

Student at Christ’s College School, Guildford, which replaced a 1960s secondary school. DSDHA

can bring to the improvement of key public services, such as education and healthcare, as well as to the quality of housing and the environment. The study in 2010 by RIBA think-tank Building Futures and the Institute of Civil Engineers into the risk of coastal flooding in the UK demonstrated how high quality, well-timed, well-directed research into a built environment topic can capture the public imagination.

The report (*Facing up to Rising Sea Levels. Retreat? Defence? Attack?*) warned of the risk to British cities such as London, Bristol and Liverpool from seas that could rise by up to 1.9m by 2095, and mapped out strategies for dealing with

attention to a very real threat, and gained widespread media coverage as a result. This kind of thought-provoking exploration of real-world,

West, for example, compiled local case studies that showed the social and economic value of good design in a client handbook, sent



The Pier Head Liverpool. Aecom Design + Planning. Part of the masterplan for this World Heritage Site, the project won the 2010 RIBA CABE Public Space Award. Photo: Ant Clausen

topical themes will be a feature of our campaigning work in the future.

The best kind of evidence of architecture’s value is created every day in successful projects up and down the country, with clients

to local authorities, developers and prospective clients. And RIBA West Midlands contributed to *The Future of the Modern City*, a symposium in which experts debated the role of good design in shaping the future urban landscape.

The RIBA provides guidance for architects on many matters of doing business, and 2010 saw the launch of a new tool designed to help them gauge the true value of their services and deter harmful low fee bids.

The RIBA Fees Toolkit includes a new Fees Calculator, free to all RIBA Chartered Practices, which helps architects to fully assess the demands of a project and agree a fee with their clients that is realistic and fair and that can form the basis of a successful, transparent relationship. The downturn has seen an increase in destructively low and unsustainable fee bids for projects that lead to worse outcomes for clients and damage the profession. Helping to put a stop to this dangerous trend is one small but significant step towards the wider recognition of the true value of what our members do.



Re-cladding of a tower at London’s St Thomas’ Hospital. Hopkins Architects and ISG. Winning design chosen from a submission process organised by RIBA Competitions on behalf of Guy’s and St Thomas’ NHS Foundation Trust

urban inundation. Hull, it claimed, could transform itself into a city of Venetian-style waterways, while Portsmouth could retreat into terraced hillside communities akin to the towns of Italy’s Amalfi coast. The scenarios were extreme but drew

experiencing for themselves the design skill and professionalism of good architects.

That evidence is often witnessed first-hand by those in the Institute’s regional network. RIBA North

2

Promoting

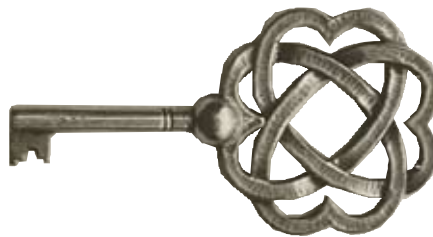
Celebrating and promoting the benefits that good architecture brings to society, the economy and the environment



With a touring exhibition continuing in 2011, illustrated book, and on-going education programme, the *Fifty50* initiative from RIBA East Midlands celebrates contemporary architecture in the region during the last 50 years. Photograph: Bob Hayes

The benefits of good architecture? They are here, at the RIBA, in their millions.

Every one of the four million books, journals, drawings, models and photographs in the British Architectural Library holds information about the achievements of architecture and architects down the centuries. In 2010, we took treasures from our Collections further afield than ever before and to completely new audiences. Alongside our exhibitions, our programmes of talks, awards and regional initiatives, that so often call



Key, c. 1905 by CFA Voysey. Visit the online gallery at architecture.com/ribapix to see more of Voysey's work. Photo: RIBA Library Photographs Collection

on members' time and expertise, celebrated the broadest possible range of architectural subjects.

The influence of Renaissance architect Andrea Palladio can be seen and felt throughout the Western world, in neo-Classical buildings for universities, libraries, museums, government and homes. The demand for the RIBA's collection of Palladio's

sketches and drawings – perhaps the Library's greatest treasure – is always fierce. In 2010, *Palladio and His Legacy: A Transatlantic Journey*, a travelling exhibition co-curated by an expert RIBA team, began a tour of US cities, with drawings, books and models that traced Palladio's development alongside the profound influence his work had on the architecture of the US.

Unprecedented interest, generous donations and enthusiastic support from US RIBA members have endowed the exhibition with a life of its own, with a growing network of venues lending it momentum as it travels with talks, symposia, lectures and debates. Following showings in New York and Washington D.C. which attracted more than 80,000 visitors, the exhibition travels to South Bends, Indiana, Pittsburgh and possibly other venues later in 2011. The tour has opened new doors for the RIBA in the US with venues and sponsors, and led to partnerships that hold great promise for the future.

With a growth strategy for fundraising now in place, it is our hope that other important parts of the Collections will make their mark in the world. The 2011 Adolf Loos Season at 66 Portland Place and *Framing Modernism*, the exhibition of photographs of Italian Modernist architecture that visited the RIBA

'It doesn't feel like being in hospital. It makes treatment a lot easier'

A patient at Sydad, Teenage Cancer Trust Unit. Orms Architecture Design / Stride Treglown Davies. Winner, RSAW Awards, 2010

Stirling Prize-winning MAXXI gallery in Rome this year, are the latest exciting developments. The digitisation of works from the Collections continues apace at RIBApix, which now offers more than 55,000 images.

More recently and closer to home than Palladio, Charles Holden



'This is a great App for anyone interested in architecture, or the history of London.' Comment taken from a user of the Nash Ramblas App, created by RIBA London/AIG with the support of the RIBA Library Photographs Collection for the London Festival of Architecture 2010

was another architect whose work helped to shape the modern urban experience. Holden designed more than 40 London Underground stations, as well as countless fixtures and fittings for them, and the exhibition that opened in October at the V&A+RIBA Architecture

Gallery drew on the RIBA's archive of sketches, drawings, photographs, films and journals to reveal Holden's far-reaching design vision.

It is our aim to freshen the traditionally rarefied air around architectural exhibitions by raising debate not just about architects' intentions and visions for their buildings, but also about the experience of those buildings, past, present and future. We want to take architecture out of its box and make exhibitions that are alive with social history and meaning, about the places in which people live, work, learn and play.

Imagination and creativity were as strong as ever in the RIBA Regions. RIBA East Midlands' *Fifty50* celebrated 50 years of great modern architecture in the region with a touring exhibition and accompanying book. *Forgotten Spaces 2010* from RIBA London called for imaginative proposals for overlooked sites across the capital – an initiative that caught the eye of the media and the interest of the public with an exhibition at London's National Theatre. And, using interactive displays, models, archive footage and photography, RIBA North East's *Reinvigorating the Region* offered a fascinating reminder of the key buildings and projects that shaped that part of the country between 1949 and 1979.

The diversity that characterises the exhibitions and talks programme at the RIBA will, of course, be preserved. In 2010, 66 Portland Place hosted exhibitions on subjects as varied as the photography of Eric de Maré (on show in Liverpool in summer 2011), the mud buildings of Djenné in Mali, new ideas for school and hospital design, and the architecture of three young Classical revivalists.

Highlights in a full talks programme in London were Norman Foster's address about sustainable cities (the RIBA Annual Discourse), Kevin McCloud's plea for 'messiness' in new urban developments (the RIBA Annual Lecture) and, in the International Dialogues Series on



MAXXI National Museum of XXI Century Arts, Rome. Zaha Hadid Architects. MAXXI won the 2010 RIBA Stirling Prize, in association with *The Architects' Journal* and *Benchmark*. Photo: Hélène Binet

climate change, architects Francis Kéré from Burkina Faso, Édouard François from Paris, and Jaime Lerner from Curitiba, Brazil.

Other major events in the calendar included the presentation by Kevin McCloud of the RIBA Manser Medal 2010 for best new house, in association with HSBC Private Bank,

The income from meetings, conferences, café and restaurant at 66 Portland Place was over

£3.5m

and the RIBA Stirling Prize 2010 ceremony at the Roundhouse in London, televised by BBC2's Culture Show team in association with *The Architects' Journal* and *Benchmark*. The 2011 awards night will take place at the Magna Science Adventure Centre in Rotherham, a former Stirling winner.

Our awards, exhibitions and events, as well as other projects such as *Architect in the House*, a joint initiative from the RIBA and Shelter, supported by members nationwide for 15 years, and the *Facing Up To Rising Sea Levels* report, earned the RIBA column inches in hundreds of titles from local papers to national broadsheets and broadcast media such as BBC Radio 4 and Channel 4 News.

3

Influencing

Influencing the environment in which architecture can flourish

The environment for our members has never been so harsh. Between 2008 and 2010, demand for their services in the UK dropped by 40%. Public spending froze, banks remained reluctant to release funds for private development and pressure on fee levels and profitability remained intense

The year was of course dominated by the general election; the uncertainty leading up to it, and the change of government that followed. In the lead-up, we published the RIBA Manifesto, outlining our position on a number of key policy areas and putting forward ideas of our own. This became the platform



Following a consultation from Architect in the House, the joint RIBA / Shelter initiative, Bliss Architects adapted this London house to provide step-free, one-level living for the clients. In 2010, over 3,000 members of the public were matched with Chartered Members. Photos: Bliss Architects

throughout the year. Only designers of homes for the super-wealthy came through the year relatively unscathed.

So how do we rebuild? The RIBA has been working on a number of fronts to positively influence public and political opinion towards architecture, and to create the conditions that will enable good architecture to flourish and deliver better places and spaces for us all to enjoy.

Architecture continues to have a major contribution to make in some vital areas of UK government policy, from the provision of schools and hospitals to house building and meeting carbon targets. We engage decision-makers at national and local levels. RIBA West Midlands, for example, joined with English Heritage and CABE to stage sessions designed to help those in local planning authorities to better understand and weigh up the implications of their decisions, and so raise the standard of new development.

on which we encouraged members to engage with sitting and aspiring MPs in their area, and to stimulate interest in issues to do with housing, planning, public service provision and energy conservation.

We worked with our regional offices and members to hold a series of hustings events across the UK, developing relationships with future MPs and government figures, and held meetings with what was then the shadow cabinet on the role for architecture and design in key policy areas. The proposals in our Manifesto on the introduction of smart energy meters and improving planning were both adopted by the parties in their manifestos.

Inevitably, much of our campaigning work had to be put on hold until the new cabinet started to make its intentions known. In December, the Coalition published the Decentralisation & Localism Bill, which, in passing new powers, opportunities and responsibilities to local communities, promises seismic shifts in the way new development is planned and designed. We focused

in 2010 on showing the role for architects within localism.

For the new framework to succeed, communities will need access, via their local authorities, to the right tools and design expertise – and that is where our members can come in. In 2011, we are working with ministers and other professional organisations to define localism policy in detail, as well as working to strengthen the role of design review panels, support design capacity at a local level, and press-home the need for strategic thinking across local areas on issues such as infrastructure.

The political changes and policy announcements led to an up-and-down first full calendar year for the RIBA Future Trends Survey. Just as confidence seemed to be returning to the profession, the Public Spending Review put paid to the faint optimism. For the Survey itself, though, it was a good year; those in Whitehall and the national media are increasingly turning to it, not only as a monthly mood-test for architects but as a bell-weather for the construction industry as a whole and one of the key indicators of future economic activity.

‘This is a building that... has reinvented the library as a significant destination for the community’

Head of Culture, Libraries and Lifelong Learning, Newcastle City Council. Newcastle City Library. Ryder. Winner RIBA North East Awards 2010

In 2010 we cast a glance further forward, to 2025, in *The Future for Architects?*, a speculative study by RIBA think-tank Building Futures, and reflected on whether the title of ‘architect’ might be a thing of the past in 15 years. Students and graduates echoed the expectations of many in the profession that, by then, architectural practices as



Organised by RIBA Yorkshire, this event brought together architects and other construction professionals to discuss the many complex issues around housing. Graphic design: Qubik

we now know them will be freely crossing into other disciplines, such as product design, just as many non-architects already affect the design of the built environment. The question for architects now – and their professional and educational institutions – is whether the opportunity presented by this convergence of skills is treated as an opportunity or a threat.

With work scarce at home, some practices are looking abroad for opportunities. In 2010, the RIBA worked with colleagues across Europe on the quinquennial review and evaluation of the EU’s Services in the Internal Market Directive, first agreed in 2006. Our proposals should make it easier for UK practices to establish European

offices. We also prepared for similar reviews in 2011 of the Qualifications Directive, which enables mutual recognition for architects across Europe, and the Procurement Directive, whose revision, if our comprehensive response is heeded, will give smaller practices a much fairer crack of the whip in competing for public projects advertised in the Official Journal of the EU.

The RIBA’s programme of public-facing audience research will provide a solid basis for campaigns aimed at influencing popular opinion on architecture and its public benefits. In 2010, we completed the first phase, which examined visitors’ motivations for coming to 66 Portland Place. The second phase, looking into public perceptions towards architects and architecture, is continuing in 2011.

Donations to Shelter from the Architect in the House initiative exceeded

£1m

We are already putting this research to work. This year will see the launch of a major public-facing campaign by the RIBA. Its theme will be the quality of housing. The UK needs more homes but it also needs better homes, and our aim over the coming months will be to encourage consumers to demand much more from the homes they buy.



UK Pavilion, Shanghai 2010 Expo. Heatherwick Studio. Winner of the 2010 RIBA Lubetkin Prize

4

Developing

Supporting the education and professional development of architects and other professionals

In times like these, our present and future members need all the help they can get, so that they are well-positioned as the tide turns. Knowledge is central to that process, and in 2010 we were generating not just new knowledge but new ways for others to exchange knowledge and fund new research.

Funding of a more basic kind is what keeps many of the UK's 14,000 architectural students awake at night, though. It is vital that the study of architecture remains financially accessible to all, and RIBA President Ruth Reed took action on an issue close to her heart, presenting proposals to the RIBA Council that led to an additional £75,000 from RIBA reserves being invested immediately in the student hardship fund for 2010 and 2011. This has allowed us to help 41 extremely hard-pressed students to keep the bailiff away and complete their professional education.

The RIBA's Collections of books, journals, drawings and images represent an extraordinary – and free – resource for UK architectural students and in 2010 we continued our work to make them more accessible to those in higher education. Our five-year programme with the Centre for Teaching & Learning about Design has allowed us to open the Bene-sponsored Education Room at 66 Portland Place for the exclusive use of students. Newcomers are given

a short induction course on how to use the Collections, in person and remotely, and we offer seminars and talks both at RIBA headquarters and at the Victoria and Albert Museum, home of the RIBA's Drawings & Archives Collections.

In 2010, we also co-hosted the first six-month architectural residency at the V&A, which allowed student groups to see how guest Studio Aberrant Architecture were mining the RIBA Collections in their investigations into workplaces of the past, present and future.

30,000

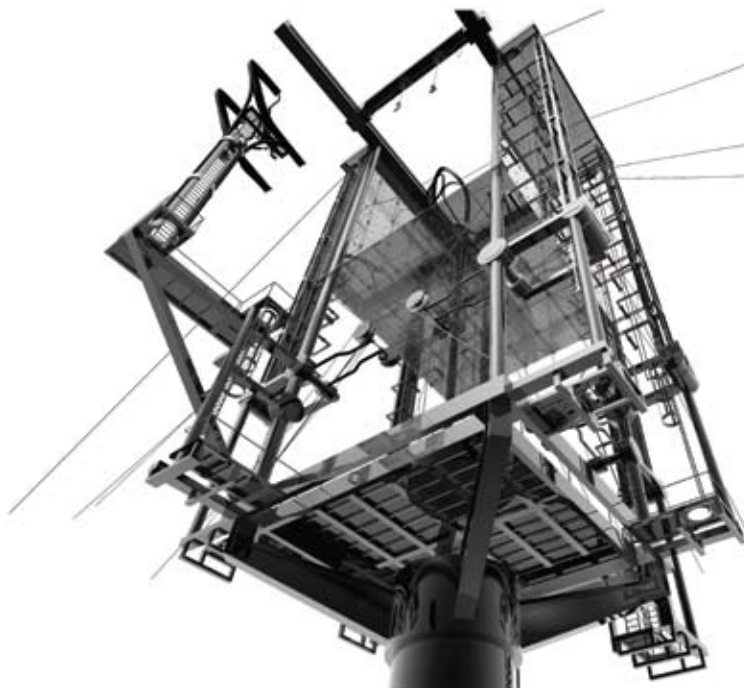
delegates received CPD from the RIBA Providers Network

RIBA East has been helping to raise the profession's profile among younger students by forming with local members a group to visit East Anglian schools and engage pupils in debate about the design of their communities. And RIBA North West continued to develop its joint MBA with Bradford Business School; the course welcomes its first students in autumn 2011.

We have been working more closely with schools of architecture, too. As well as launching an Academic Membership class for architecture schools (see next section), we initiated an annual visiting lecture tour, in which guest speakers visit different colleges and universities to address a strong current theme in design and reveal to students its impact on architectural practice. In 2010, with the theme of climate change (2011: smart materials), the series was a big success with students.

The tour coincided with the launch of a vital new one-stop portal for sustainability information for students and practising architects. The online Sustainability Hub rounds up design strategies, case studies, films and blog discussions on

Creative Evolution: Silvertown ship breaking yard.
Jonathan Schofield, University of Westminster,
London. Part 2 Medal Winner from the 2010 President's
Medals. Sergeant Award





Students from Tower Bridge Primary School, visiting Foster + Partners' City Hall, London, as part of the Architects in Residence Maths Through Architecture programme. Photo Andy Hamer

how to practice sustainable design. And the quest for a truly sustainable economy was behind RIBA South West's Great Regional Debate, which brought together members, the RIBA President and experts from ICS, RTPI and the ICE to debate the issues.

'Winning was a fantastic way to end my education and mark the start of a professional career'

Jonathan Schofield, President's Medal Winner 2010

The online RIBA Knowledge Communities were developed and grew in 2010. A new, more accessible platform and the involvement of a number of passionate community champions helped to drive a 370% increase in activity, with participants exchanging expertise and experience and having their say on matters such as Government policy. By the end of the year, more than

1900 members from 84 countries were signed up to 18 specialist communities, ranging from Design for Disaster Relief to Urban Greening.

Despite fee rises, the hardships of higher education and the demands of professional qualification, architecture continues to attract young people. Schools of architecture reported no drop in applications for courses – a trend that has prompted many universities to establish new courses or expand existing ones, which in turn has meant more demands on the RIBA. Our aim in 2010 was to validate 10 architectural courses in the UK; we in fact completed validations and exploratory visits at 32 UK architecture schools, and eight international schools. One-third of students in recognised architecture schools around the world are now on courses validated under the RIBA system.

Research is an area of potential growth for architecture schools and 2010 saw the RIBA build on its work so far in having architectural research properly

recognised, evaluated and funded. The Government's Research Assessment Exercise rates university departments in England and Wales every five years on the quality of their research – a rating that has a critical impact on future funding. As the result of RIBA influence, the RAE's Built Environment panel changed its name to the Architecture & Built Environment panel, and re-balanced its composition to better reflect and assess architectural research. We have also been giving guidance to schools on how best to present their research to the RAE, come the next assessment.

We have been working to define what constitutes architectural research for the benefit of Her Majesty's Revenue & Customs and, hopefully, that of architectural practices. Those practices that carry out research could in future earn tax credits from the HMRC, and in 2011 we will publish a guide, with Capita Symonds, to help practices to recognise the intellectual capital they are generating. Such knowledge when shared will support the design of more energy-efficient buildings and so help to meet the Government's carbon emission targets.

Work continued with our partners on the development of the industry-wide Building Information Modelling system (see RIBA Enterprises section), and our project with CIBSE, Carbonbuzz, moved into its second year, collecting power consumption data from so-called low-energy buildings and comparing it with architects' design data.

The findings so far are revealing some major discrepancies between the two sets, with some buildings using 200% more energy than expected. When complete, in 2012, the three-year project is sure to yield valuable lessons in the design of low-energy buildings. Our annual Research Symposium, in September, tackled a very different subject, asking *Does Beauty Matter?* and airing fascinating new research on the function and significance of beauty in buildings.

5

Leading

Setting and maintaining world-leading professional standards for membership of the RIBA

We are proud of our members. The quality of the architecture they create is matched by their professionalism and standards of conduct. A lot is expected of them, and we know they expect a lot from us, which is why we continue to work hard at preserving the integrity and refining the benefits of RIBA membership.

As expected, we witnessed a small drop in the number of Chartered Members in 2010, from 28,786 to 27,623, but not as large a fall as we had braced ourselves for. The number of RIBA Chartered Practices also fell very slightly, but overall the stability and strength of our membership through the most testing of times was hugely encouraging.

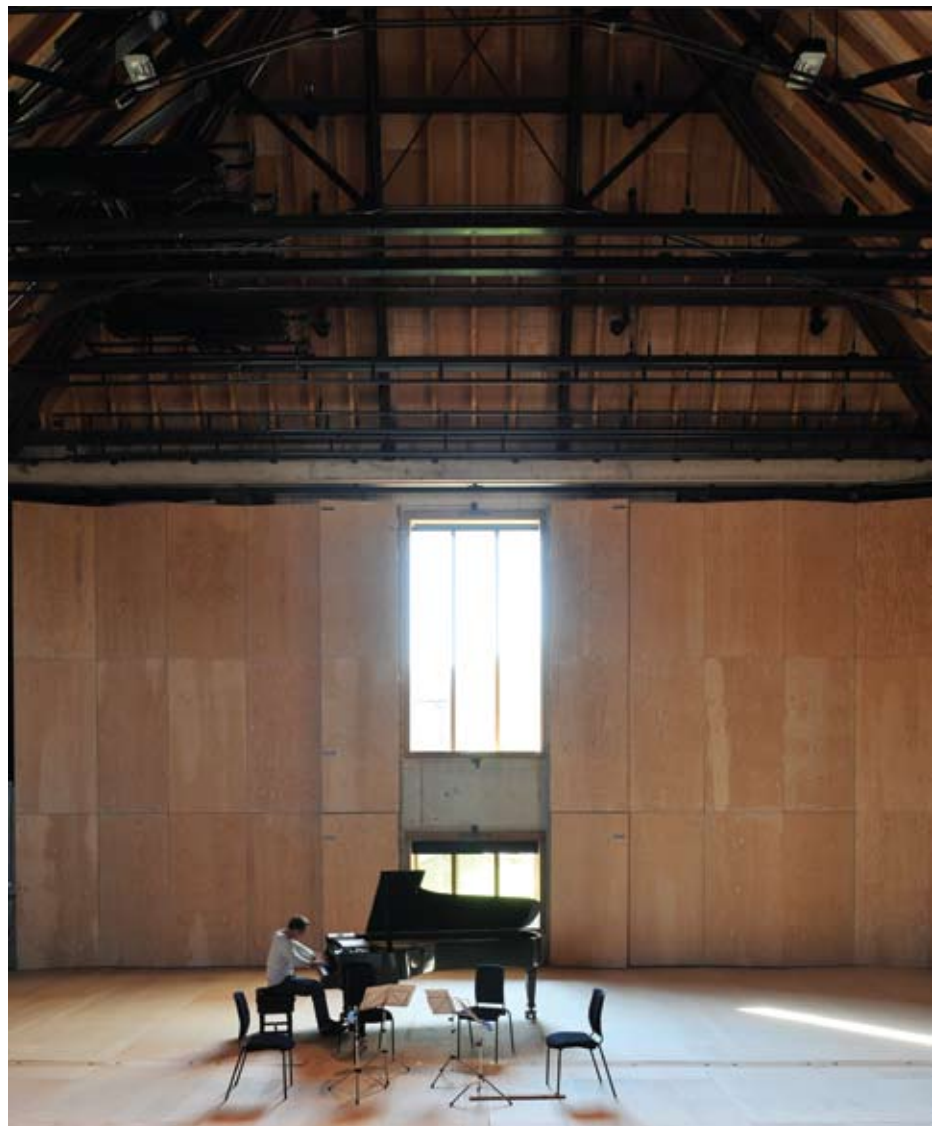
We offer professional and student architects across the UK a good deal in terms of business support,

‘The conference is stimulating, inspiring, informative, and an excellent spur to improve day to day practice’

A delegate at 2010’s Guerilla Tactics: What Clients Want

training, learning, knowledge-sharing, exhibitions, talks and commercial opportunities. The RIBA’s regional offices provided more than 13,000 hours of professional training in core CPD and specialist subjects through 2010.

In creating our new Academic Membership class in 2010, we



Britten Studio, Aldeburgh Music Creative Campus. Haworth Tompkins. The project was shortlisted for the 2010 Crown Estate Conservation Award and RIBA Client of the Year, supported by the Bloxham Charitable Trust. Photograph: Philip Vile



provided educational institutions with access to services that will transform their ability to share knowledge and work together. The new class gives schools in the UK and abroad new opportunities to engage with each other through

For every £1 of chartered membership fee, the RIBA generates almost

£4

from its other activities

an online forum, and collaborate on shared projects, exhibitions, conferences and debates.

The range of specialist skills among the 42,000-strong RIBA membership is vast, and one of our roles is to help that special expertise to be found easily and quickly by those seeking it. Conservation is one such area, and in 2010 the Institute established the new RIBA Conservation Register as a means of accrediting architects with different degrees of experience, from restoring listed buildings to repairs on less sensitive historic structures.

The 'stepping stone' system, endorsed by English Heritage, allows clients to select an architect from one of three tiers of experience, to suit their project: Specialist Conservation Architect, Conservation Architect and Conservation Registrant. It recognises experts while also giving a chance to those wishing to establish themselves – something lacking in most single-tier registers.

Of course, the RIBA helps to match clients with architects every day through our online directories, and for more specific requirements, referrals by RIBA Client Services. In 2010, we answered more than 3,200 client enquiries by phone and email – roughly 12 every weekday. This fell short of our target of 4,000 by 20% – a reflection of the general drop in demand for architects' services – but we put our unexpected capacity to good use by carrying out more practice visits. These visits allow us to provide valuable advice on a wide range of issues related to members' marketing and business development, from strategy through to printed and online material. In 2010, we visited a total of 94 practices, and we are continuing the service in 2011.

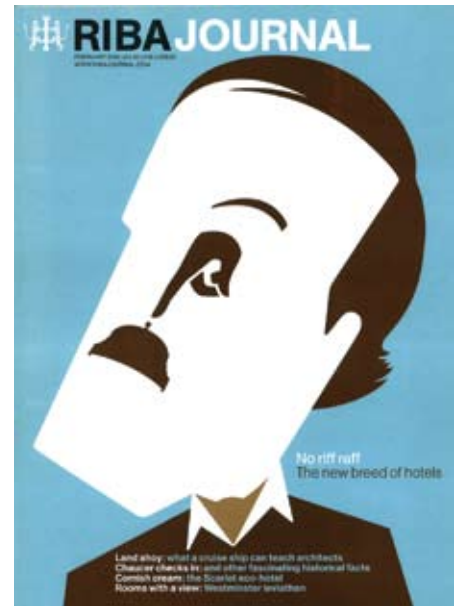
The online members' directories at the RIBA website, architecture.com, where thousands of clients view architects' details, past projects and areas of expertise, will be improved substantially in 2011 and made more user-friendly. In 2010, the members-only pages at architecture.com



RIBA Publishing's Guide Practice Guide series provides architects and other construction professionals with practical advice across a range of topics that affect everyday business

were upgraded to provide a better experience for members, and Chartered Members and practices were offered the chance to renew their memberships online.

Even the best-intentioned client-architect relationships can go



The *RIBA Journal* is the official magazine of the institute. With in-depth articles and photography by leading architectural photographers, it continues to be the UK's most widely read magazine for the profession. Illustration: Noma Bar

awry, and although they are rare events, serious disputes between RIBA members and clients or other parties must be resolved, either by arbitration, mediation or adjudication. In September 2010, the RIBA implemented our new Professional Conduct system, following a two-year detailed independent review and full consultations. Compared to the previous 'peer review' system, the new RIBA Professional Conduct and complaints system is more publicly transparent and fair, following the Nolan principles of good governance. It is now based on a panel of independent assessors, supported by expert members. The RIBA also carried out a full review and re-appointment of its panel of expert adjudicators and operational changes to provide an improved dispute resolution service for clients and the construction industry.

We have now broadened our pool of adjudicators to include around 90 expert professionals drawn from across the industry, including engineers, surveyors, construction consultants, construction lawyers and architects, so that whatever the technical or legal aspects of the dispute, it will be judged with the insight and experience that the RIBA is known for.

6

Connecting

Enabling and motivating staff, members and partners to work together to achieve our shared purpose

At times like these, it is easy for organisations to play it safe and to shrink into a shell, hoping the storm will pass and leave them unscathed. But there is an alternative, which is to be positive, focus on the future and concentrate on becoming the kind of organisation that will prosper when the clouds have cleared.

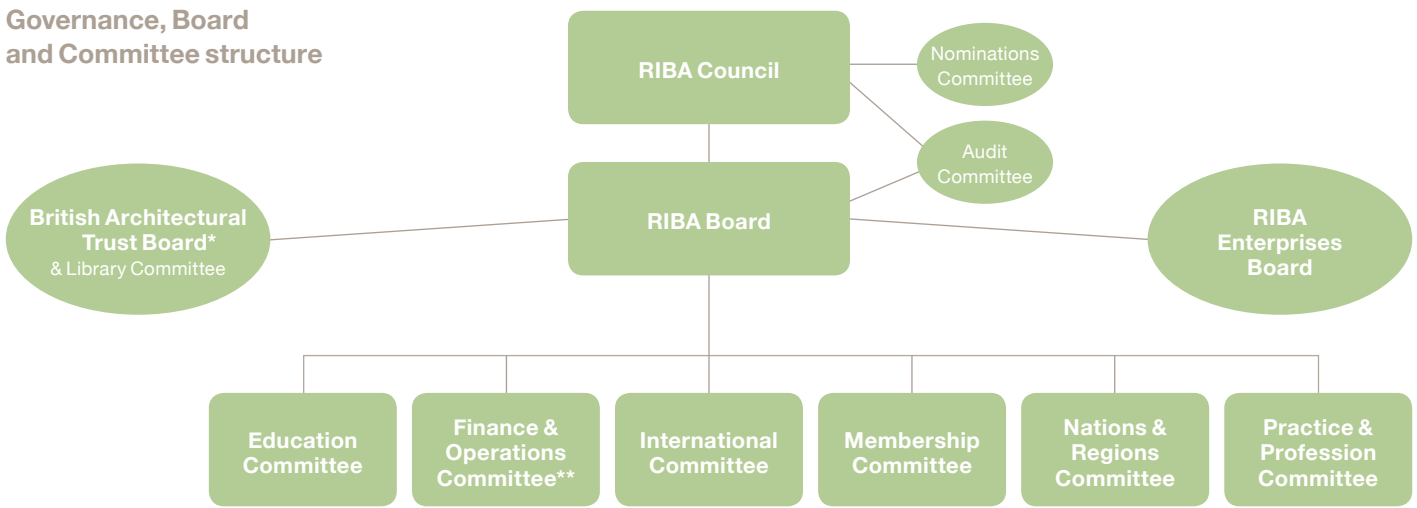
The RIBA has chosen the second way. In 2010, we developed an ambitious business plan for 2011-2013 that enables us to serve the profession, our members and the public better than we have ever

done, while also providing us with new systems and structures for accomplishing much, much more in the future. Among our ambitions are: creating cutting-edge ways for members to share knowledge with us and each other; adopting a more pro-active approach to sharing the RIBA's Collections with members and the public, based on a long-term fundraising strategy; and ensuring that the RIBA and its members are an even more effective source of guidance, information and fresh ideas for central and local government.



Hy-Pavilion. Price & Myers. This installation in London's Regents Park provided an instant canopy for the events that took place during the 2010 London Festival of Architecture Nash Rambias weekend. Around 400 people attended the 12 events. Photo: Mike Althorpe

Governance, Board and Committee structure



* Awards, Library & Collections, Programmes
 ** Council/Board Secretariat, Buildings, Development, Facilities, Finance, HR, ICT, Venues

The ambition that makes all of this possible involves equipping the RIBA with a simple, transparent corporate structure – one that releases the talent and initiative of staff, encourages joined-up thinking and values the input of members and non-executives. The new structure, implemented in 2011, replaces the old, inflexible company structure with one that mirrors that of most other charities engaged in some commercial activity. The change also allows us to simplify the governance of the RIBA so that the brainpower and ideas of our specialist committees can interface directly with the RIBA Board’s decision-makers.

‘RIBA Knowledge Communities provide a firm basis to collaborate and jump-start ideas’

A user of RIBA Knowledge Communities

The need for change was felt across the Institute. Many RIBA employees identified the cumbersome arrangements of old as a barrier to effective working that wasted valuable time and money. Staff and members were able to input into a reframed, overarching purpose and a set of six Core Aims – the ones that will guide our future activity and that provide the

framework for this annual review. Staff were asked to devise their own set of Guiding Principles, to shape how best to work together with each other and support colleagues.

Digital communications offer tremendous opportunities for the RIBA to get closer to our members in future, and for members to connect with each other. Our plans in this area are ambitious and still

21,000

calls and emails dealt with by the RIBA Information Line during 2010

subjects. As a result, around 80% of members said they are now better informed about the work of their institute. The digital review being conducted in 2011 will set a clear,



Barry Island, South Wales. The inaugural annual sandcastle competition, organised by the Royal Society for Architects in Wales, RIBA South West and branches. Past RIBA President George Ferguson (foreground, far right) joined members of the public for the judging. Photo: RSAW

in their early stages, but in 2010 we launched Member Update, a single weekly e-bulletin that replaced what many felt was a barrage of emails from all parts of the RIBA on different

coherent strategy for all of the RIBA’s digital communications, including the use of social media, based on the needs of members, other users and partners.

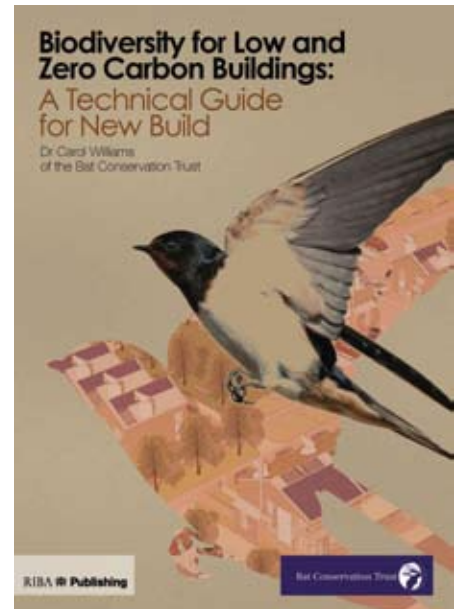
Informing

RIBA Enterprises:
The leading provider of information to the construction industry

We expected 2010 to be challenging, and it was. However, at the year end, RIBA Enterprises, the commercial arm of the Institute, had cause to celebrate. Sales remained steady throughout the year, at their 2009 level, which in times such as these, is something of an achievement. We have been able to deliver around £600,000 more profit than expected to the RIBA.

ribabookshops.com offers over 15,000 titles on architecture, design and construction from around the world

The main reason for this is our focus on the particular needs of different-sized practices and consultancies, across the construction disciplines. We have become much more effective at understanding and anticipating what larger clients need from us in terms of services, publications and tools.



A ground-breaking single resource that helps all those involved in low and zero carbon buildings find out about how to incorporate provision for biodiversity within developments.

We have been able to create more focused, cost-effective products for our other customers. One example is NBS Domestic, a compact version of NBS that smaller practices can buy on a one-off basis for minor domestic projects.

A change in our retail strategy and reductions in our cost base also contributed to the positive results. We are going online, investing in a new, easy-to-use website and

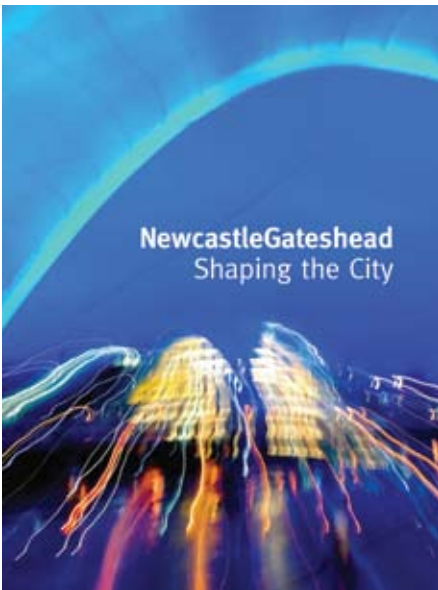


NBS Domestic, a compact version of NBS has been developed for use by practices undertaking small-scale domestic projects



BIM roundtable debate. NBS hosted a discussion led by Paul Morrell, far right, Government Chief Construction Advisor, on how BIM will impact on the construction industry.

establishing systems to allow us to offer next-day delivery on almost any title. For the vast majority of our members that represents a far better service than making a trip to the nearest RIBA Bookshop.



NewcastleGateshead: Shaping the City is the fifth in this beautifully designed and illustrated series that looks at the architectural renaissance of leading English cities.

Focusing on online also allows us to stock a much wider range of titles, and to offer other construction-related products, too. We have taken the step of closing the RIBA Bookshops outside London because there simply were not sufficient people coming through their doors. In London, we now have three outlets that can each cater for a clearly defined market, at 66 Portland Place (architecture and design), The Building Centre (construction

technology) and the Design Centre, Chelsea Harbour (interior design).

We continue to invest in new products and to speed up our development of digital versions of printed products. Our main focus in 2010 was on developing the next generation of NBS, incorporating BIM (Building Information Modelling). BIM is all about enabling collaborative, inter-disciplinary working on construction projects, and providing everyone with the right information at the right time.

It allows a design team to create a virtual, information-rich building, complete to the finest detail and linked to a single set of product and specification data, that can be interrogated, checked, altered and shared between consultants before work starts on the physical building itself.

With widespread adoption anticipated, BIM will help all participants get the building design right first time, and could help

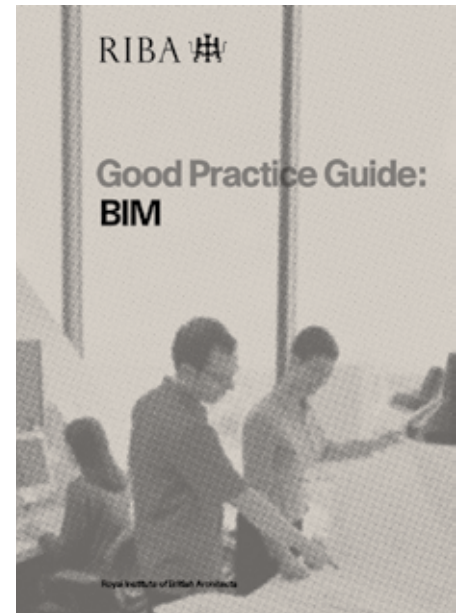
NBS Create, the latest version of the market-leading NBS launches to Engineering Services customers in late 2011

More than

20,500

copies of the RIBA Product Selector Directory distributed in 2010

prevent costly overruns caused by late revisions. NBS has incorporated structured data before, but not that could be interrogated by CAD

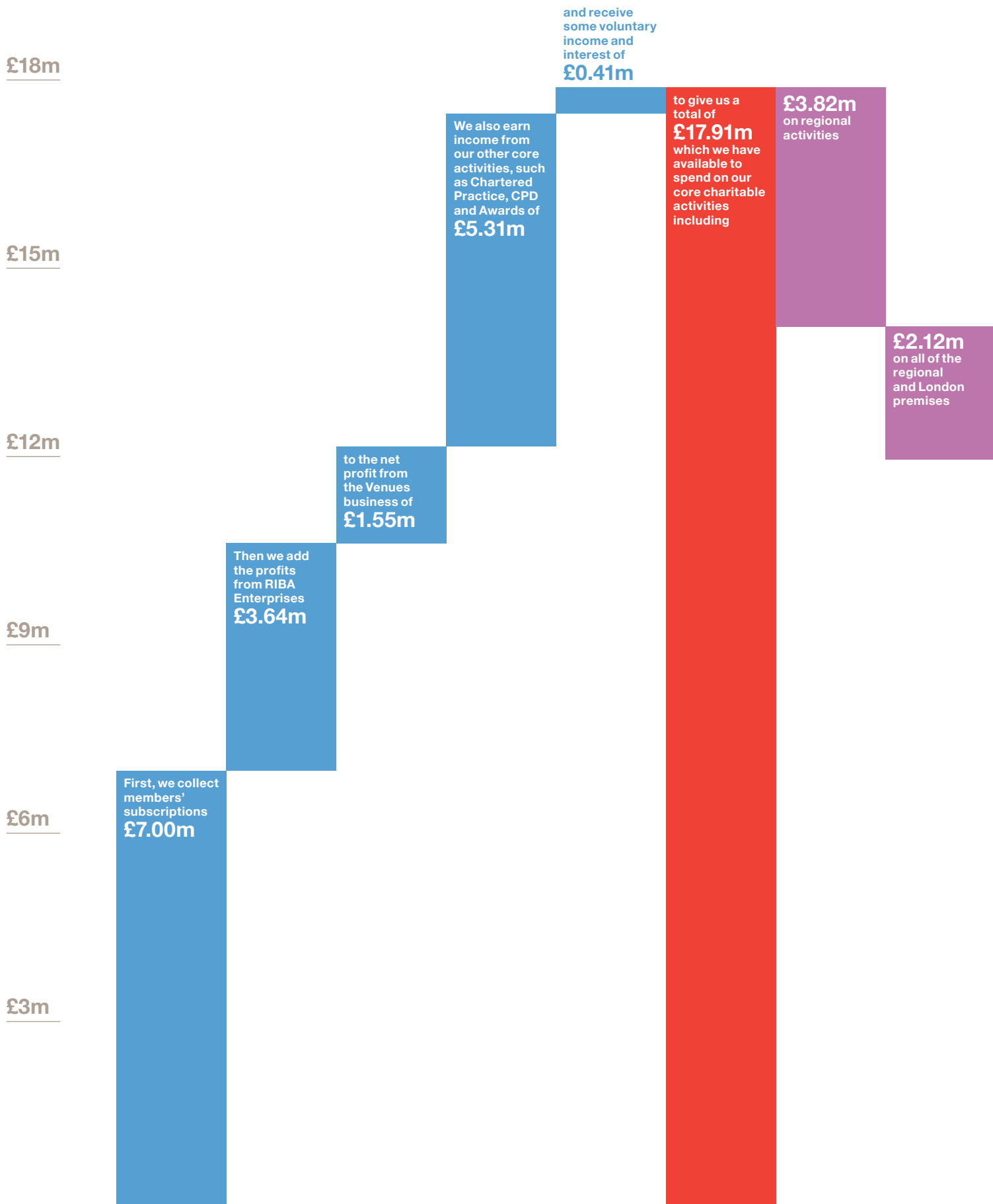


To be published January 2012, the *Good Practice Guide: BIM* will provide a practical introduction to the adoption and use of BIM

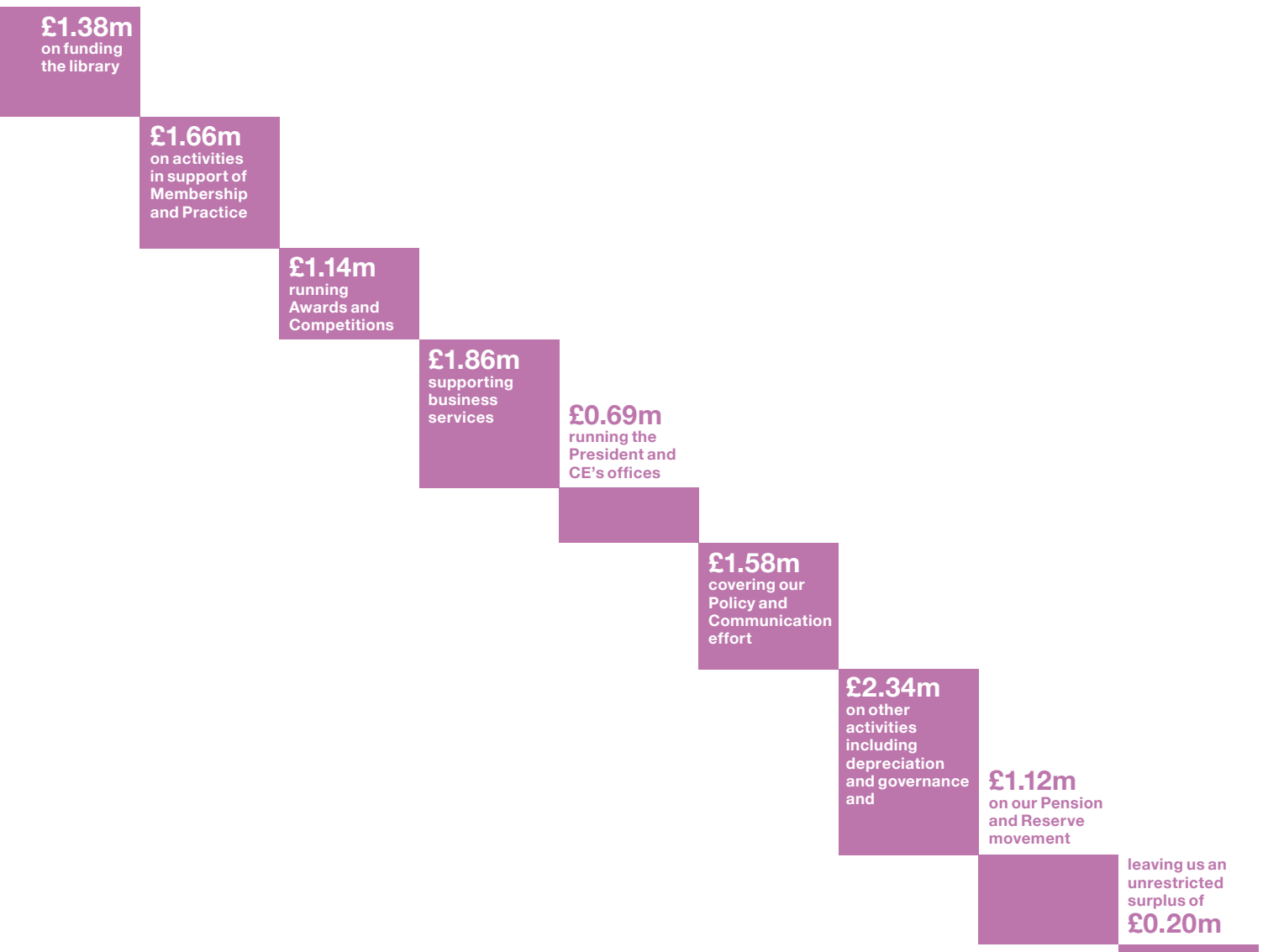
packages. The new edition of NBS has been written to tie in with data exchange standards, and will be available in late 2011.



Where our money comes from...



...and where it gets spent



Financial Review

A key element of the RIBA's current strategy is to ensure that the Institute remains a strong and sustainable organisation to safeguard the interests of our members and beneficiaries, and this is particularly true during the current financial downturn. Existing sound financial control and achieving value for money are important ways by which the Institute can help ensure this financial sustainability. The following section of the Trustees' Report summarises and explains the financial information presented in the financial statements and which evidences this financial control. The aim is to provide a simple explanation of the often complex language which is required by law, and to give additional information to help explain the figures. Words presented in bold are headings from the Statement of Financial Activities and may be cross referenced to the figures on that page.

At the highest level the finances of the RIBA are easy to understand. The RIBA raises funds from its members and from other activities connected with its core charitable purposes like Continuing Professional Development training. In 2010 this totalled £12.3 million. It then tops these funds up with the surpluses generated by its commercial operations from RIBA Enterprises, our Venues operations and some investment income which all together comes to £17.9 million (**total incoming resources available for charitable application**). The RIBA then spent most of this on delivering services to members and beneficiaries: excluding gains on investments and the pension scheme, it recorded a surplus of £1.3 million.

However, the full accounts are a little more complex, and in order to explain them we start with a look at where our money comes from, then we review how we spend our money, and then we finish up with some conclusions. We hope the explanations help.

Where our money comes from

The RIBA has wide-ranging sources of income. It is a charity, it is a membership organisation and it has a strong commercial business, RIBA Enterprises.

The Consolidated Statement of Financial Activities (SOFA) shows that in 2010 the RIBA received **total incoming resources** of £36.1 million, down slightly (4.8%) from 2009. This figure represents all of the monies received before allowing for any costs incurred to generate the income, and is sometimes called 'gross income.' Of this total, £12.3 million (34%) came from **incoming resources from charitable activities** (including £7.0 million from **subscription income**), £0.5 million from donations (**voluntary income**), £23.1 million (64%) from commercial **activities for generating funds** (including £19.6 million from RIBA Enterprises) and £0.2 million from **investment income**.

Charitable activities are presented on the SOFA against the RIBA's original three core areas – **Campaigning**, **Quality** and **Capability**. These are being replaced in 2011 by six new Core Aims (see pages 8 to 19). Further detail is provided in the chart on the opposite page.

The three largest areas – RIBA Enterprises, Membership and Venues between them account for 83% of the Institute's gross income.

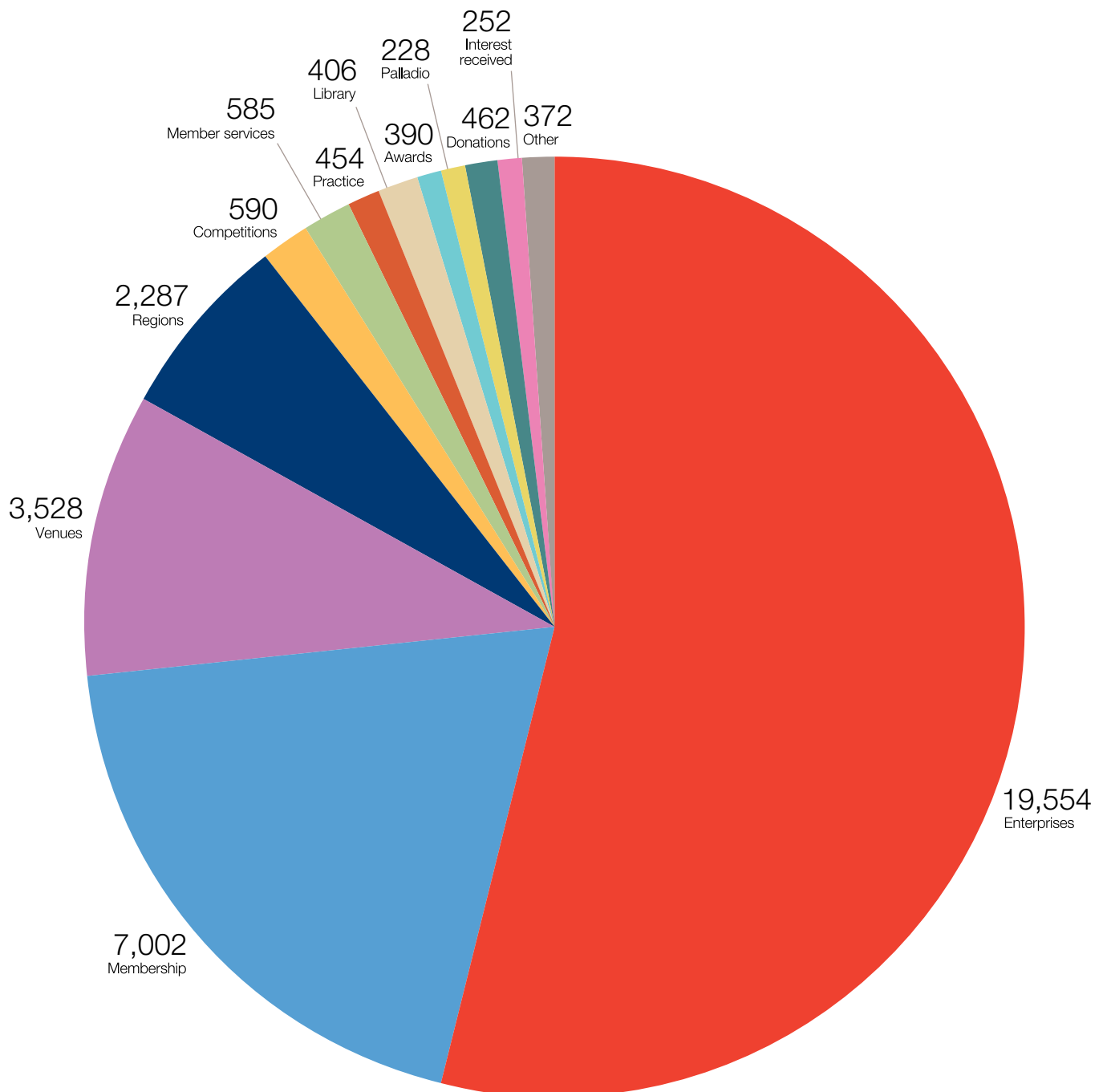
RIBA Enterprises had another good year despite a challenging market and after deducting intra-group sales showed a small drop in turnover of 0.4%. (Intra-group transactions are always excluded from the consolidated accounts because these show the overall position of the Group's relationship with the outside world. Additionally, in 2009, RIBA Enterprises' turnover included exceptional income from a VAT reclaim of £1.2 million and the trading comparison is made after excluding this).

Membership subscription income remained broadly stable at £7.0 million (2009: £7.1 million, down 1%), again in a difficult market, but witnessed an increase in the number of Chartered Members.

The RIBA Venues business is derived from the letting of rooms and from a commission on the supply of food and beverages. Taken together the total in 2010 was £3.5 million, up 5.6% on 2009. After adding back internal room

Gross income by area (£000)

Total for the year £36,110,000 (2009 - £37,916,000)



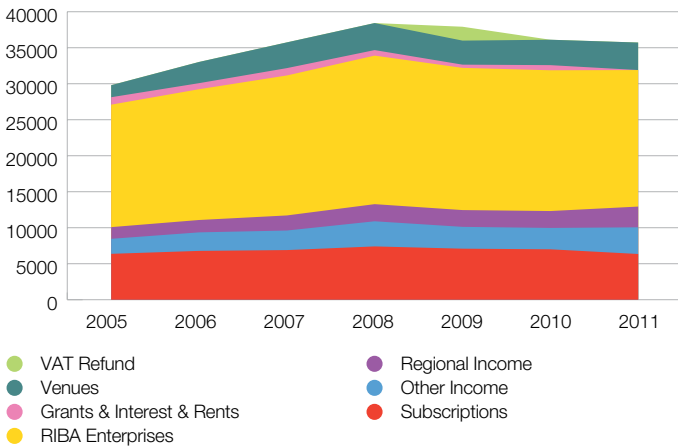
hire, excluded in the SOFA, the Venues business made a surplus of £1.6 million.

At a gross income level, therefore, it is fair to say that in 2010 the main sources of income held up well.

A summary of the Group's income history is provided below:

RIBA Group Income History 2005-2011

(Actual 2005-2010, Budget 2011)



How we spend our money

The ways in which the RIBA spent its money is described on the **SOFA** as **Resources Expended**. The **Total Resources Expended** was £34.8 million, marginally down on 2009 by 2%. This total is broken down into **Total costs of generating funds** of £18.2 million and **Total charitable expenditure** of £16.6 million.

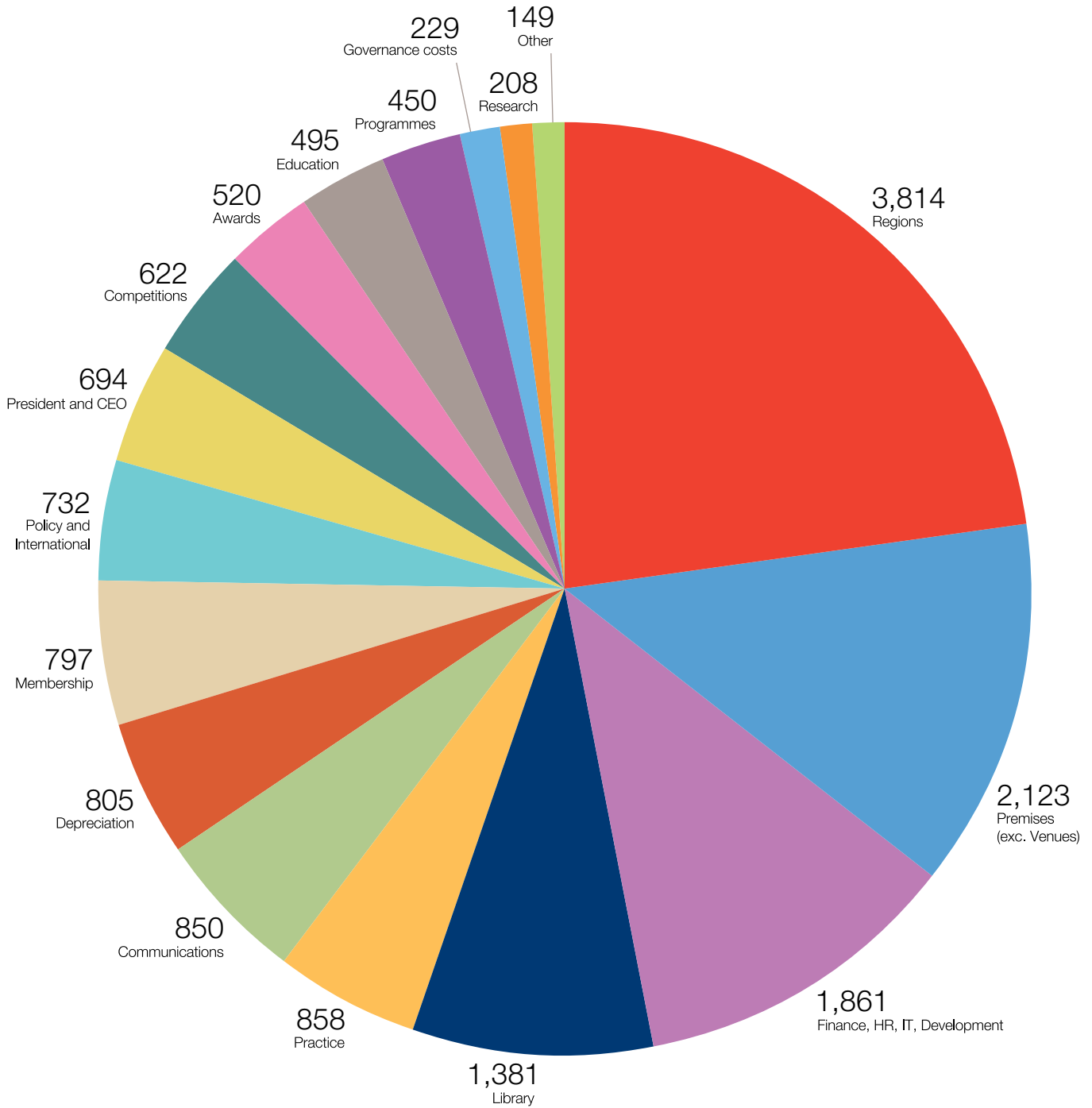
The **costs of generating funds** essentially describes the extent of the RIBA's commercial operations and the figures disclose the monies spent to generate the associated income explained above. The most significant area is RIBA Enterprises which, once again having removed the cost of internal sales and pension costs, spent £16.4 million. This is identified on the **SOFA** as **Costs of RIBA Enterprises**. This allowed RIBA Enterprises to Gift Aid £2.7 million net to support the wider work of the RIBA.

Before talking about other costs it is important to explain about the pension schemes operated by the RIBA for staff. Presently, the Institute operates a defined contribution scheme whereby it pays a percentage of salary and has no further liability. However, historically, like many employers, it offered a final salary scheme and it has to make ongoing payments into this scheme to eliminate the anticipated deficit. The impact of these payments is separated out on the SOFA in a column headed **Pension Scheme Funding Reserve**. The costs of the pension scheme are split between the different activities to give the total costs in the column marked **Total 2010**. Further details of the pension scheme are provided on page 28 and in particular Note 24 to the accounts.

The single largest area of expenditure is within the RIBA's Regional Network, which in 2010 totalled £3.8 million including staff costs (2009: £3.9 million).

Charitable Expenditure by area (£000)

Total for the year £16,588,000 (2009 - £16,929,000)

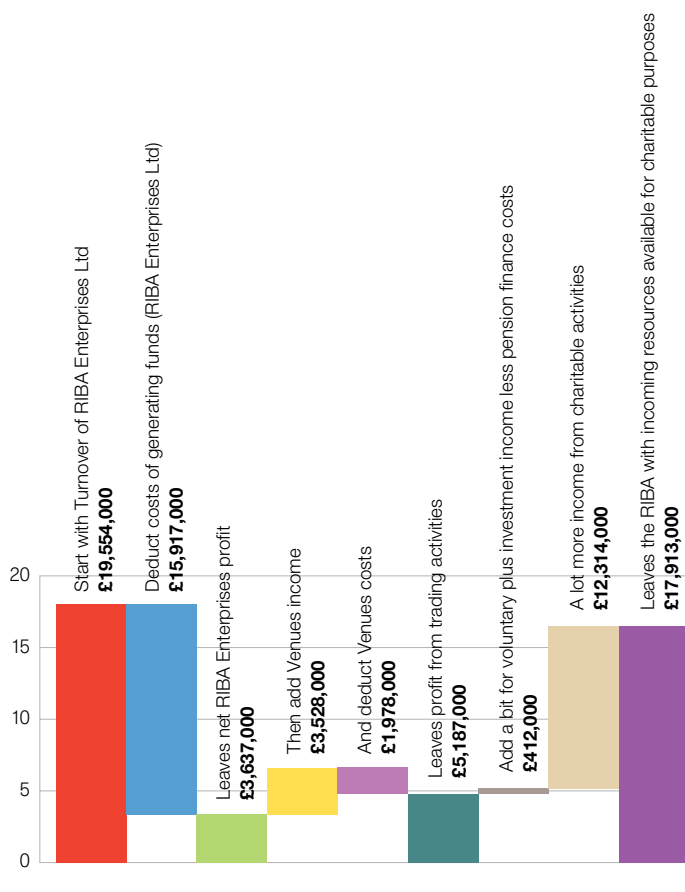


Summary

Looking at income and expenditure together gives the final picture. The chart below shows how the RIBA's two key commercial businesses – RIBA Enterprises and its Venues business generate over 28% of the £17.9 million available for charitable application.

Building Blocks

Incoming resources available for charitable purposes (2010)



Basis for accounts preparation

The financial statements have been prepared on the accounting policies set out in note 1 to the financial statements and comply with the charity's trust deed, applicable law and the requirements of the Statement of Recommended Practice, 'Accounting and Reporting by Charities' revised and issued in March 2005.

Reserves policy

All charities need to have reserves in order to underwrite their day to day activities. The level of reserves held is a matter of judgement for the trustees, and the RIBA defines 'free reserves' as the Unrestricted general reserves less an estimate for its commitments. The rationale behind this is that the RIBA attempts to match its anticipated liabilities in respect of its employees and main properties in use as at the balance sheet date, with not more than 50% of the reserves being held in the regions.

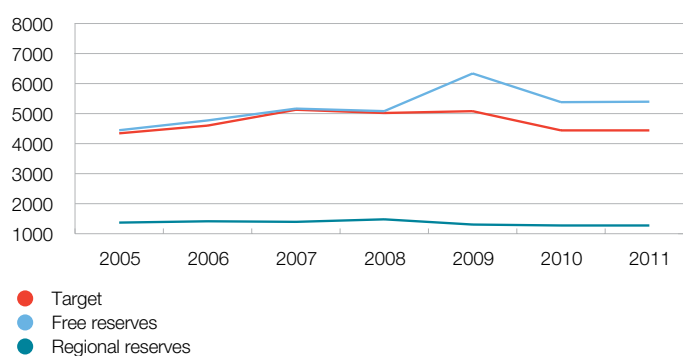
As at the end of 2010 the level of reserves held was:

	2010 £'000	2009 £'000
General reserves	8,059	7,784
Less commitments	2,678	(1,147)
Free reserves	5,381	6,637
Anticipated liabilities as at 31 December	4,441	4,923
Free reserves as a percentage of anticipated liabilities	121.2%	134.8%

A summary of the Group's free reserves is provided below:

RIBA Group Free Reserves 2005-2011 (£000)

Actual 2005-2010, Budget 2011



The increase in 2009 relates to the RIBA Enterprises' VAT reclaim, which is not shown in free reserves in 2010 pending resolution with HMRC.

The introduction of the new Financial Reporting Standard on Heritage Assets (FRS30) will significantly impact the RIBA from the year ended 31 December 2011 onwards. This new Standard requires a range of assets to be valued and included on the balance sheet. This will be significant, and yet at the same time, the trustees feel that it would be appropriate to consider how the reserves might be used in the future to ensure the continued preservation of the archives and collections entrusted to the RIBA. It is, therefore, proposed to review the stated reserves policy as part of the work to introduce FRS30.

Pension Scheme

The RIBA operated two stakeholder pension schemes as well as a final salary pension scheme (which was closed to new employees in 1994). During the year those members of staff who were still active members of the defined benefit scheme waived their entitlement to future service accruals and became deferred members with effect from 30 November 2010. Throughout 2010, the RIBA met its increased contribution targets in respect of the final salary scheme and in line with the schedule agreed with the Pension Fund Trustees. The next triennial valuation will be prepared as at 31 December 2010 and the RIBA is confident that it will be able to meet the contributions in any revised schedule, which will need

to be agreed with the Pension Fund Trustees and implemented by the end of 2011. Meanwhile, continuing fluctuations in the stock market contributed to another large movement in the pension fund deficit, which is reflected in the Statement of Financial Activities. The RIBA accounts include the full pension information as required by FRS17, with further details included in note 24.

Investment policy

The RIBA's investment policy is overseen by the Finance Committee on behalf of the trustees 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 final salary scheme has a separate investment strategy overseen by the Pension Scheme Trustees.

The year 2010 ended as it began with a rally in markets and a recovery in the world economy. However, by spring the Euro crisis had erupted with the global economy showing signs of slowing down, with the forecast changed to the possibility of a double-dip recession and authorities planning what they could do to provide stimulus. Then, as the end of the year approached, a second bout of quantitative easing was instigated in an attempt to aid the recovery and revive markets.

The FTSE All-Share Index rose by 14.5% in 2010. Overseas equity markets also generated strong returns with the MSCI World Index returning 15.9%, while Bond returns were also healthy. The FTA Government All Stocks Index produced a total return of 7.2%.

The RIBA investment portfolio generated a total return of 10.7% in 2010. The portfolio is invested in the Schroder Charity Multi-Asset Fund and Schroder Global Climate Change Fund. The Charity Multi-Asset Fund has a diversified spread of assets, investing in a combination of equities, bonds, hedge funds, property, private equity, commodities and cash. The Fund targets equity like returns with reduced volatility which equates to an inflation +4% per annum objective over an economic cycle. As a result, the portfolio has a lower projected level of volatility (or risk) than an all-equity portfolio. The Global Climate Change Fund aims for long-term capital growth, outperforming the MSCI World Index, by investing in companies benefiting (or likely to benefit) from efforts to mitigate or adapt to climate change.

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 46, together with a list of principal advisors.

The RIBA has four main subsidiary companies, RIBA Enterprises Ltd, RIBA 1834 Ltd (previously RIBA Holdings Ltd), RIBA Professional Services Ltd and RIBA Trust Ltd. The latter two companies are held through RIBA 1834 Ltd. During 2010, the Board agreed to simplify the legal structure, whilst maintaining all of the activities carried out previously. As a result, with effect from 1 January 2011, the RIBA is operating all of its activities through the main charter body, RIBA Enterprises Ltd and RIBA 1834 Ltd. The RIBA also has twelve administrative regions (including the Royal Society of Architects in Wales).

Governance

At a meeting held on 26 March 2009, the RIBA Council approved proposed Byelaws, to enable the creation of a Board of Trustees, independent of the company structure of the RIBA, to co-ordinate the work of the subsidiary companies and to assume responsibility for financial and governance matters. Following confirmation of this decision by a Special General Meeting held on 15 July 2009 and subsequent to approval by the Privy Council, changes to Byelaw 5.19 were made on 26 November 2009. Council then resolved, at its December 2009 meeting, to create a Board of Trustees (the RIBA Board) and to pass fiduciary responsibility, group co-ordination and direction of operations matters to it from 25 March 2010. The effect of this was that all Council members served as Trustees until that date and full details are given on page 46.

The RIBA Council continues to be the senior representative body. It is responsible for deciding major issues of architectural policy as well as a number of matters specifically related to a membership body, as set out in the Byelaws (including control of the heritage assets of the Institute, 66 Portland Place, the Drawings Collection and the Library). It also decides on the appointment (and removal) of members of the RIBA Board and Directors of the subsidiary companies.

RIBA Council members serve three-year terms and are elected by the membership in accordance with rules in the Byelaws, copies of which are sent to all members.

All Boards and committees consist of trustees, Council members, RIBA members, lay members and in some cases, executives. This structure was implemented on 1 January 2003, with the approval of the Council, to enable the individual companies to concentrate on particular areas of activity, until 31 December 2010 at which stage the structure was amended as described above.

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

Management

Harry Rich, as Chief Executive has a number of delegated powers and reports directly to the RIBA Board.

Risk Management

The trustees have considered and identified the major risks that could affect the RIBA and prioritised them in terms of their probability of occurrence and potential impact on the RIBA. They then considered the existing system of internal controls and procedures that are designed to mitigate those risks and identified some minor improvements. This work has satisfied the trustees that the systems in place adequately mitigate the RIBA's exposure to the identified major risks. In addition, the RIBA Audit Committee reviews the effectiveness of internal financial controls and risk management systems.

The main risks identified and managed during the year were:

- recession, including exposure to the Irish economy and the impact on fee income;
- damage to, or deterioration of, the RIBA's library and special collections;
- breach of trust, infringement of IP and passing-off;
- loss of electronic data; and
- funding of the 1974 pension scheme.

Statement of responsibilities of the trustees

The trustees are responsible for the preparation of the trustees' report and the financial statements which give a true and fair view and are in accordance with applicable law and regulations.

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 group and charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (United Kingdom Generally Accepted Accounting Practice) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and charity will continue in operation.

The trustees are responsible for keeping accounting records which disclose with reasonable accuracy the financial position of the group and charity and which enable them to ascertain the financial position of the group and charity and which enable them to ensure

that the financial statements comply with the Charities Act 1993. The trustees are also responsible for safeguarding the assets of the charity 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 corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

The RIBA is committed to ensuring that, within reason, no person will suffer less favourable treatment than others on the grounds of disability.

Signed for and on behalf of the Board of Trustees:

Ruth Reed, RIBA President

Independent auditors' report

We have audited the financial statements of Royal Institute of British Architects for the year ended 31 December 2010 which comprise the consolidated statement of financial activities, balance sheets, consolidated cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the trustees as a body, in accordance with section 43 of the Charities Act 1993 and regulations made under section 44 of that Act. Our audit work has been undertaken so that we might state to the trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of responsibilities of the trustees set out in the report of the trustees, the trustees are responsible for the preparation of financial statements which give a true and fair view.

We have been appointed as auditor under section 43 of the Charities Act 1993 and report in accordance with regulations made under section 44 of that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the report of the trustees to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

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 2010, and of the group'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; and
- have been prepared in accordance with the requirements of the Charities Act 1993.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 1993 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; or
- 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.

18 August 2011

Sayer Vincent, Statutory Auditors, 8 Angel Gate, City Road, LONDON EC1V 2SJ

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

**Consolidated statement of financial activities
(incorporating an income and expenditure account)
For the year ended 31 December 2010**

	Note	Unrestricted funds £'000	Pension Scheme funding reserve £'000	Restricted funds £'000	Endowment funds £'000	Total 2010 £'000	Total 2009 £'000
Incoming resources from charitable activities							
Activities in furtherance of the charity's objects:							
Subscription income		7,002	-	-	-	7,002	7,088
Campaigning		1,383	-	-	-	1,383	1,428
Quality		2,967	-	-	-	2,967	3,066
Capability		962	-	-	-	962	868
		<u>12,314</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>12,314</u>	<u>12,450</u>
Voluntary income							
Donations, legacies and similar income		53	-	409	-	462	242
Activities for generating funds							
Turnover of RIBA Enterprises Ltd		19,554	-	-	-	19,554	20,864
Other		3,528	-	-	-	3,528	3,340
Investment income							
Interest received and dividends		115	-	137	-	252	1,020
Total incoming resources		<u>35,564</u>	<u>0</u>	<u>546</u>	<u>0</u>	<u>36,110</u>	<u>37,916</u>
Resources expended							
Costs of generating funds:							
Costs of RIBA Enterprises		16,416	(499)	-	-	15,917	16,101
Costs of other activities		1,978	-	-	-	1,978	1,834
Pension finance costs	24	-	302	-	-	302	662
Total costs of generating funds		<u>18,394</u>	<u>(197)</u>	<u>0</u>	<u>0</u>	<u>18,197</u>	<u>18,597</u>
Total incoming resources available for charitable application		<u>17,170</u>	<u>197</u>	<u>546</u>	<u>0</u>	<u>17,913</u>	<u>19,319</u>
Charitable Expenditure							
Campaigning		5,606	(272)	45	-	5,379	5,515
Quality		6,900	(246)	133	-	6,787	7,049
Capability		4,232	(185)	146	-	4,193	4,209
Governance costs	8	231	-	(2)	-	229	156
Total charitable expenditure	5	<u>16,969</u>	<u>(703)</u>	<u>322</u>	<u>0</u>	<u>16,588</u>	<u>16,929</u>
Total resources expended		<u>35,363</u>	<u>(900)</u>	<u>322</u>	<u>0</u>	<u>34,785</u>	<u>35,526</u>
Gross transfers between funds		-	-	(100)	100	0	-
Net incoming resources before other recognised gains							
Gains on investments	11	201	900	124	100	1,325	2,390
Pension scheme actuarial gain	24	-	-	-	232	232	480
		-	807	-	-	807	847
Net movement in funds		<u>201</u>	<u>1,707</u>	<u>124</u>	<u>332</u>	<u>2,364</u>	<u>3,717</u>
Reconciliation of funds							
Funds brought forward at 1 January as previously stated							
		15,085	(7,421)	1,956	2,629	12,249	8,232
Prior year adjustment	26	-	-	-	-	-	300
Funds brought forward as restated	17,18	<u>15,085</u>	<u>(7,421)</u>	<u>1,956</u>	<u>2,629</u>	<u>12,249</u>	<u>8,532</u>
Total funds carried forward		<u>15,286</u>	<u>(5,714)</u>	<u>2,080</u>	<u>2,961</u>	<u>14,613</u>	<u>12,249</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

Balance sheets As at 31 December 2010

	Note	The RIBA group		The RIBA charity	
		2010	2009	2010	2009
		£'000	£'000	£'000	£'000
Fixed assets					
Intangible assets	9	700	758	-	-
Tangible assets	10	11,014	11,508	10,621	11,175
Investments-in subsidiary undertakings	11	-	-	1,319	1,319
Investments - other	11	3,630	3,007	3,630	3,007
		<u>15,344</u>	<u>15,273</u>	<u>15,570</u>	<u>15,501</u>
Current assets					
Stocks and work in progress	12	1,056	944	18	22
Debtors	13	4,889	5,160	463	2,554
Short term cash deposits at bank		3,937	4,007	887	-
Cash at bank and in hand		9,174	8,276	6,017	3,197
		<u>19,056</u>	<u>18,387</u>	<u>7,385</u>	<u>5,773</u>
Creditors: amounts falling due within one year	14	(13,630)	(13,990)	(2,596)	(1,580)
Net current assets		<u>5,426</u>	<u>4,397</u>	<u>4,789</u>	<u>4,193</u>
Total assets less current liabilities		<u>20,770</u>	<u>19,670</u>	<u>20,359</u>	<u>19,694</u>
Creditors: amounts falling due after more than 1 year	15	(443)	-	-	-
Net assets excluding pension liability		<u>20,327</u>	<u>19,670</u>	<u>20,359</u>	<u>19,694</u>
Pension Scheme liability	24	(5,714)	(7,421)	-	-
Net assets including pension liability		<u>14,613</u>	<u>12,249</u>	<u>20,359</u>	<u>19,694</u>
Represented by:					
Restricted funds	17	2,080	1,956	2,080	1,956
Endowment funds	17	2,961	2,629	2,961	2,629
Unrestricted funds:					
• Revaluation reserves		7,227	7,292	7,227	7,292
• Designated reserves		0	9	0	9
• General reserves		8,059	7,784	8,091	7,808
Total unrestricted funds	18	15,286	15,085	15,318	15,109
Total charity funds excluding pension reserve		20,327	19,670	20,359	19,694
Pension Scheme Funding Reserve		(5,714)	(7,421)	-	-
Total charity funds		<u>14,613</u>	<u>12,249</u>	<u>20,359</u>	<u>19,694</u>

Approved by the trustees on 1st June 2011 and signed on their behalf by

Ruth Reed
President

Consolidated cash flow statement
For the year ended 31 December 2010

	Note	2010 £'000	£'000	2009 £'000	£'000
Net cash inflow from operating activities	20		1,808		3,393
Returns on investments and servicing of finance					
Interest and dividends received		252		1,020	
Interest paid		<u>-</u>		<u>-</u>	
			252		1,020
Less corporation tax paid			(43)		(45)
Capital expenditure and financial investment					
Purchase of tangible fixed assets		(808)		(1,019)	
Purchase of investment securities		(391)		-	
Sale of investment securities		-		162	
Sale of tangible fixed assets		<u>10</u>		<u>1</u>	
			(1,189)		(856)
Net cash inflow before financing			828		<u>3,512</u>
Increase in cash			828		<u>3,512</u>

Notes to the financial statements

For the year ended 31 December 2010

1 ACCOUNTING POLICIES

The financial statements have been prepared under the historical cost convention except for the revaluation of a long leasehold property and investments, which are shown at market value. They have been drawn up in accordance with applicable accounting standards and the Charities Act 1993. They follow the recommendations in the Statement of Recommended Practice, Accounting and Reporting by Charities (issued in March 2005).

Basis of consolidation

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 charitable company 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 because the charity has taken advantage of the exemptions afforded by paragraph 397 of SORP 2005.

Depreciation and amortisation

Depreciation is provided on a straight line basis at an annual rate calculated to write down each asset 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	5 to 30 years
Motor vehicles	20 – 25% per annum
Office equipment	10 – 25% per annum
Computer equipment	20 – 33% per annum
Web-site	10% per annum
Web-site software	33% per annum

Intangible assets

Goodwill arising on the acquisition of investments is amortised over 20 years from the date of acquisition. Goodwill is calculated as the difference between the fair value of the assets acquired, and the consideration paid on acquisition.

Taxation

The RIBA and its subsidiary RIBA Trust Ltd are registered charities and benefit from tax exemptions available to charities. Income tax on gift-aided donations is reclaimed from HM Revenues & Customs. The other subsidiaries of the RIBA, RIBA Enterprises Ltd, RIBA Professional Services Ltd and RIBA 1834 Ltd (formerly RIBA Holdings Ltd) are subject to corporation tax on their taxable profits. The majority of these taxable profits are donated under gift aid to the RIBA.

Stocks and work in progress

Stocks are valued at the lower of cost and net realisable value.

Deferred costs

Deferred costs represent costs incurred against products and events due to be published or take place in the following financial year and are carried forward in prepayments.

Donated assets

No value is placed in these financial statements on the British Architectural Library, the Institute's drawings collection and the collection of paintings and busts. In the opinion of the trustees, the costs involved in obtaining a reliable valuation would be excessive compared with the additional benefit to users of the accounts.

Grants, donations and sponsorship income

Income from the above sources is credited to the statement of financial activities in the period when the RIBA is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Subscriptions

Subscriptions are credited to the statement of financial activities in the period to which they relate.

Regions and branches

Regions' accounts are consolidated and included in the figures of the RIBA.

An estimate of net assets held by branches at 31 December 2008 has been included as prior year adjustment at prudent values based on accounts received, see note 26.

Leasing and purchase agreements

Rentals under operating leases are charged directly to the Statement of Financial Activities on a straight line basis over the lease term.

Pensions

Retirement benefits to employees are funded by contributions from both the Institute and its subsidiaries and employees to a defined benefits scheme. The assets and liabilities of the scheme are held separately from the Institute. In 2005, the charity adopted in full the provisions of FRS 17 (Retirement benefits). The FRS 17 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.

Apportionment of expenditure

All charitable expenditure is apportioned to three main areas of activity, being campaigning, quality and capability on the basis of estimated involvement for each individual department. Therefore it is not possible separately to identify support costs.

All expenses are accounted for on an accruals basis. Any irrecoverable VAT is included with the item of expense to which it relates.

Restricted Funds

The funds of the charity include restricted income funds, which comprise unexpended balances of donations and grants and subsequent related investment income, and endowment funds which comprise capital funds donated to the charity together with subsequent related investment gains and losses. These funds are all held on trust to be applied for specific purposes in accordance with the wishes of the individual donors.

These funds have been accumulated over the years from donations and are each subject to donors' restrictions mainly relating to education, library and similar activities. Unspent accumulated income from the endowments is held in separate restricted funds, as shown in note 17, available for expenditure on the relevant specific purposes.

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

2 ANALYSIS OF THE RESULTS OF SUBSIDIARIES

The RIBA has four wholly owned subsidiaries, all of which are incorporated in the UK. A summary of the results of these subsidiaries are shown below. Profits made by RIBA Enterprises Ltd, RIBA 1834 Ltd (formerly RIBA Holdings Ltd) and RIBA Professional Services Ltd are gift aided to the RIBA.

Company	Turnover £'000	Expenditure £'000	Profit/ (loss) £'000	Retained earnings £'000
RIBA Enterprises Ltd	19,675	16,945	2,730	(32)
RIBA 1834 Ltd (formerly RIBA Holdings Ltd)	14,523	13,625	898	–
RIBA Trust Ltd	4,772	4,779	(7)	–
RIBA Professional Services Ltd	4,847	4,579	268	–

Included above are intra-group sales of £17,323,000 included as turnover and £7,352,000 included as costs.

3 RIBA – STATEMENT OF FINANCIAL ACTIVITIES

The results of the RIBA (excluding its subsidiaries) are made up of restricted and endowment funds as shown in the Statement of Financial Activities, together with its unrestricted funds activity which is summarised below.

	Year ended 31/12/2010 £'000	Year ended 31/12/2009 Restated £'000
Incoming resources		
Subscription income	7,002	7,088
Regional income	2,333	2,321
Recharges	1,068	1,005
Donations	3,949	5,982
Interest income	22	11
Total incoming resources	14,374	16,407
Resources expended (charitable expenditure)	£'000	£'000
Grants to RIBA Trust Limited and RIBA Enterprises Limited	3,692	4,951
Payment for services to group companies	6,856	7,108
Retrospective conversion designated fund expenditure	9	12
Regional activities	2,375	2,504
Depreciation	1,068	995
Support costs	108	83
Governance costs	57	43
Total resources expended	14,165	15,696
Unrealised gain on investment	–	1,155
Net movement in funds	209	1,866
General unrestricted funds brought forward at 1 January 2009 as previously stated	15,109	12,943
Prior year adjustment	–	300
General unrestricted funds carried forward as restated	15,318	15,109

4 OTHER SIMILAR NAMED ORGANISATIONS

The RIBA is Custodian Trustee to the British Architectural Library Trust (BALT), which is a separately registered Charity (Registration number 267936).

A separately registered Charity called the RIBA Education Fund (Registration number 1063625) exists to make ex-gratia payments and maintenance grants to architectural students experiencing financial hardship.

Neither Charity is consolidated into these accounts.

5 ANALYSIS OF CHARITABLE EXPENDITURE

	Staff costs £'000	Other Depreciation £'000	£'000	Total £'000	Total £'000
Campaigning	3,049	2,082	248	5,379	5,515
Quality	3,473	3,040	274	6,787	7,049
Capability	2,246	1,618	329	4,193	4,209
Governance costs	–	229	–	229	156
Total	<u>8,768</u>	<u>6,969</u>	<u>851</u>	<u>16,588</u>	<u>16,929</u>

6 STAFF COSTS AND NUMBERS

Staff costs were as follows:

	RIBA group	
	2010 £'000	2009 £'000
Wages and salaries	13,939	14,542
Social security costs	1,397	1,440
Other pension costs – stakeholder schemes	835	791
Other pension costs – defined benefit	1,202	1,254
	<u>17,373</u>	<u>18,027</u>
Total emoluments paid to staff were:	<u>14,774</u>	<u>15,333</u>

All staff are employed by RIBA 1834 Ltd (formerly RIBA Holdings Ltd) or RIBA Enterprises 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 persons employed on the activities of the companies during the year was:

	RIBA group	
	2010 No.	2009 No.
RIBA 1834 Ltd (formerly RIBA Holdings Ltd)	122	122
RIBA Trust Limited	45	45
RIBA Professional Service Limited	41	41
RIBA Enterprises Limited	254	262
Total	<u>462</u>	<u>470</u>

The number of employees of the RIBA and its subsidiaries whose emoluments fell in the following bands were as follows:

	RIBA group	
	2010 No.	2009 No.
£60,000 – £69,999	12	9
£70,000 – £79,999	6	9
£80,000 – £89,999	3	1
£90,000 – £99,999	1	2
£110,000 – £119,999	2	1
£120,000 – £129,999	–	1
£150,000 – £159,999	1	1
£160,000 – £169,999	1	1

In relation to the employees in the bandings shown above, £167,892 was paid to defined contribution pension schemes and 1 employee was accruing a defined benefit pension until November 2010.

7 TRUSTEE EXPENSES

Trustees of the RIBA are reimbursed reasonable expenses incurred when on RIBA business. 49 current and former trustees (2009 – 62) claimed such expenses and the total amount reimbursed was £36,699 (2009 – £62,579).

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 became a trustee during 2006 and resigned on 25

March 2010, but who is not a Board member of the subsidiary.

During the year £107,107 was paid to Urban Splash Ltd in the normal course of business for the rental of the RIBA North West office. A director of this company became a trustee of the RIBA on 25 March 2010.

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

8 GOVERNANCE COSTS

Governance costs consist of legal, auditors' fees and trustee meeting expenses. Charges include:

	RIBA group	
	2010 £'000	2009 £'000
Auditors' remuneration – as auditors	51	52
Auditors' remuneration – for other services	6	5

9 INTANGIBLE ASSETS

Group	Goodwill £'000	Copyright £'000	Total £'000
Cost			
As at 1 January and 31 December 2010	2,194	1	2,195
Amortisation			
As at 1 January 2010	1,437	–	1,437
Charge for the year	58	–	58
As at 31 December 2010	1,495	0	1,495
Net book value			
As at 31 December 2010	699	1	700
As at 31 December 2009	757	1	758

10 TANGIBLE FIXED ASSETS

RIBA Group	Properties and property investments £'000	Motor vehicles £'000	Office and computer equipment £'000	Total £'000
Cost or valuation				
As at 1 January 2010	14,248	178	7,366	21,792
Additions	180	10	618	808
Disposals	(22)	(32)	(71)	(125)
As at 31 December 2010	14,406	156	7,913	22,475
Depreciation				
As at 1 January 2010	4,679	157	5,448	10,284
Charge for the year	537	6	759	1,302
Eliminated in respect of disposals	(22)	(32)	(71)	(125)
As at 31 December 2010	5,194	131	6,136	11,461
Net book value				
As at 31 December 2010	9,212	25	1,777	11,014
As at 31 December 2009	9,569	21	1,918	11,508

The net book value at 31 December 2010 represents fixed assets used for:

	Properties and property investments £'000	Motor vehicles £'000	Office and computer equipment £'000	Total funds £'000
Charity assets	9,212	13	1,396	10,621
Trading subsidiaries	–	12	381	393
	9,212	25	1,777	11,014

Further details of properties and property improvements:

	Cost or valuation £'000	Amortisation to date £'000	Total funds £'000
Properties			
66/68 Portland Place, London W1 at professional valuation on 22 October 1987	8,500	(770)	7,730
Property improvements – Other	5,329	(4,116)	1,213
Property improvements – 77 Portland Place	253	(130)	123
Regional Offices	180	(149)	31
V&A – Architecture For All project.	144	(29)	115
	<u>14,406</u>	<u>(5,194)</u>	<u>9,212</u>

The property, 66 Portland Place, was last valued on 22 October 1987. In the opinion of the trustees, the value of the property is in excess of this amount, but do not consider an up to date valuation to be appropriate use of the Charity's resources.

The lease on the 66/68 Portland Place property expires on 6 July 2930. The lease on 77 Portland Place is an operating lease and is included in note 16. The lease on the facilities at the V&A, which is rent free, may be determined at any time after 2019 (but is subject to compensation if this is before 2034).

	Properties and property investments £'000	Motor vehicles £'000	Office and computer equipment £'000	Totals £'000
RIBA Charity				
Cost or Valuation				
As at 1 January 2010	13,923	65	5,770	19,758
Additions in year	180	–	423	603
Disposals	(22)	–	(7)	(29)
As at 31 December 2010	<u>14,081</u>	<u>65</u>	<u>6,186</u>	<u>20,332</u>
Depreciation and amortisation				
As at 1 January 2010	4,354	49	4,180	8,583
Charge for the year	537	3	617	1,157
Eliminated in respect of disposals	(22)	–	(7)	(29)
As at 31 December 2010	<u>4,869</u>	<u>52</u>	<u>4,790</u>	<u>9,711</u>
Net book value				
As at 31 December 2010	<u>9,212</u>	<u>13</u>	<u>1,396</u>	<u>10,621</u>
As at 31 December 2009	<u>9,569</u>	<u>16</u>	<u>1,590</u>	<u>11,175</u>

11 INVESTMENTS

	31/12/2010 £'000	31/12/2009 £'000
RIBA charity		
Investments in group companies		
Ordinary shares	1,319	1,319
Provision against investment	–	–
	<u>1,319</u>	<u>1,319</u>

During 2009, the RIBA decided to write back the provision against its main subsidiary company, RIBA Enterprises Ltd, which has been consistently profitable.

The RIBA had the following trading subsidiary companies throughout 2010:

Name	Principal activity
RIBA 1834 Limited (formerly RIBA Holdings Ltd)	Provision of central services to RIBA Group
RIBA Trust Ltd	Outreach and public education relating to architecture
RIBA Professional Services Ltd	Provision of services to RIBA Members and professional education in architecture
RIBA Enterprises Ltd	Provision of services including publications and information services for use in architecture, construction and design

All of the above companies were 100% subsidiaries and registered in England and Wales.

Other companies

The RIBA owns 100% of the shareholding in Old Journals Ltd (formerly RIBA Journals Ltd). The company ceased trading on 26 July 2008. The RIBA has a related company RIBA Insurance Agency Ltd, which is also dormant.

RIBA group and RIBA charity Fixed asset investments	2010	2009
	£'000	Restated £'000
Market value at 1 January	3,007	2,599
Additions	347	90
Disposals	–	–
Net investment gains and losses	232	480
Inc./(Dec.) in cash held for investment	44	(162)
Market value at 31 December	<u>3,630</u>	<u>3,007</u>
Historical cost at 31 December	<u>3,415</u>	<u>3,060</u>

The following investments are held:	2010	2009
	£'000	Restated £'000
Unitised funds	3,536	2,958
Cash	94	49
	<u>3,630</u>	<u>3,007</u>

All funds are UK held.

Investments valued at over 5% of the market value at 31 December are as follows:

Holding	2010 £'000	Market value
		31/12/2010 £'000
Schroder's Charity Multi-Asset Fund units	6,883,448	3,195
Schroder's Global Climate Change Fund units	429,485	250

12 STOCKS AND WORK IN PROGRESS

	RIBA group		RIBA charity	
	2010 £'000	2009 £'000	2010 £'000	2009 £'000
Goods for resale	<u>1,056</u>	<u>944</u>	<u>18</u>	<u>22</u>

13 DEBTORS

	RIBA group		RIBA charity	
	2010 £'000	2009 £'000	2010 £'000	2009 £'000
Trade debtors	3,575	3,689	182	197
Prepayments and accrued income	824	886	154	140
Other debtors	490	585	19	102
Due from subsidiary undertakings	–	–	108	2,115
	<u>4,889</u>	<u>5,160</u>	<u>463</u>	<u>2,554</u>

14 CREDITORS : amounts falling due within one year

	RIBA group		RIBA charity	
	2010 £'000	2009 £'000	2010 £'000	2009 £'000
Trade creditors	1,987	1,615	84	58
Corporation tax	87	84	–	–
Other tax and social security	896	829	–	–
Other creditors	474	319	101	59
Deferred capital grants	–	17	–	17
Accruals and deferred income	10,186	11,126	1,112	1,301
Due to subsidiary undertakings	–	–	1,299	145
	<u>13,630</u>	<u>13,990</u>	<u>2,596</u>	<u>1,580</u>

15 CREDITORS: amounts falling due after more than one year

	RIBA group		RIBA charity	
	2010	2009	2010	2009
	£'000	£'000	£'000	£'000
Accruals and deferred income	443	-	-	-

16 COMMITMENTS UNDER OPERATING LEASES

The RIBA group is committed to spend the following annual amounts under operating leases expiring:

	Property		Others	
	2010	2009	2010	2009
	£'000	£'000	£'000	£'000
Within one year	19	78	5	33
Between two and five years	627	385	101	71
In more than five years	331	532	-	-
	977	995	106	104

17 RESTRICTED FUNDS

RIBA group and RIBA charity – Restricted Funds	At the start of the year	Incoming resources	Resources expended	Transfers	At the end of the year
	£'000	£'000	£'000	£'000	£'000
Drawings collection fund – London	52	2	(4)	-	50
Banister Fletcher History of Architecture	111	7	(33)	15	100
Estate of RV Taylor	10	-	-	-	10
Gordon Ricketts Bursary	28	1	(2)	-	27
Library Exhibition Fund (Heinz Gallery)	139	5	(14)	-	130
Heinz Exhibition Fund	12	-	-	-	12
Giles Worsley Fund	227	11	(1)	(100)	137
Library Education centre	51	-	(14)	-	37
Rootstein Hopkins Fund	1	50	-	-	51
Digital Image Database	308	-	(99)	-	209
Research Trust Funds	78	28	(23)	-	83
Prizes Trust	19	2	-	-	21
Annie Spink Memorial Scholarship	120	6	(14)	-	112
RIBA Award Trust	101	15	-	-	116
WJ Parker Trust	127	14	(10)	-	131
Sir Banister Fletcher Library Bequest	155	8	(55)	(15)	93
WH Ansell Bequest	33	2	(1)	-	34
Nadine Beddington Trust	30	5	-	-	35
Henry Jarvis Bequest	15	1	-	-	16
Goldfinger Trust	146	5	-	-	151
LKE Ozolins Bequest	61	17	20	-	98
C Jencks Exchange fund	15	4	(6)	-	13
RS Reynolds Awards	14	-	-	-	14
Norman Foster Travelling Scholarship	10	7	(7)	-	10
Lasdun Cataloguing	16	10	(16)	-	10
BALT	-	342	(1)	-	341
Other	77	6	(44)	-	39
	1,956	548	(324)	(100)	2,080

An endowment of £100,000 has been created for the Giles Worsley Fund as shown by the transfer in the endowment funds note. In addition costs were transferred to relevant funds as decided to be appropriate. These funds are held to serve a number of purposes principally educational and funding the library/collections.

RIBA group and RIBA charity – Endowment Funds	Balance at 1 January 2010	Transfers	Unrealised gain/(loss) on investments	Balance at 31 December 2010
	£'000	£'000	£'000	£'000
Research Trust Funds	786	-	67	853
Prizes Trust	54	-	4	58
Annie Spink Memorial Scholarship	71	-	6	77
RIBA Award Trust	351	-	29	380
WJ Parker Trust	318	-	27	345
Sir Banister Fletcher Library Bequest	92	-	8	100
WH Ansell Bequest	19	-	2	21
Nadine Beddington Trust	141	-	12	153
Henry Jarvis Bequest	17	-	1	18
LKE Ozolins Bequest	476	-	41	517
C Jencks Exchange fund	99	-	9	108
Norman Foster Travelling Scholarship	191	-	17	208
Giles Worsley Fund	-	100	8	108
Other	14	-	1	15
Total restricted funds	2,629	100	232	2,961

18 UNRESTRICTED FUNDS

	Restated Balance at 1 January 2010 £'000	Transfer between reserves £'000	Net movement – unrestricted funds £'000	Balance at 31 December 2010 £'000
RIBA group				
Revaluation reserve	7,292	(65)	–	7,227
Designated reserve	9	–	(9)	–
General reserve	7,784	65	210	8,059
Total	15,085	0	201	15,286

	Restated Balance at 1 January 2010 £'000	Transfer between reserves £'000	Net movement – unrestricted funds £'000	Balance at 31 December 2010 £'000
RIBA charity				
Revaluation reserve	7,292	(65)	–	7,227
Designated reserve	9	–	(9)	–
General reserve	7,808	65	218	8,091
Total	15,109	0	209	15,318

Included in total unrestricted funds of both the Charity and the Group is an amount of £0 (2009 – £9,000), which has been designated to undertake the Library Retrocon project.

19 ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Fund balances as at 31 December 2010 are represented by:				
Intangible fixed assets	700	–	–	700
Tangible fixed assets	10,936	78	–	11,014
Investments	–	669	2,961	3,630
Current assets	17,646	1,410	–	19,056
Current liabilities	(13,553)	(77)	–	(13,630)
Long term liabilities	(443)	–	–	(443)
Pension Scheme liability	(5,714)	–	–	(5,714)
Total net assets	9,572	2,080	2,961	14,613

20 RECONCILIATIONS OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2010 £'000	2009 £'000
Net incoming resources before gains on investments	1,325	2,390
Investment income and interest received	(252)	(1,020)
Corporation tax paid	43	45
(Profit)/loss on sale of fixed assets	(10)	2
Depreciation charges	1,302	1,294
Amortisation of goodwill	58	59
(Increase)/decrease in stocks	(112)	(98)
Decrease/(increase) in debtors	271	779
Increase/(decrease) in creditors	83	534
Pensions reserve funding movements	(900)	(592)
Net cash inflow from operating activities	1,808	3,393

21 RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET FUNDS

	2010 £'000	2009 Restated £'000
Increase in cash and short term cash deposits in the period	828	3,512
Movement in net debt in the period	828	3,512
Net funds at 1 January	12,283	8,771
Net funds at 31 December	13,111	12,283

22 ANALYSIS OF CASH BALANCES AS SHOWN IN THE BALANCE SHEET

	As at 31 December 2009 Restated	Cash flow in year	As at 31 December 2010
	£'000	£'000	£'000
Cash balances and short term cash deposits			
RIBA regions	1,242	(322)	920
RIBA subsidiaries	9,086	(2,879)	6,207
RIBA Trusts	1,512	77	1,589
RIBA	443	3,952	4,395
Total	12,283	828	13,111
Bank overdraft			
RIBA 1834 Limited (formerly RIBA Holdings Ltd)	–	–	–
Net cash	12,283	828	13,111

23 SUMMARY OF REGIONS' FINANCIAL DATA INCLUDED IN RIBA CONSOLIDATED FINANCIAL STATEMENTS

	2010 £'000	2009 £'000
Income from RIBA 1834 Limited (formerly RIBA Holdings Ltd)	45	93
Other income	2,287	2,228
Total income	2,332	2,321
Regional activities	(2,375)	(2,504)
(Deficit) on operating activities	(43)	(183)
Interest receivable	11	9
(Deficit) for the year	(32)	(174)

24 PENSIONS

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 4 – 6% salary and the employer 8 – 16.5% depending on age. The amount of this contribution was £835,000 (2009 £791,000).

Defined Benefit Scheme

FRS17 disclosures

The RIBA group operates a defined benefit scheme in the UK. A full actuarial valuation was carried out at 31 December 2007 and updated to 31 December 2010 by a qualified actuary. The service cost (up to 30 November 2010) has been calculated using the Projected Unit method.

Components of pension cost

	Year ended 31/12/2010	Year ended 31/12/2009
	£'000	£'000
Current service cost	188	196
Plan curtailments	60	–
Interest cost	2,112	1,933
Expected return on plan assets	(1,810)	(1,271)
Total pension cost recognised in SOFA	550	858
Actuarial (gains) / losses immediately recognised	(807)	(847)
Actuarial (gains) / loss recognised in SOFA	(807)	(847)
Cumulative actuarial losses immediately recognised	–	11,528

	Year ended 31/12/2010 £'000	Year ended 31/12/2009 £'000
Amounts recognised in the balance sheet		
Present value of funded obligations	41,212	37,566
Fair value of plan assets	35,498	30,145
Net loss recognised	<u>(5,714)</u>	<u>(7,421)</u>

Change in benefit obligation

	Year ended 31/12/2010 £'000	Year ended 31/12/2009 £'000
Benefit obligation at beginning of year	37,566	32,898
Current service cost	188	196
Interest cost	2,112	1,933
Plan participants' contribution	23	29
Actuarial gains	2,696	4,090
Benefits paid	(1,433)	(1,580)
Plan curtailments	60	–
Benefit obligation at end of year	<u>41,212</u>	<u>37,566</u>

Change in plan assets

	Year ended 31/12/2010 £'000	Year ended 31/12/2009 £'000
Fair value of plan assets at beginning of year	30,145	24,038
Expected return on plan assets	1,810	1,271
Actuarial gain	3,503	4,937
Employer contribution	1,450	1,450
Member contribution	23	29
Benefits paid	(1,433)	(1,580)
Fair value of plan assets at end of year	<u>35,498</u>	<u>30,145</u>

Funded status	<u>(5,714)</u>	<u>(7,421)</u>
Net amount recognised	<u>(5,714)</u>	<u>(7,421)</u>

Fund Assets

The weighted–average asset allocation at the year–end were as follows:	As at 31/12/2010		As at 31/12/2009	
	Percentage of plan assets	Expected return on plan assets*	Percentage of plan assets	Expected return on plan assets*
Asset category				
Equities	77.9%	6.10%	75.6%	6.55%
Bonds	17.3%	4.00%	18.6%	4.4%
Insured assets	4.3%	4.45%	5.3%	4.8%
Insurance policies	0.0%	0.00%	n/a	0.0%
Cash	0.5%	0.00%	0.5%	0.0%
	<u>100.0%</u>	<u>5.60%</u>	<u>100.0%</u>	<u>6.0%</u>

(*) after deduction for expenses.

Description of basis to determine the overall expected rate of return on assets

To develop the expected long–term rate of return on assets assumption, the Employer considered the current level of expected returns on risk free investments (primarily government bonds), the historical level of the risk premium associated with the other asset classes in which the portfolio is invested and the expectations for future returns of each asset class. The expected return for each asset class was then weighted based on the target asset allocation to develop the expected long–term rate of return on assets assumption for the portfolio. This resulted in the selection of the 6.0% assumption for the 2010 expense and 5.6% for the 2011 expense.

	Year ended 31/12/2010	Year ended 31/12/2009
Actual return on plan assets	<u>5,313</u>	<u>6,208</u>

Weighted average assumptions used to determine benefit obligations at:

	31/12/2010	31/12/2009
Discount rate	5.35%	5.70%
Rate of compensation increase	N/A	4.50%
Rate of price inflation	3.35%	3.50%
Rate of pension increase (Post 1.1.1989 / Pre 1.1.1989)	5%	5%
	compound / 7% simple	compound / 7% simple

Weighted average assumptions used to determine net pension cost for year ended:

	31/12/2010	31/12/2009
Discount rate	5.70%	6.00%
Expected long-term return on plan assets	6.00%	5.30%
Rate of compensation increase	4.50%	3.75%
Rate of price inflation	3.50%	2.75%
Rate of pension increase – Post 1 January 1989 (compound)	5.00%	5.00%
Rate of pension increase – Pre 1 January 1989 (simple)	7.00%	7.00%

Weighted average life expectancy for mortality tables used to determine benefit obligations at:

	31/12/2010 Male	31/12/2009 Male
Member age 65 (current life expectancy)	22.6	22.0
Member age 45 (life expectancy at age 65)	24.4	23.1

Five year history

	Financial year ending in (£000)				
	2010	2009	2008	2007	2006
Benefit obligation at end of year	41,212	37,566	32,898	33,094	34,067
Fair value of plan assets at end of year	35,498	30,145	24,038	30,992	29,512
Surplus/(deficit)	(5,714)	(7,421)	(8,860)	(2,102)	(4,555)
Difference between expected and actual return on scheme assets:					
• amount (£000s)	(3,503)	(4,937)	(8,767)	(258)	1,780
• percentage of scheme assets	(10)%	(16)%	(36)%	(1)%	6%
Experience loss / (gain) on scheme liabilities:					
• amount (£000s)	–	1,784	517	–	–
• percentage of scheme liabilities	0%	5%	2%	0%	0%

Contributions

The Employer contributed £1,450,000 to the Scheme in the year to 31 December 2010, including special contributions of £68,250 per month during 2010.

The Institute has agreed contributions to be paid into the Scheme of £125,000 per month from 2011 to 2013, £129,167 per month from 2014 to 2017 inclusive.

25 CONTINGENT LIABILITY

The charity has been notified by HM Revenue & Customs that in their opinion they made a mistake in agreeing to and paying a VAT refund during 2009. They have therefore requested that a repayment is made. The charity has a group registration for VAT purposes and the £1.6 million refund was made to its subsidiary RIBA Enterprises Limited. The directors of that company have taken legal advice with tax counsel advising that in his opinion the HMRC position is incorrect, that the refund was validly made and therefore should be retained. Based on that advice a written response was made to the HMRC in June 2010, requesting them to reconsider their assessment.

26 PRIOR YEAR ADJUSTMENT

An adjustment was made to include the branches not previously recognised in the RIBA accounts at prudent values based on accounts received.

The effect as outlined below was to restate 2009 investments on the consolidated and company balance sheets from £2,917,000 to £3,007,000 and restate 2009 cash on the consolidated and company balance sheets from £8,066,000 and £2,987,000 respectively to £8,276,000 and £3,197,000 respectively.

	£'000
Increase in funds as of 1 January 2009	300
Being:	
Cash balances held by branches	210
Fixed asset investments held by branches	90
	<u>300</u>

Legal and administrative details

Reference 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

Trustees as at 1 June 2011

Honorary Officers

Ruth Reed
President
Angela Brady
President Elect
Andrew Salter
Honorary Secretary
Charles Belton
Honorary Treasurer
Paul Davis
Honorary Librarian

Other trustees

John Assael
Chair, RIBA Professional Services Ltd
Jonathan Falkingham
RIBA member
Mike Lawless
Director, RIBA Enterprises Ltd
Suzanne McCarthy
External non-executive member
Peter Mathias
RIBA member
Roger Mosey
External non-executive member
Richard Parnaby
Council member
Wiebke Rietz
Council member

Trustees

Trustees who served throughout 2010 were:
John Assael
Paul Davis
Mike Lawless
Richard Parnaby
Ruth Reed
Wiebke Rietz
Andrew Salter

Trustees appointed during 2010 were:

Charles Belton
7 October 2010
Angela Brady
1 September 2010
Jonathan Falkingham
25 March 2010
Suzanne McCarthy
25 March 2010
Peter Mathias
25 March 2010
Roger Mosey
25 March 2010
Following the transfer of responsibility from the RIBA Council to a separate Board of Trustees with effect from 25 March 2010, all Council members not serving on the Board resigned as trustees, but remained on Council.

Trustees who resigned on 25 March 2010 were:

Alex Bancroft
Gerard Bareham
Charles Belton
Dagmar Binsted
Matt Brook
Russell Brown
Greg Brunt
Peter Caplehorn
Sir Sydney Chapman
Ian Collins
Dolan Conway
Alan Cook
Derek Cottrell
John Devlin
Azar Djamali
David Dunbar
Jane Duncan
David Falla
James Fischer
Annette Fisher
Paul Fletcher
Brian Godfrey
Goh Chong Chia
Christopher Hampson
Stephen Hodder
Leslie Hutt
Colin James
Tzena James
Geraint John
Angus Kerr
Martin Knight
Tony Lloyd
Pat Malet-Bates
Lawrence Mawson
Terence McCaw
David Mikhail
Robert Mitchell

Victoria Poole
Oliver Richards
Simone Ridyard
Christopher Roche
Karen Rogers
Alan Shingler
William Smedley
Dawson Stelfox
Peter Stewart
Sara Tilley
Elena Tsolakis
Peter Udall
Pierre Wassenaar
Michael Wigginton
Nick Willson
Neil Wilson

Trustees who resigned on 31 August 2010 were:

Sunand Prasad
Roger Shrimplin

Auditors

Sayer Vincent
Chartered accountants and statutory auditors
8 Angel Gate
City Road
London
EC1V 2SJ
Sayer Vincent were re-appointed as the group and charity's auditors during the year and have expressed their willingness to continue in that capacity.

Investment managers

Schroder & Co Ltd.
100 Wood Street
London
EC2V 7ER

Senior Staff

Group executive

Harry Rich LLB
Chief Executive
Richard Brindley BSc, DipArch, RIBA
Executive Director,
Membership & Professional Support
Andy Munro LLB, MA, FCMA
Chief Financial Officer
Elizabeth Robertson BA
Executive Director, Nations & Regions
Richard Waterhouse BArch, RIBA
Chief Executive, RIBA Enterprises
Gill Webber BA, MCIPR
Executive Director,
Communication & Outreach

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

Steven Cross
Director of Partnerships,
RIBA Enterprises
Cathy Ditchfield BA
Director of Membership
Adrian Dobson BArch, MPhil, RIBA
Director of Practice
Tim Edwards MA, FCMA
Assistant Director of Finance
Vicki Fruish BA, FCIPD
Head of Human Resources
David Gloster ADip, MSc, DIC, RIBA
Director of Education
William Hawkins BArch, MSc
Assistant Director, Nations & Regions (Operations)
Tim Hollins PhD
Director of Public Programmes
Belinda Irlam-Mowbray FRSA
Assistant Director, Nations & Regions (Innovation)
Irena Murray MLS, MArch, PhD
Director, British Architectural Library and Sir Banister Fletcher Librarian
Ian Pritchard BA
Director of International Relations & Regulations

Supporters

The RIBA is very grateful for the support it receives from sponsors and private donors, the public sector, trusts and foundations, from members and colleagues nationally and overseas, and from those companies and individuals who wish to remain anonymous. Without such generosity, the RIBA could not continue to run its many outstanding projects and programmes. We are particularly grateful to our corporate supporters who have maintained their long-term commitment during this difficult economic period.

The following have supported to the value of more than £1,000.

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Alan Gray	Foresight	Rayne Foundation
Albert Small	Formica	RIBA Insurance Agency
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Center for Palladian Studies	Julie F. Schauer	The Crown Estate
Centro Internazionale di Studi di	Kingspan Group plc	The Goldfinger family
Architettura Andrea Palladio	Knoll	The Gladys Kriebel Delmas
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Claire & Warren Cox	Leo Daly III	The Institute of Materials,
Creative Sheffield	London Festival of Architecture	Minerals and Mining (IM03)
Crystal CG	Lighting and Illumination	The Italian Cultural Institute
Cyril Sweett & Partners	Technology Experience Ltd	The Regione del Veneto
Dainese	Marco Goldschmied	The Rooflight Company
David Morley Architects LLP	Foundation	The Royal Parks
Department for Innovation,	Mallory Walker	The Sorrell Foundation
Universities and Skills	Martha Snider	TPS Carillion
Derwent London	Maurice Kanbar	UK Green Buildings Council
Design for London	Meneguzzo CSP	UK Trade & Investment
Design Museum	Minerva Appointments Ltd	University of Newcastle
East Midlands Development	Mr Alan Gray and Mrs Pat Gray	(Department of Architecture)
Agency	Mrs Margot Auger	Victoria and Albert Museum
Engineering and Physical	National Building Museum	Vinci Construction UK
Sciences Research Council	National Theatre	Whayne and Ursula Quinn
English Heritage	New London Architecture	William T. Kemper Foundation
English Heritage North East	Northern Counties Building	Worshipful Company of
Environment Agency –SE	Federation	Chartered Architects
Thames Area	Northumbria University	Zip Heaters (UK) Limited
Eugene Ludwig	One North East Regional	Zuccato
European Commission	Development Agency	Zumtobel
EversonBest	Ordnance Survey	
Terry Farrell & Partners Ltd	Pipers Projects Ltd	

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The RIBA has been recognised as a
Business Superbrand for the fourth year
running, recognised as having the finest
reputation in its field, and judged on quality,
reliability and distinction.

Cover

RIBA North West encouraged everyone to
Think Architecture during the 2010 North
West Architecture Festival, where members,
branches and local partners came together
to celebrate what makes great architecture
– old and new. Over 3000 people visited
events across the region. Drawing:
Manchester Civil Justice Centre. Denton
Corker Marshall. Photo: Ed Clark

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Published August 2011