

RIBA



Royal Institute
of British Architects

Trustees' Report and Financial Statements

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RIBA



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Our objectives, strategic priorities and vision

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.

Put simply, the RIBA champions better buildings, communities and the environment through architecture and our members.

Strategic priorities and vision

Our vision is that by 2017, the RIBA will be recognised as the leading authority on architecture and the built environment.

In particular, we will be known for excellence in the promotion of architecture, setting standards, stimulating innovation, sharing knowledge and demonstrating the economic, social and environmental benefits of good architecture.

The RIBA seeks to achieve its vision through these strategic priorities:

- Clients - stimulating demand for architecture: Creating an appetite for architecture that delivers economic, social and environmental value;
- Members – meeting the needs of the 21st Century: Architecture is evolving and we're evolving with it. We're working with our members to transform the practice of architecture to meet future need, and helping to support practices in achieving success now;
- Leadership – influencing to improve the built environment: We are influencing, lobbying and leading the way to inspire improvements in the built environment locally, nationally and internationally;
- Knowledge, innovation and culture – the hub for knowledge and innovation: Being the heart for knowledge, innovation, research and debate on the built environment.

More information on these strategic priorities is given later in this review.



The RIBA: empowering, communicating, supporting

Message from the RIBA President, Stephen Hodder MBE

Clients, empowerment of members, a review of education, and extending public outreach are key ambitions for my Presidency.

2013 saw a good start to the establishment of the RIBA for Clients initiative. A priority of the Institute's *'Leading Architecture'* strategy, it is designed to stimulate demand for architecture that delivers economic, social and environmental value. Twenty years ago, as we emerged from the previous recession, one of my predecessors, Frank Duffy, was instrumental in the Institute undertaking a *'Strategic Study of the Profession'*. This sought to give research insights into perceptions of the architectural profession, and identify the areas for change. As we emerge from the recent recession it seemed appropriate to evaluate how the profession has progressed in the intervening period, and also to give renewed insights into the context in which we practice in an industry which is quite different from twenty years ago. In support of this we established a Client Liaison Group, to listen clients' views and needs. We identified three growth sectors to start with: contractor-led procurement, housing, and retrofit. Roundtable discussions and one-to-one interviews started at the beginning of 2014; to receive external perceptions of our profession, and ultimately identify the tools needed to successfully promote architectural services in these sectors.

I have been both a competitor and an assessor of RIBA managed competitions and I believe that the RIBA competitions service runs a fair and efficient service for both the profession and clients. But processes can always be improved. In 2013 we established an RIBA Competitions Task Group to review competitive selection processes in the UK, evaluate European models and develop ideas to improve the promotion and provision of design and team selection competitions in the UK, and develop new guidance for clients and competitors.

2014 witnessed the launch of the new website. The aim was to create a more dynamic website with editorial content at the forefront – the way many leading websites already do. This content continues to focus on demonstrating the value of architecture through informative, sharable and thought provoking web articles. This approach enables the RIBA to fulfil our Charter for the promotion of architecture as well as demonstrate to the public the value of using a Chartered Architect. The area of the website which I think RIBA members will benefit most immediately and immeasurably from will be the re-launched *'Find an Architect'*. Potential clients will be able to browse the site to find relevant practices who meet their needs with better tailored searchable areas and distinct areas for Chartered Practices to showcase their work with good quality larger images, details and profiles of practices. Stunning examples of architecture projects, profiles of architects and easy to use search functions will make finding the perfect architect easy and inspiring.

The Membership Review launched in 2013 has been built on our largest ever consultation, encouraging all of our members to make their voices heard. Building on this feedback a

new streamlined membership offer has been developed the first phase will be rolled out during the next twelve months.

Although my election was uncontested I nevertheless toured the country addressing members to explain my vision for the membership, and another key objective was to get to grips with the education system. We launched a review of the structure of architectural education in the UK through the work of the Education Review Group. This will report at the end of 2014.

During 2013 I was also closely involved with the RIBA's own estate, chairing the project board to develop the new gallery in 66 Portland Place. Meeting all of the curatorial conditions necessary to show original materials, it allows the RIBA's own special collection to be displayed in 66 Portland Place for the first time as part of wider strategy for the promotion of architecture to a wider public. Completed at the end of 2013, the gallery opened six weeks later in conjunction with a BBC television series entitled *'The Brits who Built the Modern World'*. At the beginning of next year this approach to extending our public outreach work will see a sister gallery opening at Mann Island in Liverpool.

2014 also saw the acquisition of new premises in Portland Place to support the work of the RIBA and to bring together staff from across the Institute, including RIBA Enterprises. The building will be occupied at the end of this year.

Good accommodation is key for business and individuals and during 2013 the RIBA published its campaign on housing standards aimed at ensuring that the core components for delivering quality housing are in place so that this country produces homes that people want and that are fit for the future. Research conducted by IPSOS Mori confirmed that the public strongly supported minimum space standards and we published our findings just before the Government prepared to make an announcement on its review of Housing Standards in England, which had the potential to result in current standards being reduced or even abolished. After an extensive campaign involving the public, politicians and key stakeholder organisations, we were delighted when the government announced in March 2014 that they will develop a national space standard to be available to councils across England.

As I move towards the second year of my Presidency I am aware that there is still much to do but am pleased with the steady progress which the RIBA continues to make. As a practitioner I am used to delivery, and at the end of two years I want to ensure that the RIBA has delivered as well.

Message from the Chief Executive, Harry Rich

Responding to a changing world

Through their skill, professionalism and creativity, project by project RIBA members directly contribute to prosperity and wellbeing in the UK and beyond. In their professional commitment to clients our members live and breathe the RIBA's purpose of championing better buildings, communities and the environment.

The period since 2009 has been tough for the UK economy and therefore for construction and our members. During 2013 we saw evidence of improvements in the market, although this was patchy, both geographically and across different sizes and types of practice. The RIBA Future Trends workload forecast has been in positive territory for over a year and our survey recorded an increase in the value of work in progress in the UK architect's profession in three consecutive quarters across the third and fourth quarters of 2013 and the first quarter of 2014. Workloads have grown by about 10% on an annual basis, largely driven by a significant pick-up in the housing and commercial sectors. However, the significant spare capacity in the profession has meant that this has not yet resulted in any significant increase in fee levels or overall employment levels.

You will see from this review that during 2013 we continued our clear focus on delivering *Leading Architecture*' our 2012 to 2016 strategy. In particular we worked with our members to support their practice of architecture in changing times and continued to speak up persuasively to government, clients and the wider public about the ways in which architecture benefits them and our economy and society.

We have started to develop our programme of client services so that more clients are connected with the right architect for their project. At the heart of this is listening to clients of all sorts and using the resulting insights to shape our services. Our 2013 work will lead to step-changes in 2014 to our Find an Architect service, RIBA competitions and to the insights we provide to members to support their work with clients.

Our 2013 Working Internationally conference provided practical advice and encouragement to members on working around the world. We also worked with our colleagues at UKTI to help more members to participate in trade missions and MIPIM and to take advantage both of high value opportunities and sustained project work beyond the UK.

In 2013 we had an unprecedented volume and quality of media coverage for our work, including our partnership with the BBC on the RIBA Stirling prize. The BBC World Service worked with us on Dream Builders which saw leading architects interviewed at Portland Place and broadcast to millions around the world. Our work with the BBC, other broadcasters and media of all sorts is key to communicating clear and informed messages to clients and government about the quality, creativity and value of our members' work.

Our sustained campaign for more and better new build homes, *HomeWise*, was massively influential in engaging thousands in the government's consultation on minimum space standards and we made our voice heard loudly on the deficiencies of the planning system.

Throughout this review you will see the impact of our network of 55 member-led branches that were increasingly active during 2013. Branches are one of the glories of the RIBA that thrive as a result of the commitment of our members, supported by our staff around the country and fuelled by the local initiative fund that provides funding for good ideas.

Our reviews of architectural education and of our membership structure and the RIBA Plan of Work 2013 are long term investments in the future and the continuing success and development of architecture and RIBA members. Similarly our increased focus on diversity is crucial to ensuring that the profession thrives by including and encouraging the very best talent from every part of our community. We are proud that in difficult times we were able to give greater levels of financial support to architecture students and to celebrate their work through the President's Medals.

Our plans for 2014 build on the foundations of our work in 2013 and before. As well as crucial day-to-day continuing work, we are committed to substantial innovation and new work in 2014:

- **Architectural education:** progress the education review
- **Architecture Gallery and Mann Island:** open both and attract audiences
- **Business systems review:** implement strategy
- **Membership structure:** start to implement changes
- **Newcastle property:** improved offices for RIBA Enterprises
- **RIBA for Clients:** shape and start to implement
- **RIBApix:** reshape and relaunch
- **Structure and effectiveness:** review
- **Triennial review of ARB:** engage and influence
- **Website and Find an Architect:** go-live
- **66 Portland Place:** start to reimagine
- **76 Portland Place:** deliver great offices that support our work

Our work in 2014 has five themes:

- **Helping members succeed in a changed world** by responding to their needs as they develop their practice and relationship with the RIBA, including implementing improved membership offer, reinvigorated client services, reviewing architectural education.
- **Step-change in the promotion of architecture** through increasing outreach to clients, decision-makers and the wider public, influence in the run-up to the election, new website, Find an Architect, Architecture Gallery, Mann Island, BBC partnerships.
- **Supporting members around the country** through accessible and relevant CPD, facilitating the client programme and engaging the skills and creativity of members to promote architecture to the public, clients and local policy-makers.
- **Helping our team to work better in a changed world** by providing a modern human resources environment, by bringing our London teams together and by shaping better back-office systems.

- **Enabling future innovation** by developing income sources and reviewing operations and effectiveness.

All of our work is only achieved as a result of the immense commitment and professional dedication of RIBA staff all over the country working with members and with our partners. Right through the downturn and now as conditions start to improve they have put their heart and soul into work on behalf of architecture and our members and I thank, admire and respect them for that.

Our strategic priorities

Clients

Stimulating demand for architecture

Good design isn't just about aesthetics. How we learn, how we interact with each other and even just our general wellbeing can be influenced by the built environment that surrounds us. Get it right, and there will be real social, economic and environmental benefits. Get it wrong and we and future generations will suffer.

Making it easy to commission good design is one of the most important services performed by the RIBA and this is only possible by developing excellent working relations with those who commission design work – the clients themselves.

We already have an excellent working relationship with clients, who know that they can come to us for referrals, as a fast-track to finding a practice that is perfect for their project. In 2013, we made 792 client referrals, the first rise in the number of referrals for years. We also received enquiries from a much wider range of clients, from a variety of project sectors.

With winning the hearts and minds of clients so critical in securing opportunities for our members and in supporting the UK as a whole, 2013 was the year we decided to take things to the next level by drawing all of our various client services into one dedicated team.

Client services

Our reputation as a comprehensive source of advice, support and knowledge about architecture is what attracts clients to the RIBA and enables us to not only stimulate interest in high-quality architecture, but also to showcase the work of our members too.

In July of 2013 we appointed a Head of Client Services, a direct response to the RIBA for Clients initiative that we established to help us to explore how we could strengthen our offering to clients and thus encourage more of them to forge relationships with both the RIBA and our members.

Placing the customer at the centre of the process, we wanted to make it easier for clients of all sizes to work with us. We also wanted the value of doing so to be self-evident. We wanted clients to recognise the RIBA as a source of world-class information advice and support and the value of working with RIBA accredited architects, practices and advisors. More broadly, we wanted to spark interest in design quality and how it can benefit both the individual project and the wider economy. And the work of our Client Services team has already proved invaluable in helping us to achieve these aims.

Letting the customer lead the way

We're putting clients at the centre of shaping services by listening to what they have to say and acting on it. To this end, we have established a Client Liaison Group and run a series of roundtable discussions on the needs of client sectors such as contractors, housing and local government. After each roundtable, we record one-to-one interviews with clients, so that we have representative client views about each sector. Our primary aim is to share feedback with our members so that they can better serve the needs of their clients.

Central to our customer-led approach is the modernisation of our online directories, which will undergo a radical overhaul in 2014. The 'Find an Architect' service is perhaps the most important section of our website for members and clients alike, so it will be significantly enhanced, both in terms of usability and functionality. We'll be improving everything from the layout to the filters and the capacity for members, Chartered Practices and advisers to tell their story with an improved platform for case studies and photography.

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Members will be better supported in showcasing just what they can do and it will be easier for clients to find practices that can do just what they want. It will be easy to see what services are on offer and, more importantly, to access them easily.

Helping clients make their plans a reality

And once clients have, with our help, secured an architect that is right for their needs, we want to make everything else easier for them too. As well as the enhancement of existing services, the development of the Client Services team has led to the creation of several other new services; generally aimed at providing more holistic support to our clients, assisting right from the inception of an idea to the opening of a building.

For example, we are setting up consultancy services to co-ordinate the public consultation process on behalf of clients and Chartered Practices, from providing strategic advice to the client and project team to providing supporting communications campaigns. We are running a pilot under the brand Consultation Matters and we aim to promote the service to Chartered Practices and via the Royal town Planning Institute during 2014.

Competitions: more choice for clients and more opportunities for architects.

Competitions have time and time again proved the best ways of stimulating truly exceptional design. By ensuring that a wider section of the architectural community can pitch for new projects, competitions drive up quality and draw out new and emerging talent. They ensure that clients get the best possible design solution or design team, whatever the size or scope of the project.

We ran 17 competitions in 2013, attracting proposals from the best and the brightest of our industry. Focussing on topics as diverse and disparate as green burials and higher education, policing to private renting, these competitions tackled everything from niche design requirements to the greatest problems of our age. As different as each brief was, the competitions all had one thing in common: the development of highly tailored, innovative architectural solutions and truly satisfied clients.

And of course, competitions aren't just something we recommend for clients, we used a competition to find the best architectural practice to support our vision for our new offices at 76 Portland Place, leading to the appointment of Theis + Khan – who created an arresting blueprint that showed careful consideration for our vision for a symbiotic relationship between our new premises and our wonderful building at 66 Portland Place.

The Competitions Task Group

The value of competitions in spreading opportunity throughout the industry, and in turn ensuring that clients have the best possible designs to choose from is without doubt. But there are always things that can be done to improve the way in which they are run, and this too is something we sought to do in 2013.

To concentrate our efforts, we set up a Competitions Task Group, to review the use of competitions, ascertain how they might be improved and above all seek ways to influence the culture of competitions in the UK and reduce waste. The task group comprised of a mix of experienced clients, client advisors and those who regularly take part in competitions themselves, with the clients represented on the panel including Urban Splash, the NHS Trust, Metropolitan Police and the London School of Economics.

Although the group pinpointed several ways in which the competitions process could be improved, it was how outcomes can be influenced that was of most interest to the group.

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The work of the task group has stepped away from basic improvement of processes to take a broader and much more holistic view of how competitions can be placed at the heart of the procurement process in the UK. The group is set to make its final recommendations to RIBA Council in June 2014.

Celebrating the best: National Trust named RIBA Client of the Year

We recognise those who really are using their influence to shape the built environment for the better in the RIBA Client of the Year awards, which recognise the role of clients in commissioning the creation of fine architecture that we can all be proud of.

In 2013, the National Trust was named RIBA Client of the year in recognition of how they have played their role in commissioning the creation of fine architecture, with their formidable portfolio of projects including Chedworth Roman Villa by Feilden Clegg Bradley Studios, Giant's Causeway by heneghan peng architects and Stowe Visitor Centre by Cowper Griffith Architects.

In the words of Philip Gumuchhdjian, the acting Chair of the RIBA Awards Group, the National Trust is notable for "the way they create the heritage of the future while protecting the heritage of the past, making special places even more special. They commission talented, innovative, and often young practices to develop practical and beautiful projects that respond and add to the quality, enjoyment and appreciation of our stock of cultural and environmental wealth. It takes a great and courageous client to deliver a great building and the Trust has proven its worth time and again."

Our main aims for 2014

- Further develop our programme of client services to drive demand for architecture that delivers economic, social and environmental value
- Drive awareness and usage by clients of RIBA Client Services and the services of RIBA members and chartered practices
- Support the commissioning of inspirational architecture in being commissioned by running a series of expertly led competitions
- Develop the work of "Consultation Matters" community consultation service pilot
- Promote the benefits of competitions to clients and implement the recommendations of the Competitions Task Group

Members

Meeting the needs of the 21st Century

The last few years have been challenging for virtually all industries, but especially for architects, whose fortunes are particularly susceptible to the vagaries of the economy. The temptation during a recession will always be to hunker down, keep a tight hold on the purse strings and hope that the worst will be over soon. While understandable, this is at best a recipe for stagnation, and at worst, sows the seeds of future decline.

Instead, counterintuitive as it may seem, in an economic downturn it is more important than ever to invest in the future. This isn't merely limited to fiscal investment, but also investment in skills, talent and knowledge. We understand this, and it's the stance we've taken since the 1930s, when, in the aftermath of the Wall Street Crash, we led by example and built our impressive headquarters at 66 Portland Place.

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The 2007 crash hit hard, and architects were among those worst affected. UK construction spend fell by 30% between 2007 and 2011 and according to current market predictions, it will take until 2020 for the industry to recover to 2007 levels.

Times have been tough and that's why we continue to do all we can to support our members. For example, we've frozen our subscription rates since 2009 and are investing in member services supporting relationships with clients in the UK and beyond and supporting students and architectural education.

Membership Review

The Membership Review was initiated at the beginning of 2013 with a core purpose of understanding the changing nature of the profession and deliver an offer and membership structure which better reflected the needs of all of our members, from Student through to Chartered Member and Chartered Practice. Moreover the review aimed to grow the influence and voice of the RIBA to ensure that architects and architecture was better promoted globally. In February 2013 we launched our largest ever consultation, to our 40,000 individual and practice members, along with the wider construction industry.

Through the consultation process we were able to learn what changes the recession had effected and how the industry was adapting to these, along with obtaining a better understand of what our members want from the RIBA. As a direct result of this core principles for a proposed outline membership structure were developed and presented to the RIBA Council for discussion.

Further testing and development is now underway to ensure we have understood our members' needs and additional research is being undertaken at each phase alongside each relevant category. A new "Fellow" category is currently under development and we hope to launch at the end of 2014 beginning of 2015, pending RIBA Council and Privy Council approval. The new fellow category is unlike previous categories of the same name and aims to acknowledge contribution to architecture and the profession, eg. working on community projects to mentoring and supporting the profession through education, a break from the usual membership body structure.

Review architectural education

The world of architecture is changing, and architectural education must change with it. Part of our remit is to act as a catalyst for the development of new models for architectural education, which can be taken forward and established by schools of architecture and other course providers. To facilitate this, in 2013, we launched a review of the structure of architectural education in the UK with the work of the Education Review Group, which will continue to explore the issue throughout 2014 before making its recommendations at the end of the year.

Validation

The RIBA validates programmes of architecture for 49 UK professional education providers. RIBA Validation is a peer review process that monitors compliance with internationally recognised minimum standards in architectural education and encourages excellence and diversity in student achievement. Visiting Boards visit schools of architecture to assess the standard of output of courses for exemption from the RIBA's examinations in architecture. The Boards are composed of practising architects, academics, architecture students, and construction team co-professionals.

Internationally, RIBA validation is a recognised benchmark for excellence in architecture and there is real demand for our expertise from education providers across the world. Providers

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who are attracted by the high quality, robust and objective peer review service, which is the result of over 100 years at the forefront of validating architectural education.

In 2013, RIBA Visiting Boards reviewed Part 1 courses offered by Xi'an Jiaotong-Liverpool University, by the University of Nottingham Ningbo (China), and by AKMI Metropolitan College, in Greece (whose BSc Architecture course is awarded by the University of East London). The trend by UK Universities to develop architectural courses in international locations and provide professional qualification validated by the RIBA confirms the rigour and excellence of RIBA Validation.

The global level of influence commanded by the RIBA in monitoring and ensuring standards of architectural education is confirmed by the very significant increase in activity expected for the very near future, with the RIBA set to visit schools in Bulgaria, Chile, China, Colombia, Denmark, Egypt, Ireland, Lebanon, Malaysia, and Serbia in 2014.

Delivering World Class education

We don't just assess the success of others in providing architectural education; we also play a part in delivering it ourselves. Since the RIBA Part 3 was established in the North West in 1990, more than 2,500 candidates have completed the course and examination. In 2013 we delivered the course to 211 candidates through a combination of two four-day residential courses followed by an office-based exam and oral interview. The pass rate was an impressive 80%. We also delivered the off-shore Part 3 course in Hong Kong, attracting 32 candidates. This also presented an opportunity to deliver CPD to members based in Hong Kong using the Part 3 speakers. In 2014, we expect to deliver the off-shore course in Hong Kong and Dubai.

Closer to home, we delivered the Core CPD Programme through 130 events in 13 locations across England and Wales. Additional CPD topics in 2013 included BIM, Design Review training and Conservation. In 2014, we intend to build on this success by expanding the Core CPD programme into two new English locations, delivering 140 events across England. We also intend to develop a specific programme for our Welsh members and others.

In 2013 we also developed a new RIBA Conservation course which will be delivered in ten UK locations as well as internationally in Sharjah and Hong Kong in 2014.

Funding the future

Research is all too often the first casualty when funding is scarce, but it is essential to the advancement of our whole profession.

In 2013, we allocated £80,000 from the RIBA Research Trust and from the RIBA LKE Ozolins Fund to support four new research projects conducted by academics and practitioners and a PhD student, a significant increase from the £57,000 allocated in 2012. The choice of recipients was in part informed by our desire to see real-life practice and academia linked more closely through research, something we think could be of benefit to how the whole profession operates.

The recipients of this year's RIBA Research Trust Awards, who will receive £8,000 each, are exploring topics as diverse as post war architecture in the North East of England, British architects' use of the daylight factor and the Aesthetics of Energy Efficient retrofit. The recipient of this year's RIBA LKE Ozolins studentship – support of £16,000 per year for three years – was a candidate working part-time in practice and part-time in university on their design-based doctorate, which concerns Performative Architecture.

RIBA Education Fund

In the 2012/13 academic year, we received 115 applications from students in financial hardship and allocated £75,000 in grants from the RIBA Education Fund to 65 students. In addition, during the same period the RIBA Walter Parker Bursary provided 28 grants totalling £29,500.

And in ensuring that the best and brightest students do not feel the pressure to drop out or take their talent elsewhere when times get tough, we can all benefit from the fresh perspectives that new blood can bring to the industry. For example, this year, the Aedas Stephen Williams Scholarship went to Mick Scott, an MPhil student at Oxford Brookes University who impressed the panel with his work on the spatial and architectural nature of the Israeli-Palestinian conflict.

2013 also saw the launch of the RIBA Wren Insurance Association Scholarships; a new scheme funded with annual donations by the architects' professional indemnity insurance mutual, with an initial commitment of £125,000 over five years. Five scholarships of £5,000 each are awarded annually to support talented students during the final year of their Part 2 course. In addition, each student winner will have the opportunity to be mentored by an architect member of the Wren.

RIBA President's Medals Student Awards

The RIBA President's Medals Student Awards have a long and illustrious history.

Aimed at promoting excellence in the study of architecture, rewarding talent and encouraging architectural debate worldwide, it was first awarded in 1836 as the RIBA Silver Medal for an architectural essay, making it the RIBA's longest-living award, pre-dating even the Royal Gold Medal. Nearly 200 years later the awards are now regarded as the most prestigious accolade in architectural education worldwide. In 2013, the RIBA invited 303 schools of architecture in 64 countries to participate.

In 2013 the awards website - www.presidentsmedals.com – enjoyed some three million page views. Visitors to the site came from an impressive 196 countries and the number of venues hosting the annual exhibition in the UK and abroad reflects the ever-growing profile of the medals.

After closing in London, the exhibition of entries for the 2012 awards travelled to a record number of destinations. In addition to UK venues in Cardiff, Liverpool, and Belfast, the exhibition toured to Abu Dhabi, Ajman, Australia, Bulgaria, Chile, Kuwait, Saudi Arabia, Serbia, Sharjah, Sri Lanka and Turkey.

Passport to opportunity

While the UK economy recovered slowly in 2013, other economies were expanding with gusto, with the spoils filtering down to their construction industries. This creates a demand for good architecture, created by good architects, and with the UK profession enjoying a reputation for professionalism, integrity and creativity they are ideally placed to tap into these opportunities abroad.

However, they can only do this if they know what the opportunities are and how to go about winning them. So with billions of pounds of potential business on offer, we helped our members explore how they could unlock global opportunities.

In March, we held a free one-day conference at 66 Portland Place to share our knowledge about operating internationally and to help firms get to grips with the realities of working in countries such as China, Brazil, Turkey, Colombia and the United Arab Emirates.

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The conference was chaired by Peter Oborn, RIBA Vice President International, with an economic overview presented by Business Monitor International. Speakers included a range of specialists in taking UK architecture overseas. Representatives from the China-Britain Business Council and UK Trade and Investment were on hand to share their expertise. The point that the exploration of international working shouldn't just be a limited to larger firms was underscored by a showing of Angela Brady's *Designing for Champions*, a short film highlighting the success of the practices involved in delivering the London 2012 Olympics.

Widening the talent pool

Drawing from the widest possible talent pool is essential to the success of any industry and only a diverse industry can adequately serve the society it is working for. Increasing diversity is a business imperative, as well as being the right thing to do.

An industry that lacks diversity can become locked in a self-perpetuating cycle. Those who may be considering a career in architecture but don't see themselves represented among the current demographic may look at our profession and think there simply isn't a place for them. And as a result the profession will miss out on the talents of large swathes of the UK population.

A range of initiatives have long tried to address the issue of diversity in architecture and in 2013 we consolidated our efforts with the appointment of an RIBA diversity champion, Jane Duncan. Established to give senior support to the proactive work already being delivered through Architects for Change and the RIBA's Equality and Diversity Forum, the Equality and Diversity Champion was appointed to lead a focussed work to address the problem.

The programme started in March with Out in Architecture, a discussion held at 66 Portland Place which considered the experiences of gay people in architecture and what the profession can do to create an environment that supports people who are lesbian, gay or bisexual (LGB). In partnership with Stonewall, the event gave delegates the opportunity to learn more from a panel of professionals working in the industry, including speakers who could talk about their own experiences of being openly gay architects.

Also in March, and to mark International Women's Day, we worked in partnership with the Roca London Gallery, Women in Architecture and the Architect's Journal to run an event called 'Creating Change'. Our then-president Angela Brady opened the event, which was aimed at celebrating women in architecture and discussing how to instigate change from within.

2013 also saw the Fluid Diversity Mentoring Programme move into its second year. Fluid is an innovative scheme developed by the RIBA's Architects for Change forum and the Construction Industry Council (CIC) that provides mentors to work with those making their way in architecture. It is a practical measure to improve the retention and development of talented practitioners from diverse backgrounds in the built environment sector. The mentoring scheme recruits from a pan-professional group of participants and is supported.

Helping our members to plan for the future: RIBA Financial Services

The 2012-2016 strategy includes support for members through the provision of financial services and support services. To this end, in 2013, we finalised planning for the launch of the first such product; the RIBA pension. An auto-enrolment solution specifically aimed at architectural practices, it offers a choice of funds, is open to employees at all levels and will be portable, enabling employees to take the pension with them if they move. It also provides a cost effective quality solution for architectural practices, supporting them to meet their legislative obligations and is thus a real benefit for Chartered Practices and Members.

Our main aims for 2014

- Delivery of the off-shore Part 3 Course, CPD courses and the RIBA Plan of Work in Hong Kong and Dubai
- Build our diversity programme and build the involvement of our members in the Fluid Diversity Mentoring Programme
- Deliver 140 CPD events across England, including a dedicated programme for Wales
- Roll out the new RIBA Conservation course in ten UK locations, as well as in Sharjah and Hong Kong.
- Launch the RIBA Pensions service

Leadership

Influencing to improve the built environment

Placing good design at the centre of policy making can only happen if the right message gets to the right people, in the right places, at the right time; that's what our lobbying work is all about. As well as shaping the debate about how we can improve the built environment in the UK, we're also ensuring our industry has the skills and support necessary to build good design into the fabric of our nation.

Influencing policy-makers

We published two key pieces of research in 2013 – City Health Check and Designing with Data. City Health Check explored the important role that design can play in combating the most pressing public health problems of the 21st Century whilst, at the same time, delivering savings of £900 million a year for the NHS. Looking at London and England's eight core cities, it concludes that the areas of our cities with the poorest health outcomes are those that have the least amount of green space. And yet in a survey of the public it was design solutions that would make people in cities be more active – safer and more pleasant streets and green spaces. Our report outlined a series of actions that developers, councils and the Government can take to help make them healthier places.

In Designing with Data we looked at how technology can be used to revolutionise the way we design and build our cities. With the dawn of a 'smart' era the world is undergoing a transformation not seen since the industrial revolution. Policy makers and business are waking up to the fact that data generated by virtual activity on platforms like Twitter not only allows greater engagement with individuals and communities, it also provides opportunities to shape our physical environment. In a world-first report, we, along with Arup, showed how the data being generated about how people are living and using services in cities can help revolutionise the way we also design and plan our built environment.

Through a series of case studies from around the world and through insights from key experts, the report offers practitioners four main approaches to working with data and new technology to harness the wealth of opportunity big data presents.

We recommend that, as part of its Open Data initiative, the government should model and explore the potential benefits of a digital planning process and how public data can be used to help stimulate economic growth.

Campaigns

We make our voice heard in public debate on architecture and design. This year, we lent our voice in support when Sir Terry Farrell CBE was appointed by the Rt Hon Ed Vaizey MP,

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Minister for Culture, to conduct an independent review of architecture and the built environment. As he explored the possibility of introducing a formal Government architecture policy, we welcomed the opportunity to shape government policy by being a part of the review. But we don't just contribute to debate on the built environment, we lead it, as demonstrated by the continuing success of our HomeWise campaign.

With housing high on the political agenda we continued with our HomeWise campaign on the quality of new build housing as the Government considered its Review of Housing Standards in England. We published findings from exclusive research with Ipsos Mori and discovered that the public strongly supported the idea of introducing minimum space standards for new build homes across England. It showed that 80% of the public would be more likely to choose a home that meets minimum space standards and that a lack of space and natural light are among the most commonly cited causes of dissatisfaction with current homes. Small wonder, as Britain's new build homes are the smallest in Western Europe.

Any weakening of housing standards, provoked by a desire to get the nation building at any cost, could result in future generations struggling in housing that is simply not fit for purpose. And this isn't just about aesthetics and having enough space for a corner sofa. Daylight in our homes is essential, and a lack of it can have a serious impact on health and wellbeing. Decrease the amount of natural light in a home and the risk of a diminished immune system, diabetes, premature aging, depression and obesity increases.

Our campaign urged the Government not to create a long term problem for the sake of short term political expediency. Our message was that any reduction in the quality of our homes would be a false economy, that it would lead to homes being built that people don't want to and shouldn't have to live in. That it wasn't just an economic issue, but one that could affect the emotional, physical and mental health of our nation.

The RIBA did all we could to ensure that the public was able to speak out for more space and light in our homes. In our special report, *The Case for Space*, we revealed that the average one-bed flat in the UK is just 46 square metres, the same size as a Jubilee Line tube carriage. So we enlisted the help of TV star and presenter of *Grand Designs*, Kevin McCloud, who filmed a short video aboard the Jubilee Line in order to emphasise the cramped conditions of some new build houses and encouraged the public to lobby their MPs. This video received 10,011 views on YouTube and Vimeo. We launched a website, www.withoutspaceandlight.com, which gave the facts on this important issue, and made it easy for the public to make their voices heard. It received some 34,000 visitors, who were encouraged to follow the simple steps to contact their local MP and make their opinions heard. MPs received some 1675 letters on the topic, and once the consultation was launched 2,719 people submitted their views in support of minimum space standards to Government.

And we didn't just encourage people to get in touch with their MPs, we also engaged directly with parliamentarians; 10 parliamentary questions were tabled by MPs across the three main parties. We also helped to spread the word further by working with a number of key stakeholder organisations, including Age UK, the Mental Health Network, the NHS Confederation and Shelter. All these organisations mobilised their own supporters, for example Shelter emailed their campaigners, and a joint letter was printed in the *Times*. With Twitter and Facebook so often vital in helping spread the word about campaigns, we did all we could to engage users on these platforms, with a social reach of 141,922, while other influential support came in the form of Stephen Fry and Mayor of London Boris Johnson.

In 2014, the Government announced it would introduce a national space standard signalling success for the campaign.

Getting people thinking, talking and doing

We want to provoke debate and encourage people to not only think about the built environment, but also think about what it means to them. In September, our think tank, Building Futures, published a series of provocative articles imagining how British villages could look in the next 25 years.

The projections feature everything from The Good Life V2.0, with wind turbines loved by the villagers for their power to make them wholly self-sufficient, to a world where revived industry means villages can 'hold their own' economically. The writers invited their audience to think about whether these new ideas for villages would result in utopian paradises, or were unwelcome intrusions into the British countryside.

Building Futures also published 'Silver Linings: The Active Third Age and the City' in 2013. The UK's ageing population is something that is often framed in negative terms so, in 2013 we decided to re-frame the conversation. Over the next 20 years the number of people aged over 60 in the UK is expected to increase by 40%, and our post-retirement years will be longer and healthier. By 2040, the 'active third ager', aged 60 and over, will have substantially greater economic, social and political power; and with it, the power to change how our cities are shaped. Our report details a world where multi generations might live under one roof, where, freed of the burden of property ownership, the over 60s explore the world from luxury hostels and in which ailing coastal towns are given an economic shot in the arm by the spending power of an active retired population.

The work of the Royal Society of Architects in Wales (RSAW)

As part of RSAW's engagement with Welsh Government in 2013, we launched the Welsh version of the Future Homes Commission Report and responded to Welsh Government consultations on 'Barriers to home building in Wales', the Heritage Bill, Fire Safety (Wales) Measure and the Planning (Wales) Bill. Other activity included a meeting with the Minister for Housing and Regeneration, representations on the Environment Bill and the Housing Bill, and membership of the Development Quality Requirements Review Group.

Procurement was addressed with the launch of the Construction Procurement Strategy and the National Procurement Service. New Welsh Building Regulations to deliver an 8% carbon reduction target overall will come into force in October 2014. RSAW has lobbied extensively for 'fabric first' measures to be embedded in Building Regulations and for the consequential removal of Code & BREEAM planning requirements.

Improving the toolkit

Design Review has long been recognised as a crucial way of upholding the highest standards of design, and in 2012 its significance was further bolstered when it was included in the National Planning Policy Framework (NPPF) following lobbying by the RIBA.

In light of this change, in February 2013, we joined forces with the CABE team at the Design Council the Royal Town Planning Institute and the Landscape Institute to produce an update to 'Design Review, Principles and Practice.'

Cross-sector and industry-led, 2013's update sets out the 10 principles that underpin the independent and effective process, condensing and updating core advice in light of the NPPF. The enhanced document is expected to help Design Review Panels of all types to operate consistently and in line with best practice; upholding the quality of the independent, expert advice that they provide.

As well as providing guidance about best practice for design panels, we also played our part in their delivery. The RIBA delivered two of the eight Design Network Panels, Places Matter! in the North West and the North East Design Review and Enabling Service (NEDRES), with

both panels part of the Design Network. In total, 53 design reviews were held across the North West and North East. As Government funding came to an end on 1 April 2013, both panels have now developed sustainable self-financing models.

And in May, as the RIBA Plan of Work, the industry's process model, turned 50, we implemented a major upgrade to reflect the very best principles in contemporary building practice.

The first version of the RIBA Plan of Work was conceived at a time when the regulatory framework for building design and construction, industry structures and procurement arrangements were simpler and more defined. Since then things have changed, so, in a meticulously detailed project, we've upgraded the Plan of Work for the 21st Century, shaping a set of unified work stages which are suitable for use by all members of the project team, with key changes in areas such as procurement, town planning, sustainability, BIM and construction delivery.

Helping the public understand the value of good architecture

Helping the public to understand that architecture is something that affects all of us is a major part of our remit. The annual Love Architecture festival engages the public with their local spaces and places, sparking conversations about the future of our built environment and celebrating the places they love.

The 10-day national festival in June featured over 300 events for all ages, whether architecture aficionados or design novices. Popular events included architecture sandcastle competitions, Lego build challenges, architecture 'surgeries' in John Lewis stores, movies, exhibitions, behind-the-scenes building tours, photo hunts, cycle tours, tea with an architect and architectural crazy golf – all planned and delivered by our members around the country.

In Liverpool, visitors could explore a sculptural inflatable pavilion. Over in Brighton, there were tours of real life eco-homes while in Sheffield there were tours of Park Hill, Europe's largest listed building and a day of super city model-making for kids to help them create their own fantasy skyline for their city.

Awards

Architectural awards are an important way of celebrating just what our profession can do, showcasing excellence and above all setting the benchmark high for brilliant design.

The RIBA National and EU Awards

In June, we announced the winners of the 2013 RIBA National Awards the most rigorously judged awards for architectural excellence. Projects recognised by an RIBA award show breath-taking imagination and passion for innovation. The Kingswood Academy in Kingston upon Hull not only makes ingenious use of limited space, it is also fitted with toilets whose design helps to thwart school bullying. In North London, a day-care hospice modelled on an over-sized house is conceived, quite literally, to make its patients feel at home. And Cheshire now boasts not just any M&S store, but one of the largest sustainable retail stores in the world.

The shortlist for the coveted RIBA Stirling Prize is drawn from the exceptional national award winning buildings. All of the buildings shortlisted go beyond the brief and exceed the client's and indeed the public's expectations by some measure, setting the bar for the definition of great architecture.

The shortlist ranged from a beautifully-crafted chapel in the back garden of an Edinburgh townhouse to the innovative yellow-roofed Ferrari Museum in Italy and the National Trust's dynamic new visitor centre at the Giant's Causeway in Northern Ireland. And far from being

the territory of a few star architect practices, the talent behind these designs ranges from well-known established practices to those just starting out.

And chosen from this formidable shortlist was this year's Stirling Prize winner Astley Castle, Warwickshire. This 12th century fortified manor, damaged by fire in 1978, has been redeveloped with careful sensitivity shown to historic context; enabling Landmark Trust guests to experience life in a nearly-thousand-year-old castle without sacrificing 21st century mod cons.

Shaping the future

We take a leading role in ensuring that architectural education is fit for purpose. In December we announced our support for a comprehensive review of architectural education, based on five key principles including embedding all architectural education into one single award and encouraging more synergy between practice-based and academic learning.

A two year programme, developing the agenda for changes to the structure, content and delivery of UK architecture education, this RIBA Education Review will see us working with partners including the Standing Conference of Heads of Schools of Architecture (SCHOSA) and the UK schools of architecture, progressive practitioners of architecture, and the statutory bodies responsible for architecture in the UK and Europe. The Education Review will be discussed by RIBA Council on a number of occasions as solutions to the challenges of educating the next generation of architects are addressed.

In December we welcomed the final agreement of the modernised Professional Qualifications Directive, something we worked on along with Department for Communities and Local Government, the Architects Council of Europe, the Architects Registration Board and others. According to the new Directive, architectural training should now comprise either five years of university level training or not less than four years of study supplemented by a supervised professional traineeship of a minimum of two years

Aims for 2014

- Establish Construction Leadership Group to help align our strategy for the profession with the government's Construction 2025 vision
- Publish a White paper for the next government in the run-up to the General Election in 2015.

Knowledge, innovation and culture

The hub for knowledge and innovation.

We want to pique interest, get people thinking and ensure anyone who wants to can immerse themselves in the world of architecture. And, although some planned activity had to be cancelled in order to allow for work to take place on the ground floor at 66 Portland Place for the new architecture gallery, we still ran a packed programme in 2013.

Exhibitions, talks and events

The programme of exhibitions at 66 Portland Place continued in 2013 with new guest exhibitors and in-house projects. We introduced a new seasonal approach with a major exhibition at the heart of each season. This approach enabled a new focus for activities for a variety of audience groups – old and new, young and old - and strengthened the impact of our marketing, press and communications.

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In Spring 2013 we launched the Ideas season with the British Council exhibition Venice Takeaway: Ideas to Change British Architecture at its heart. First shown at the Venice Architecture Biennale, the RIBA brought the British Pavilion exhibition to London for the first time, showcasing a set of internationally inspired ideas to transform architecture in the UK. For example, what could the UK learn from Brazil's successful identikit school-building programme, could a Berlin housing competition help transform our post-industrial cities, could Holland's floating housing projects help the British housing crisis? The exhibition was accompanied by a hugely successful opening reception attended by 400 people and a series of talks and discussions forming the core of the Ideas season. In total more than 4,500 people attended both the exhibition and the associated programme.

In summer the focus turned to India with our Out of India season in celebration of the generous donation of Charles Correa's archive to the RIBA collections. Our major exhibition, curated by RIBA Library Director Dr Irena Murray, Charles Correa – India's Greatest Architect was hosted over two floors at 66 Portland Place. Running from May to September, the season included talks, lectures and discussions, including two sell out events featuring Charles Correa himself, and film screening at the Nehru Centre. Over 7,000 people attended the exhibition designed by David Adjaye with widespread international press attention received both in print and online.

Other exhibitions at 66 Portland Place included Emerging Architecture 2013 produced by the Architecture Review, The Banality of Good produced by Dutch collective Crimson Architectural Historians, The Social – By Hawkins\Brown celebrating 21 years of the practice and Lithuanian Architecture – a guest exhibition produced by the Lithuanian Embassy in September – October to mark the Lithuanian Presidency of the EU. The annual President's Medals exhibition opened in December. No autumn season was pursued due to building works and preparations for the launch of the new Architecture Gallery at 66 Portland Place in 2014.

Our unique Last Tuesdays series, where we open our doors until 10pm and draw in the public with a fast-paced range of special activities, events, tours, exhibitions, live music and late bar, continued and were produced to complement a new season approach. March's 'Visionaries & Dreamers' evening celebrated visionary architecture as part of the Ideas Season and June's 'Mumbai' evening explored the epic Indian metropolis with guest talks and films as part of Out of India. The two events were attended by 340 and 380 people respectively.

A new partnership with the BBC World Service saw some of the world's greatest architects speaking at the RIBA in 2013. The Dream Builders series featured the BBC's Razia Iqbal in conversation with Santiago Calatrava, Daniel Libeskind, Lord Norman Foster, Zaha Hadid and Renzo Piano. The programme recordings were attended by over 1200 people and broadcast around the world to the BBC World Service's international audience of around 40 million listeners.

In partnership with Designo magazine, autumn saw the return of Film Nights with a focus on American architecture, furniture and fashion during the mid-20th century and this era made an unmistakable impact on international design and architecture. Highlights included Visual Acoustics: The modernism of Julius Shulman (148 visitors) and Eames: The Architect & The Painter (173 visitors). RIBA President Angela Brady's *Designing for Champions* film celebrating the architectural and design expertise that made the Olympic Games possible was premiered at the 2013 Ecobuild exhibition, and was also shown in Cannes at the London stand of the international property event, MIPIM.

Other events included a partnership event with the Observer looking at London's tall Building craze hosted by Kevin McCloud, Sir Terry Farrell opening the London Festival of Architecture in June, Stirling Stories – with the architects shortlisted for the RIBA Stirling Prize in September, and, in October, the Brutal and Beautiful event hosted in partnership with English Heritage.

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Elsewhere we launched *Forgotten Spaces* at London's Somerset House. Exploring imaginative uses for abandoned and overlooked spaces across London the exhibition featured 26 of the best proposals arising from an ideas competition. Opening up some of Somerset House's own hidden nooks and crannies, the exhibition included proposals for elevated chairs in urban treetop canopies, a zoo in the decommissioned gas holders at Bromley by Bow, and the revival of the forgotten River Fleet at St Pancras Gardens. This exhibition and competition initiative was replicated by RIBA North West in Preston where there was huge public appetite for the 22 fantastic, functional and fun ideas to use the city's disregarded areas, including the introduction of floating markets and a disused railway tunnel refurbished to provide living units.

Permanent Gallery

Major preparations for our opening exhibition in our new Architecture Gallery at 66 Portland Place, designed by Carmody Groarke, took place in autumn 2013. In partnership with BBC Four and the Open University, we developed our *Brits Who Built the Modern World* season which was premiered at the end of 2013 when we opened *Empire Builders* in Gallery 128a at the V&A. Through drawings, watercolours, photographs and models, *Empire Builders* examined where, why and how British architects built internationally, both inside and outside the Empire. The Architecture Gallery at 66 Portland Place was opened by Lord Norman Foster, Lord Richard Rogers, Lord and Lady Michael and Patty Hopkins, Sir Nicholas Grimshaw and Sir Terry Farrell in February 2014 at a reception of around 300 people, jointly hosted by the RIBA and the Open University. The opening exhibition, *Brits Who Built the Modern World* featuring these six prestigious architects, attracted an audience of 23,000 and was accompanied by a three part series on BBC Four with an estimated audience of one million viewers.

With the addition of this new gallery, with museum conditions, we will be able to showcase our library collections in our own building for the first time, with a 135 sq.m. gallery that links together a number of previously hidden rooms. The development of the new gallery represents a typically bold adaptation of our HQ's fabric, and is the most significant work to take place in the building since the 1950s.

London isn't the only city we're building in. Planning for the Liverpool Architecture Centre, due to open at Mann Island on the city's iconic waterfront in 2015, continued throughout the year. Set to be the flagship architecture centre of the North, the project will include a museum-standard gallery to match that at 66 Portland Place, a Liverpool City Gallery, conference facilities for 80, a shop, a café/bar and 60 desk spaces.

Website

And for those who cannot make it to London or Liverpool to view our new exhibitions in person, the planning for our new website continued, including developing online exhibitions. The new architecture.com, which will go live in early 2014, will be a website about architecture targeted at the general public, as well as featuring a revamped *Find an Architect* service and many improved features for members.

The Library

The British Architectural Library is as much a museum and gallery as it is a library in the more traditional sense. With over 4 million items to care for and make accessible, including books, manuscripts, drawings, paintings, photographs and models, life is varied and eventful for both staff and users. As with the RIBA itself, the promotion of architecture – past, present

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and future - is our passion and was the driving force behind the many activities and programmes we offered during 2013.

Ease of access to both collections and staff expertise is a primary goal and we do this in a variety of ways: through our reading and study rooms and Closer Look talks (where visitors can get close up to our collections and experts) through to exhibitions, displays, and a rich variety of associated events. We cater for audiences of all ages and interests ranging from young children and families, students and lifelong learners through to practising architects, scholars, writers and cultural commentators.

In 2013, we hosted 10,662 physical visitors at our principal sites at 66 Portland Place and at the V&A Museum (the latter as part of the V&A+RIBA Partnership). Just over 7500 of these were visits to our study rooms. Staff assisted over 900 researchers (a 13% increase on the previous year) who accessed more than 3500 containers of archives and drawings in our study room at the V&A.

More than 3000 people participated in collections-based learning events. Activities included a series of architecture workshops for children, young people and families in support of RIBA exhibitions and events. Workshops included 'Drawing Stories: Rubbings and Reliefs' and 'Pop-up Pocket Books' (ages 7-11); 'Architecture Taster' (ages 11-15); 'Understanding Architecture from Brief to Build' (ages 15-18); and 'Extreme Makeover', which invited families to re-design 66 Portland Place! Other activities included guided tours of 66 Portland Place, curator-led Closer Look talks at the Victoria and Albert Museum, and Explore and Draw, a series of practical drawing workshops for ages 18+. Outreach activities included workshops for the Young Heritage Ambassadors programme sponsored by the LightUp Foundation, a Croydon-based youth group, and Kensal Voices, a programme for young people living on the Kensal House estate. The Library was also responsible for inductions and workshops for architecture and design students from universities across the UK and the world. Feedback from activities was extremely positive, with more than 90% of polled participants indicating they would return to another learning event at RIBA.

Of course, not everyone is able to visit in person but with a range of phone and email enquiry lines our teams, particularly our Information Centre, were kept busy dealing with over 17,000 remote enquiries from RIBA members, their clients and the wider public. We had 44,000 unique visitors to our Library web pages and blog, the latter having been revamped with a fresh new appearance and functionality. New online resources included a new 'Focus On' series which launched on the RIBA's YouTube channel in which curators talk about favourite items within the collection.

RIBApix.com, home to our image library, celebrated its milestone 75,000th image (Richard Ingle's Bell Harry Tower, Canterbury Cathedral) and 5785 new images were added to it in 2013. The site attracted a quarterly average of nearly 41,000 unique visitors and is immensely popular with its regular users. The service is currently in the process of redevelopment and will be re-launched in 2014 when we hope to bring it to the attention of a much wider audience. Plans are also in hand to allow free use of the images for educational and other non-commercial purposes.

A much less visible strand of our activity is stewardship of the collections (acquisition, preservation and cataloguing) but it is vital work that underpins access, ensuring that important resources are preserved and made visible through our online catalogues and our website. We were delighted to receive a gift of around 6000 drawings from the renowned Indian architect Charles Correa (an exhibition of his work is covered elsewhere in this report) forming the largest single gift to the RIBA of an architect working outside of the UK: the collection includes drawings and models generated by Correa during his work on over 60 projects and will be available to the public when catalogued. Gifts are vital to the ongoing development of the collection and we were also exceptionally pleased to be remembered in the will of the late museum curator and art historian, Dr Terry Friedman, who bequeathed us

his private library, including a notable drawing by William Kent, the 18th century architect, painter and landscape designer.

Other milestones of note have included the addition of over 10,000 new entries on the Architectural Periodicals Index (a database of journal articles) and the completion of a 10-year project to catalogue some 10,000 prints, negatives and slides of the work of the architect and writer Edward Mills, a post-war pioneer of concrete design. The Mills collection was donated to the Library after his death in 1998 and, thanks to the painstaking work of one of our highly dedicated volunteer cataloguers, is now fully searchable and accessible to our users. Substantial progress has also been made on the editing and augmenting of Colin Cunningham's and George McHardy's Microsoft Word catalogue of the RIBA's Waterhouse Collection; it includes some 9000 drawings, office ledgers, correspondence and sketchbooks by Alfred Waterhouse (1830-1905) one of the most successful architects of the last quarter of the 19th century. Records are being uploaded onto our online catalogue. The project is almost two thirds complete and the catalogued collections are available to researchers in our study room. An online exhibition of the architect's work is also planned.

Preservation of, and access to, 'born digital' collections (material which began life in electronic rather than analogue form) is a major preoccupation for both archivists and architects. In a very specialist and complex field, collaboration is clearly the way forward and the Library was very pleased to be able to bring together a variety of experts from Europe and the United States for a highly successful two-day conference 'Archiving the Digital' in October 2013. Parts of the conference were filmed and will be made available online during 2014.

Finally, our year was topped and tailed with two mammoth collection moves, the first of which was precipitated by construction of the RIBA's new gallery. Over 1.5 million photographs, including the very careful move of 25,000 glass negatives, were removed from a store beneath the construction site in Spring 2013 and temporarily relocated for safekeeping – they will return in January 2015. The end of 2013 saw us preparing for the move of c.500,000 drawings from one of our V&A stores, to facilitate major repair works. Both sets of moves were highly complex exercises which relied heavily on the care and expertise of our Collections team.

Building the audience

Appetite for RIBA events certainly wasn't limited to those who are encircled by the M25. Our regional offices were particularly active in 2013.

'Ask an Architect' maintained its national presence, with seven John Lewis stores partnering with the RIBA this year, in a unique initiative that allowed people to pick up knowledge about architecture as they shopped for lamps and cushions.

In October, 70 guests attended RIBA North East's called 'Putting the North East back on the map' member forum, an evening designed to stimulate debate and discussion on how the North East can re-establish itself in the pursuit of leading architecture. . And Newcastle's Love Architecture festival received a visit from the ArchiTruck, the North West's mobile exhibition space, something which has proved a very effective tool for raising the profile of architecture, design and the built environment by providing users with high-quality, fully mobile and flexible exhibition and workshop space.

On a more technical level, the Places Matter! team in the North West saw demand for design review and associated services increase dramatically, with referrals coming in from developers, local authorities and members. Highlights included: the launch of an urban design competition run by Rochdale Council, English Heritage and RIBA Competitions to open up the River Roch in Rochdale town centre and on-going consultation meetings with Liverpool Vision about development sites in Everton.

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Also in Liverpool, we gave the public the chance to learn more about this hugely architecturally significant city, with tours led by volunteer RIBA guides that used the story of the city's built environment to tell the story of Liverpool past, present and future. RIBA Liverpool City Tours offers two regular tours throughout the year: 'Gateway to the World' on Sundays and Wednesdays and 'City of Culture, Learning and Faiths' on Saturdays.

In the South West, architects conducted more than 125 consultations at the Homebuilding & Renovating Show in the Royal Bath & West showground. Sixteen RIBA members, including former RIBA President Ruth Reed, worked with regional staff throughout the weekend to offer advice and information to members of the public. In a last-minute coup, the regional office arranged for locally-based architect Piers Taylor, well-known for 'The House that £100k Built', to be at the stand. He delivered a presentation about using an architect to an audience of more than 300.

The Norfolk Association of Architects held a successful Festival of Architecture in Norwich and other parts of Norfolk (FANN13) during October and early November. Developed entirely through the volunteer efforts of this extremely active branch, the Festival began with a sell-out lecture by Lord Norman Foster, at the Sainsbury Centre for Visual Arts, and closed with the Norwich Lecture by Alvaro Siza.

In the spring, RIBA East ran their 'Architects in Schools' programme, reaching out to the talent of the future currently studying in years 7 and 8. The new schools outreach programme of five half-day workshops provided a robust suite of activity aimed at engaging young people with architecture, design and the built environment. Its intention was to reveal what makes great places and spaces, to inspire, inform and excite, and get young people interested in a career in the profession. Feedback shows that we achieved our aims.

In the capital, following its successful introduction of mentoring at Central Saint Martin's, RIBA London launched a mentoring scheme for third-year Part 1 students at London South Bank University. Launch events, attended by Stephen Hodder, RIBA President, and Roz Barr, RIBA Vice President Education, were held at both schools in October, with the mentors each providing a brief presentation about their practice to the student group. The two Schools in London joined the five in the South East that run the scheme, which involves students visiting their mentors' offices and accompanying them on site during the autumn and winter. RIBA South/South East launched the first mentoring programme at Brighton ten years ago and all the schools in the region now take part. In 2013, around 150 architects will mentor over 300 students across London and the South East.

The RIBA patron scheme went from strength to strength in 2013, enabling benefactors with a keen interest in architecture to truly immerse themselves in the work of the RIBA. Benefactors can make an annual contribution in order to support the RIBA, and in return have access to a 'money-can't-buy' cultural package, with events in 2013 including exclusive access to the Shard before it opened to the public, a summer dinner in the opulence of St Pancras station, an evening with Lord Norman Foster and a series of curator-led talks.

Awakened of Tunbridge Wells : How 'So Create A Difference' made a real difference

'I can't stop thinking about your event. It's made me see the town and the people who live and work here with fresh eyes. A big thank you for waking me and others up to fresh ways of seeing.'

This Tunbridge Wells resident was one of 600 who attended the community brainstorm held in the main shopping centre on 26 January, which gave local people the chance to talk to local architects about their own ideas for the future of Tunbridge Wells.

'So Create A Difference', funded by the RIBA Local Initiative Fund (LIF) and West Kent Branch, and facilitated by RIBA South/South East, was an exhibition of 20 local architects' visions for areas of the town centre. Several thousand people stopped by to look at the week-

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long exhibition in the window of the empty shop, which became the venue for the workshop. The idea of Tunbridge Wells-based architects James Galpin and Stuart Page, the intention was to give people in the community an opportunity to have their say and feed their views through to the local council.

And they made the desired impact. The council has invited RIBA staff and organisers to a meeting; participating architects have made fruitful links with local residents; and Maidstone Borough Council was inspired to run its own exhibition and workshop, supported by RIBA, during the Love Architecture Festival.

Media

Part of our remit in supporting architects is sparking interest in their work among the public; helping to nurture knowledge about what good design can do for our cities, streets and selves. One of the best ways to do this is through the media. This year, thanks to some very positive media partnerships, we've helped bring architecture into the centre of our screens, airwaves and newspapers.

The BBC Four TV series 'The Brits who Built the Modern World', broadcast to coincide with our opening exhibition in the new Architecture Gallery at 66 Portland Place, documented how the exceptional talent of British architects quite literally shaped the world around us. It was seen by some one million viewers. The BBC World Service worked with us to develop the 'Dream Builders' series exploring the careers of some of the world's most eminent architects, which was broadcast around the world. These programmes were so popular that the BBC commissioned another series, for broadcast later in 2014.

And our partnership with the media was no small part of the success of this year's RIBA Stirling Prize, which reached the largest audience in its 18 year history. While certainly as prestigious as other cultural awards, such as the Booker or Turner prizes, the RIBA Stirling Prize has never quite matched them in terms of profile and public interest. So, our approach this year focused on making the prize, and architecture, more accessible to the public by telling the stories behind the buildings by interviewing people that have used and visited them; and then motivating them to engage with the prize, through a public vote.

And this strategy worked. In its 18th year, the prize has never had better audience reach and public engagement. TV coverage included BBC News at Ten (4.8 million viewers), the BBC News Channel (9.4 million weekly viewers) and BBC News Online (19.8 million weekly readers). The RIBA's public value partnership with BBC News Online resulted in in-depth coverage of the shortlisted buildings with regular features through seven days of BBC online news and TV programming, including a 30 minute special programme and short films featuring each of the shortlisted buildings. The prize-giving event itself was broadcast a number of times live on the night by the BBC, on the News at Ten and on the BBC News Channel.

The coverage wasn't limited to the BBC. There were some 429 newspaper pieces about the prize in publications such as The Guardian, Independent, Financial Times and the Daily Mail. Indeed, all national newspapers reported on the prize. There were 666 radio items, and 535 on TV. The hashtag #StirlingPrize trended and unique visitors to www.architecture.com increased by 131% during the week of the shortlist films. Some 65,000 people voted for their favourite building via the official public poll on the BBC website. Bookmakers including William Hill ran odds on who was most likely to win the prize.

RIBA

Plans for 2014

- Continue major exhibitions programme in the new Architecture Gallery
- Continue to develop Liverpool Architecture Centre
- Develop the RIBA Liverpool Tours programme
- Build on the success of this year's RIBA Stirling Prize
- Relaunch RIBApix

RIBA

RIBA Enterprises

RIBA Enterprises is the commercial arm of the RIBA, and provides a number of tailored solutions to those working in the construction industry, whether they want to buy a book or learn more about BIM. The key strands of RIBA Enterprises are NBS, RIBA Bookshops, RIBA Publishing, RIBA Insight and RIBA Appointments. During 2013 this cluster of commercial operations saw significant revenue growth.

NBS National BIM Library

The award winning NBS National BIM Library saw a significant uptake in use. The primary source of free-to-use Building Information Modelling (BIM) content in the UK, it contains thousands of generic and proprietary BIM objects authored to the trusted NBS standard, all of which are data rich and are integrated with the world leading NBS specification software. The collection spans all major building fabric systems for walls, ceilings, roofs and floors, and new generic and manufacturer objects go live every week.

As well as receiving proof of its popularity through the sheer numbers of people using the service, NBS was also named the winner of two categories at the 2013 Construction News Awards, receiving the *Digital Built Britain Award* in recognition of its ground-breaking specification tool NBS Create and the *BIM Initiative of the Year Award* for the NBS National BIM Library.

RIBA Journal

2013 marked the first full year of RIBA Enterprises running the RIBA Journal, which was acquired in June 2012. Research showed that while the print magazine was valued by readers for its content, many felt that the feel and look of the journal was something that needed to be changed.

And changed it was.

RIBA Enterprises stamped its ownership on the magazine by giving it a completely new feel and look, with everything from the cover, to typefaces and the logo receiving an upgrade. Even the format of the magazine was altered, being made a little wider to allow for better use of imagery across inside pages, and the cover now stands out from those of other architecture publications because of its use of graphics rather than the more typical image of a building dominating the front page. This new approach didn't just result in a significantly more attractive publication, it also helped to boost profits, with the magazine exceeding its targets in the second half of the year. Similarly, there was uplift in demand for other RIBA Enterprise publications, suggesting that the business is embedding itself as the key purveyor of authoritative voices in the industry like never before.

BIM Hub in Newcastle

2013 was also the year that plans for a BIM hub in Newcastle began to take shape. RIBA Enterprises have bought a whole development in the centre of the city to act as a national knowledge and technical hub for BIM; something there will be clear demand for as, by 2016, the use of BIM will be a Pre-Qualification Questionnaire deal breaker on all Government projects.

RIBA Appointments

This niche service, with significant discounts for Chartered Practices, saw real growth during 2013 as more and more practices recognised it as a wholly ethical, bespoke service run by

RIBA

people who know architecture inside out. As the industry moves further into recovery it expects to enjoy further increases in demand for its services.

Changes to other services

RIBA Enterprises will be closing its NBS Office Library Service due to decreased demand. Book selling activities will be consolidated into number 66 Portland Place, reinforcing it as the UK's foremost hub for architecture.

Plans for 2014

- Grow the number of publications offered by RIBA Enterprises
- Develop a BIM hub in Newcastle and further develop the offering of the NBS National BIM Library
- Grow each individual RIBA service as though it was a discrete business
- Further develop readership of RIBA Journal

Financial Review

The purpose of this financial review is to make it easier for readers to understand the main accounts presented later (see page numbers 40 to 63), the format of which is as specified by the accounting Statement of Recommended Practice (SORP) used by Charities. To help in this process, words presented below in bold are headings used in the **Consolidated statement of financial activities** (the SOFA) shown on page number 40.

Our income (i.e. where our money comes from)

The RIBA is a charity, it is a membership organisation and it has strong commercial businesses in RIBA Enterprises Ltd and in its venues business. As such, it has wide-ranging streams of income, which to a certain extent help protect it from the economic downturn. Although 2013 was another tough year, income was slightly up on 2012. This is shown in the SOFA, where it can be seen that the RIBA received **total incoming resources** of £34.1 million, compared with £33.3m in 2012. This figure represents all of the monies received before allowing for any costs incurred to generate the income, and is sometimes called 'gross income.'

Out of this total income, £7.2 million came from **Subscription income** (up 3.7 per cent compared with 2012) and £22.9 million from **Activities for generating funds (Trading income)**, which mainly represents income generated by both RIBA Enterprises Ltd and by the Venues business, based at our Headquarters at 66 Portland Place. These two sources of income (subscriptions and trading) account for £30.0 million or 88.0 per cent of the **total incoming resources**.

Although RIBA Enterprises continued to operate in a challenging economic environment, sales of £20.5m were achieved, an increase of £4.9% on the previous year's £19.5m, with a similar increase in turnover after deducting intra-group sales (which are always excluded from the consolidated accounts because these show the overall position of the RIBA Group's relationship with the outside world). The RIBA Venues business is derived from the letting of rooms and from the supply of food and beverages. Taken together the total in 2013 was down 14.3 per cent on 2012.

A total of £3.5 million came from other **activities in furtherance of the charity's objects** (i.e. other than subscription income). This income has been allocated to one of the four strategic priorities (core aims) of the Institute – **clients, members, leadership and knowledge**. These four strategic priorities (core aims) are discussed earlier in the report.

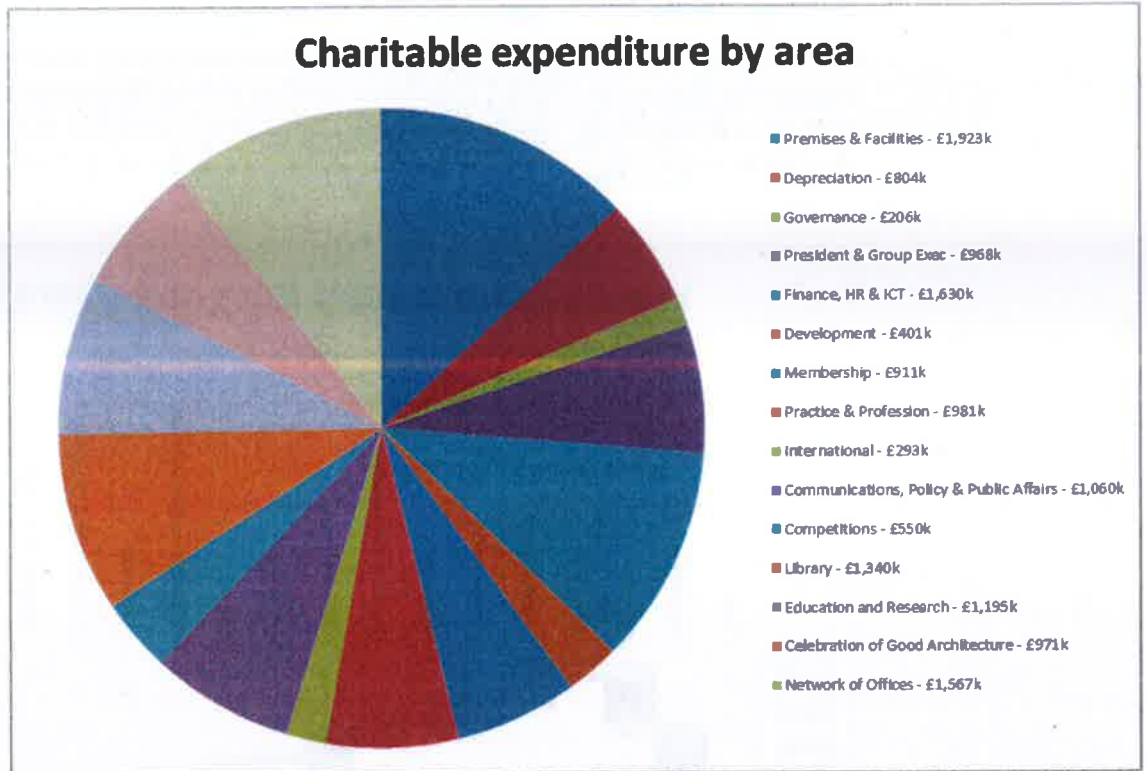
A total of £0.4 million came from donations (shown under **Voluntary income**), while £0.2 million came from **interest received and dividends** (shown under **investment income**).

Our expenditure (ie. how we spend our money)

The SOFA describes all expenditure as **Resources Expended**. **Total Resources Expended** during the year was £33.7 million, a decrease on 2012 of under 1 per cent. This total consists of two areas: firstly **total costs of generating funds** of £18.9 million and secondly; **total charitable expenditure** of £14.8 million.

The **costs of generating funds** are effectively the costs of running the RIBA's commercial operations spent to generate the associated income explained above. The most significant area of **trading expenditure** relates to RIBA Enterprises. All the profits (£3.0 million) generated by both RIBA Enterprises and by RIBA 1834 Ltd were given to the RIBA by Gift Aid to support the wider charitable work of the RIBA.

Charitable expenditure, like income, is allocated to one of the four main strategic priorities (core aims). However, this makes it difficult to identify exactly where or how the money is spent. The chart below shows more exactly where the money (£14.8 million) has been spent.



Pension Scheme Funding Reserve

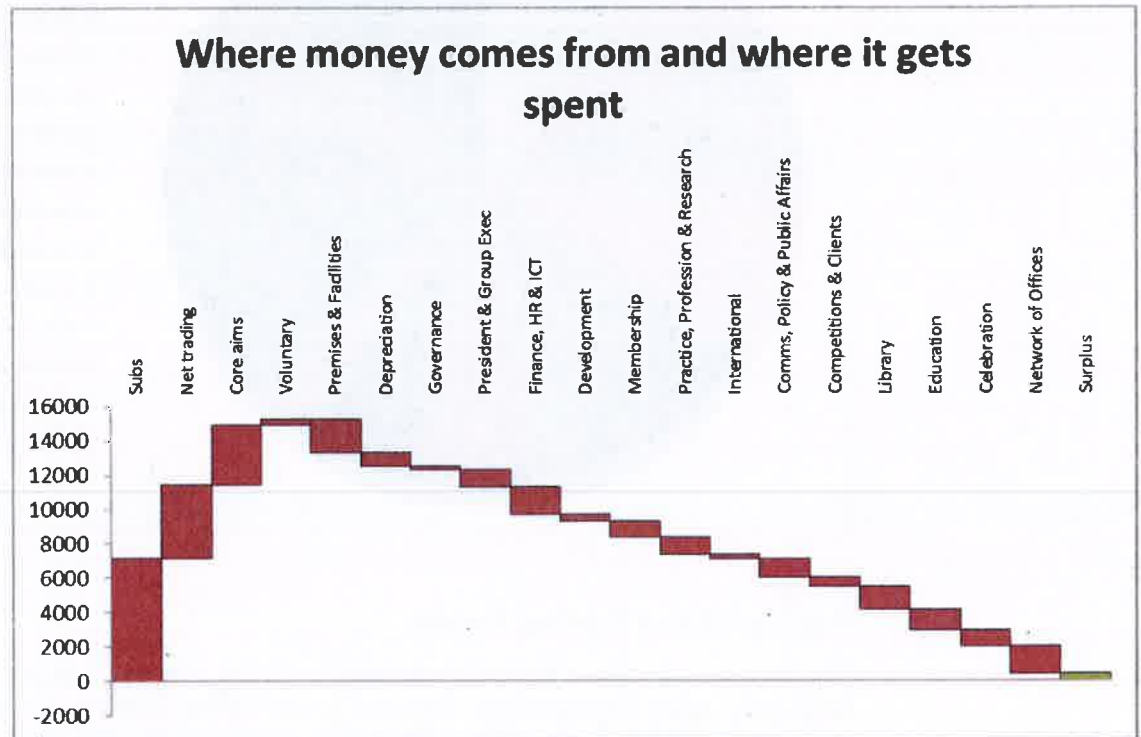
The Institute operates a defined contribution scheme whereby it pays a percentage of a employees' salary into a pension fund and has no further liability. However, historically, like many employers, it used to offer a final salary scheme to its employees, whereby the pension they receive relates to the number of years worked by that employee and how much they were paid when they left the company's employment. This is now considered to have been very generous and although this latter scheme was closed to new employees in 1994 and now has no active members, it is subject to great volatility as demonstrated by the figures presented on the accounts. On the SOFA on page 40, a separate column has been used to separate out the effects of this volatility. This shows a pension scheme actuarial gain of some £6 million, reducing the overall deficit to £1.5 million.

The Financial Reporting Standard (FRS17) governs some of the assumptions used and how the information is presented, in an attempt to take out any subjectivity in the numbers. However this makes it unnecessarily complex, while valuations can fluctuate from year to year. The most important point to be made is that every three years, the trustees of the 1974 pension scheme come to an agreement with the RIBA trustees on the valuation of the deficit, using a set of assumptions agreed by both parties and an agreed contribution schedule. The last full triennial valuation of the scheme, as at 31 December 2010, valued the deficit at £6.2 million. It was agreed to pay off that deficit by 31 August 2017 by making a number of regular monthly payments to eliminate the anticipated deficit. All payments in 2013 were in line with the agreed schedule, with all payments in 2014 similarly being paid. The next full triennial valuation, as at 31 December 2013 is due later this year.

Summary

Looking at income and expenditure together gives the final picture. This can be seen most clearly on the line entitled **Net (outgoing) / incoming resources before other recognised gains**. This shows an overall surplus for the year of £0.4 million. This deficit was higher than allowed for in the 2013 budget, a result of the recession's impact on income.

The chart below summarises where the RIBA generates income from (including its two key commercial businesses – RIBA Enterprises and its Venues operations). **Total incoming resources available for charitable applications** of £15.2 million compares with **Total charitable expenditure** of £14.8 million, leaving a surplus of £0.4 million.



Although the four core aims are discussed above, it might be useful to give examples of income in respect of each of these:

- **Clients** – Competitions and publications.
- **Members** – Continuing Professional Development (CPD) courses and RIBA Chartered Practice.
- **Leadership** – talks and lectures, architecture festivals, design reviews and the Awards programme.
- **Knowledge** – RIBApix sales and royalty income.

Balance Sheet

The Balance Sheet is shown on page 41. This shows the value of the Institute's assets as at 31 December 2013, the last day of the accounting year, also known as the balance sheet date.

The most significant item on the balance sheet is the value placed upon the RIBA's cultural (or heritage) assets comprising drawings, paintings, busts, books, periodicals, photographs and other archives. This was introduced in 2011 as a result of a new Financial Reporting Standard on Heritage Assets, known as FRS30. The RIBA decided that it had an obligation to adopt the

spirit, as well as the letter of the new reporting standard and therefore put in a great deal of effort to come up with a realistic valuation, notwithstanding all the difficulties associated with valuing a collection of this size and nature.

A heritage asset is defined as “a tangible asset with historical, artistic, scientific, technological, geophysical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture. The value placed on these assets as at 31 December 2013 is £262.9 million. This is a significant figure and clearly dominates the balance sheet. Putting it into perspective though, there is no doubt that the RIBA has a world-renowned collection of great architectural significance, which by being valued can be recognised as such. It is of great importance and it is the duty of the trustees to protect these assets, which have been acquired either through donation or by acquisition since its formation in 1834. The RIBA considers itself responsible not only for ensuring the continued preservation of the archives and collections for future generations, but for making them available to a wider current audience.

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.

Investment policy

The RIBA’s investment policy is overseen by the Finance & Operations 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.

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, who have decided to take a risk-based approach to determining the level of reserves required, based on their understanding of the business model faced by the Charity. In particular, the target level has been assessed after considering the following key factors:

- reliability of its income;
- flexibility of its costs in terms of whether they are fixed or variable;
- availability of cash; and
- requirements to invest in order to deliver its objectives.

The RIBA has defined ‘free reserves’ as the Unrestricted general reserves less an estimate for its anticipated commitments. The RIBA then compares this figure against the assessed target level of reserves at the balance sheet date.

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As at the end of 2012 the level of reserves held was:

	2013	2012
	£'000	£'000
General reserves	4,779	5,539
less commitments	(1,221)	(1,877)
Free reserves	3,558	3,662
Target level of reserves as at 31 December	3,473	3,063
Free reserves as a percentage of anticipated liabilities	102.5%	119.6%
(Target = 100%)		

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 64, together with a list of principal advisors.

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

Governance

The RIBA Board was set up on 25 March 2010 to take over from the RIBA Council the fiduciary responsibility, group co-ordination and direction of operational matters. The RIBA Council remain the Trustees.

RIBA Board members consist of Honorary Officers, non-executive members and others appointed by RIBA Council.

The RIBA Council 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 and its main building at 66 Portland Place). It also decides on the appointment (and removal) of members of the RIBA Board and Directors of the subsidiary companies.

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

During 2011, the Committee structure was reviewed with a few new Committees formed with Terms of Reference coming into effect in October 2011. There are now seven main committees, namely Finance and Operations Committee, British Architectural Trust Board, Membership Committee, International Committee, Education Committee, Nations and Regions Committee and Practice & Profession Committee. All main committees report to the RIBA Board. They are chaired by the relevant vice-president. There are also a number of sub-committees. All Boards and committees consist of trustees, Council members, RIBA members, lay members and in some cases, executives.

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

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

Members volunteering

An estimate of the total time given by volunteers to further the RIBA's charitable activities indicates that, as in 2012, over 40,000 hours (excluded travel time) were freely given by our members, which when costed out would come to over £1.8 million in value. This reflects very well on all of our members (and others) who give up their time in a wide variety of ways to support the RIBA at all levels and promoting architecture to the public.

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Management

Harry Rich, as Chief Executive has a number of delegated powers and reports directly to the RIBA Board. Members of the Group Executive and Senior Staff teams are listed on pages 56 and 57.

Risk Management

The management of risk is an integral part of the RIBA's operational management and a series of systems of internal controls, procedures and checks operate in order to identify and mitigate risk. These include:

- An integrated skills based board with effective separation of duties and regular reporting of management information;
- Local operational risks are reported on a regular quarterly basis;
- Strategic risks, defined as those which could prevent the RIBA from achieving its strategic objectives are reviewed every six months by the Senior staff team and the RIBA Audit Committee and also by trustees at least once a year;
- The Board has adopted and reviews at least once a year a Risk policy, which clearly outlines the RIBA's risk appetite and ensures risks carried out remain in line with this appetite.

The trustees have considered the major risks that could affect the RIBA and prioritised them in terms of the likelihood of their occurrence and the potential impact on the RIBA. They then considered the existing systems designed to mitigate those risks. 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 Construction industry and the impact on subscription and other income;
- failure to raise sufficient funds to allow the RIBA to implement its revised strategy;
- damage to, or deterioration of, the RIBA's library and special collections;
- breach of trust, infringement of IP and passing-off;
- a lack of adequate and appropriate business continuity;
- adverse publicity, including damage to the RIBA brand and reputation; and
- funding of the 1974 pension scheme.

Statement of the trustees' responsibilities

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;

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- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

The 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 Trustees:



Stephen Hodder, President

02 October 2014

Independent auditors' report

We have audited the financial statements of Royal Institute of British Architects for the year ended 31 December 2013 which comprise the Group Statement of Financial Activities, the Group and Parent Charity Balance Sheets, the Group cashflow 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 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the 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 auditors

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 144 of the Charities Act 2011 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 2013, 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 2011.

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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 2011 requires us to report to you if, in our opinion:

- the information given in the report of the trustees 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.

Sayer Vincent LLP

Date: 24 September 2014

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

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

RIBA

Financial Statements

Consolidated statement of financial activities

(incorporating an income and expenditure account)

For the year ended 31 December 2013

	Note	Unrestricted funds £'000	Pension Scheme funding reserve £'000	Restricted funds £'000	Endowment funds £'000	Total 2013 £'000	Total 2012 £'000
Incoming resources from charitable activities							
Activities in furtherance of the charity's objects:							
Subscription income		7,159	-	-	-	7,159	6,900
Clients		706	-	-	-	706	444
Members		2,017	-	-	-	2,017	1,711
Leadership		601	-	-	-	601	805
Knowledge		168	-	-	-	168	141
		<u>10,651</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>10,651</u>	<u>10,001</u>
Voluntary income							
Donations, legacies and similar income		211	-	167	-	378	718
Activities for generating funds							
Trading income	2	22,883	-	-	-	22,883	22,352
Investment income							
Interest received and dividends		78	-	149	-	227	262
Total incoming resources		<u>33,823</u>	<u>-</u>	<u>316</u>	<u>-</u>	<u>34,139</u>	<u>33,333</u>
Resources expended							
Costs of generating funds:							
Trading expenditure		19,195	(560)	-	-	18,635	17,893
Pension finance costs	23	-	287	-	-	287	490
Total costs of generating funds		<u>19,195</u>	<u>(273)</u>	<u>-</u>	<u>-</u>	<u>18,922</u>	<u>18,383</u>
Total incoming resources available for charitable applications		<u>14,628</u>	<u>273</u>	<u>316</u>	<u>-</u>	<u>15,217</u>	<u>14,950</u>
Charitable expenditure							
Clients		1,184	(46)	-	-	1,138	845
Members		6,783	(348)	79	-	6,514	6,453
Leadership		3,066	(148)	57	-	2,975	3,542
Knowledge		3,966	(248)	182	-	3,900	4,300
Governance costs	7	278	-	(3)	-	275	256
Total charitable expenditure	4	<u>15,277</u>	<u>(790)</u>	<u>315</u>	<u>-</u>	<u>14,802</u>	<u>15,396</u>
Total resources expended		<u>34,472</u>	<u>(1,063)</u>	<u>315</u>	<u>-</u>	<u>33,724</u>	<u>33,779</u>
Net (outgoing) / incoming resources before other recognised gains							
		<u>(649)</u>	<u>1,063</u>	<u>1</u>	<u>-</u>	<u>415</u>	<u>(446)</u>
Gains on investments	11	-	-	-	364	364	219
Revaluation of heritage assets	10	-	-	-	-	-	169
Pension scheme actuarial gain	23	-	6,076	-	-	6,076	1,522
Net movement in funds		<u>(649)</u>	<u>7,139</u>	<u>1</u>	<u>364</u>	<u>6,855</u>	<u>1,464</u>
Funds brought forward	17 to 19	<u>275,203</u>	<u>(8,721)</u>	<u>1,662</u>	<u>2,931</u>	<u>271,075</u>	<u>269,611</u>
Total funds carried forward		<u>274,554</u>	<u>(1,582)</u>	<u>1,663</u>	<u>3,295</u>	<u>277,930</u>	<u>271,075</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 Notes 17 to 19 inclusive to the financial statements.

RIBA


Balance sheets

As at 31 December 2013

	Note	The RIBA group		The RIBA charity	
		2013 £'000	2012 £'000	2013 £'000	2012 £'000
Fixed assets					
Intangible assets	8	523	582	-	-
Tangible assets	9	13,489	10,718	10,957	10,215
Heritage assets	10	262,906	262,667	262,906	262,667
Investments - in subsidiary undertakings	11	-	-	1,319	1,319
Investments - other	11	3,906	3,538	3,906	3,538
		<u>280,824</u>	<u>277,505</u>	<u>279,088</u>	<u>277,739</u>
Current assets					
Stocks and work in progress	12	969	1,064	-	-
Debtors	13	6,361	5,329	4,475	1,278
Short-term cash deposits at bank		275	4,079	-	543
Cash at bank and in-hand		8,249	5,935	2,754	4,525
		<u>15,854</u>	<u>16,407</u>	<u>7,229</u>	<u>6,346</u>
Creditors: amounts falling due within one year	14	<u>(13,589)</u>	<u>(13,640)</u>	<u>(3,723)</u>	<u>(4,257)</u>
Net current assets		<u>2,265</u>	<u>2,767</u>	<u>3,506</u>	<u>2,089</u>
Total assets less current liabilities		<u>283,089</u>	<u>280,272</u>	<u>282,594</u>	<u>279,828</u>
Creditors: amounts falling due after more than one year	15	<u>(3,577)</u>	<u>(476)</u>	<u>(3,050)</u>	<u>-</u>
Net assets excluding pension liability		<u>279,512</u>	<u>279,796</u>	<u>279,544</u>	<u>279,828</u>
Pension Scheme liability	23	<u>(1,582)</u>	<u>(8,721)</u>	<u>-</u>	<u>-</u>
Net assets including pension liability		<u>277,930</u>	<u>271,075</u>	<u>279,544</u>	<u>279,828</u>
Represented by:					
Restricted funds	17	1,663	1,662	1,663	1,662
Endowment funds	18	3,295	2,931	3,295	2,931
Unrestricted funds:					
• Revaluation reserves		7,030	7,095	7,030	7,095
• Heritage Assets reserves		262,745	262,569	262,745	262,569
• General reserves		4,779	5,539	4,811	5,571
Total unrestricted funds	19	<u>274,554</u>	<u>275,203</u>	<u>274,586</u>	<u>275,235</u>
Total charity funds excluding pension reserve		<u>279,512</u>	<u>279,796</u>	<u>279,544</u>	<u>279,828</u>
Pension Scheme Funding Reserve		<u>(1,582)</u>	<u>(8,721)</u>	<u>-</u>	<u>-</u>
Total charity funds		<u>277,930</u>	<u>271,075</u>	<u>279,544</u>	<u>279,828</u>

Approved by the trustees on 12 June 2014 and signed on their behalf by:

Stephen Hodder
President



Consolidated cash flow statement For the year ended 31 December 2013

	Note	2013		2012	
		2013 £'000	£'000	2012 £'000	£'000
Net cash (outflow) from operating activities	21		(942)		(1,405)
Returns on investments and servicing of finance					
Interest and dividends received		227		262	
			227		262
Less corporation tax paid			30		(35)
Capital expenditure and financial investment					
Purchase of tangible fixed assets		(3,784)		(1,538)	
Acquisition of Heritage Assets		(68)		(107)	
Purchase of investment securities		(3)		(2)	
Sale of tangible fixed assets		-		-	
			(3,855)		(1,647)
Net cash outflow before financing			(4,540)		(2,825)
Financing					
Issue of loan			3,050		-
Decrease in cash	22		(1,490)		(2,825)

Notes to the financial statements

For the year ended 31 December 2013

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 2011. 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 (which are capitalised if the cost exceeds £500) to its residual value over the term of its expected useful life. The rates in use are as follows:

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

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.

Heritage assets

A heritage asset is defined as “a tangible asset with historical, artistic, scientific, technological, geophysical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture.” The Institute has estimated a value in these financial statements in respect of its various collections of drawings, paintings, busts, books, periodicals, photographs, archives and other heritage assets. The methodology for the valuations, which was reviewed by BDO, an independent firm of auditors as well as our own auditors, allows for a proportion of these assets to be re-valued on an ongoing rolling basis. The valuations have been carried out using the RIBA's curatorial staff, recognised as leading experts in the field, using a number of methods, including the use of average costs for certain

categories of heritage assets. Any acquisitions are shown either at cost or in the case of donations at an estimated valuation on the date of receipt. Any gains or losses on revaluation will be recognised in the Statement of Financial Activities.

Investment Policy

Investments held as fixed assets are valued at mid-market value at the balance sheet date. The gain or loss for the period is taken to the statement of financial activities. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value. Unrealised gains and losses are calculated as the difference between the market value at the year end and opening market value.

Taxation

The RIBA is a registered charity and benefits from tax exemptions available to charities. The main subsidiaries of the RIBA, RIBA Enterprises Ltd and RIBA 1834 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.

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 included in the figures of the RIBA, along with an estimate of assets held in RIBA branches.

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 to a defined benefits scheme. The assets and liabilities of the scheme are held separately from the Institute. The charity has adopted in full the provisions of FRS 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 four main areas of activity, being clients, members, leadership and knowledge on the basis of the principal involvement for each individual department. All support costs are allocated to one of the four main areas of activity. For further details, see note 4 to the accounts.

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.

2. ANALYSIS OF THE RESULTS OF SUBSIDIARIES

The RIBA has two main wholly owned subsidiaries, both of which are incorporated in the UK. Neither of the two other subsidiaries RIBA Trust Ltd and RIBA Professional Services Ltd traded during the year. Both of these companies are 100% owned by RIBA 1834 Ltd. A summary of the results of the two main subsidiaries are shown below. Profits made by RIBA Enterprises Ltd and RIBA 1834 Ltd are gift aided to the RIBA.

Company	Turnover £'000	Expenditure £'000	Profit / (loss) £'000	Retained earnings £'000	Assets £'000	Liabilities £'000
RIBA Enterprises Ltd	20,470	18,010	2,460	(32)	12,861	11,575
RIBA 1834 Ltd	12,053	11,492	561	-	1,471	1,470

Included above are intra-group sales of £9,009k included as turnover and £9,862k included as costs. The parent charity's gross income and the results for the year are disclosed as follows:

	2013 £'000	2012 £'000
Gross income	14,180	14,340
Results for the year (net movement in funds)	(284)	(918)

3. OTHER SIMILAR NAMED ORGANISATIONS

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

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.

4. ANALYSIS OF CHARITABLE EXPENDITURE

	Staff costs £'000	Other £'000	Depreciation £'000	Allocation of support costs £'000	2013 £'000	2012 £'000
Clients	62	570	-	506	1,138	845
Members	1,469	1,221	-	3,824	6,514	6,453
Leadership	598	759	-	1,618	2,975	3,542
Knowledge	1,017	150	12	2,721	3,900	4,300
Support costs	4,743	3,165	761	(8,669)	-	-
Governance costs	-	275	-	-	275	256
Total	7,889	6,140	773	-	14,802	15,396

Other support costs (£3,165k) include premises costs (e.g. rent, rates, utilities and maintenance costs), insurance, training, bank charges and ICT costs. Allocation is made based on staff cost.

5. STAFF COSTS AND NUMBERS

Staff costs were as follows:

	RIBA Group	
	2013 £'000	2012 £'000
Wages and salaries	15,181	14,600
Social security costs	1,498	1,462
Other pension costs – stakeholder schemes	865	838
Other pension costs – defined benefit	1,350	1,350
	18,894	18,250
Total emoluments paid to staff were:	16,046	15,438

All staff members are employed by either RIBA 1834 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	
	2013 No.	2012 No.
Royal Institute of British Architects	198	194
RIBA 1834 Limited	11	11
RIBA Enterprises Limited	265	254
Total	474	459

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

	RIBA Group	
	2013 No.	2012 No.
£60,000 - £69,999	10	9
£70,000 - £79,999	7	6
£80,000 - £89,999	4	3
£90,000 - £99,999	3	3
£100,000 - £109,999	1	1
£110,000 - £119,999	2	3
£140,000 - £149,999	1	-
£150,000 - £159,999	1	1
£160,000 - £169,999	-	1

In relation to the employees in the bandings shown above, £197,845 was paid to defined contribution pension schemes.

6. TRUSTEE EXPENSES

Trustees of the RIBA are reimbursed reasonable expenses incurred when on RIBA business. 14 current and former trustees (2012 - 16) claimed such expenses and the total amount reimbursed was £65,602 (2012 - £51,598).

During the year £33,624 (2012 - £35,135) was paid to Urban Splash Ltd in the normal course of business for the rental and recharge of service charges and other costs (including VAT) of the RIBA North West office. A director of this company is a trustee of the RIBA.

One trustee was paid £3,295 during 2013 for some CPD assessment and pre-assessment work carried out at the same rate as is paid to other architects for this specialist type of work. Another trustee was paid £1,150 for some review panel work, again at comparable rates for specialist work.

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

7. GOVERNANCE COSTS

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

	RIBA Group	
	2013 £'000	2012 £'000
Auditors' remuneration – as auditors	54	58
– current year		
- prior year	-	-
Auditors' remuneration – for other services	4	3

8. INTANGIBLE ASSETS

RIBA Group	Goodwill £'000	Copyright £'000	Total £'000
Cost:			
As at 1 January and 31 December 2013	2,194	1	2,195
Amortisation:			
As at 1 January 2013	1,613	-	1,613
Charge for the year	59	-	59
As at 31 December 2013	1,672	-	1,672

RIBA

Net book value:

As at 31 December 2013	522	1	523
As at 31 December 2012	581	1	582

9. 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 2013	15,148	131	9,054	24,333
Reclassification	11	-	(11)	-
Additions	3,129	-	655	3,784
Disposals	-	-	(31)	(31)
As at 31 December 2013	18,288	131	9,667	28,086
Depreciation:				
As at 1 January 2013	6,108	111	7,396	13,615
Charge for the year	355	7	638	1,000
Eliminated in respect of disposals	-	-	(18)	(18)
As at 31 December 2013	6,463	118	8,016	14,597
Net book value:				
As at 31 December 2013	11,825	13	1,651	13,489
As at 31 December 2012	9,040	20	1,658	10,718

The net book value at 31 December 2013 represents fixed assets used for:

	Properties and property improvements £'000	Motor vehicles £'000	Office and computer equipment £'000	Total £'000
Charity assets	9,739	11	1,207	10,957
Trading subsidiaries	2,086	2	444	2,532
	11,825	13	1,651	13,489

The heading Property and property improvements includes 66 Portland Place which was last valued on 22 October 1987 when the property was valued at £8,500,000, an upwards revaluation of £7,896,000. In the opinion of the trustees, the value of the property is in excess of this amount, but they do not consider an up to date valuation to be an appropriate

use of the Charity's resources. The lease on the 66/68 Portland Place property expires on 6 July 2930.

The lease on 77 Portland Place is an operating lease and is included as such in note 16.

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

RIBA Charity	Properties and property improvements £'000	Motor vehicles £'000	Office and computer equipment £'000	Total £'000
Cost or valuation:				
As at 1 January 2013	14,881	84	6,812	21,777
Reclassification	11	-	(11)	-
Additions in year	1,042	-	473	1,515
Disposals	-	-	-	-
As at 31 December 2013	<u>15,934</u>	<u>84</u>	<u>7,274</u>	<u>23,292</u>
Depreciation and amortisation:				
As at 1 January 2013	5,841	68	5,653	11,562
Charge for the year	354	5	414	773
Eliminated in respect of disposals	-	-	-	-
As at 31 December 2013	<u>6,195</u>	<u>73</u>	<u>6,067</u>	<u>12,335</u>
Net book value as at 31 December 2013	<u>9,739</u>	<u>11</u>	<u>1,207</u>	<u>10,957</u>
Net Book Value as at 31 December 2012	<u>9,040</u>	<u>16</u>	<u>1,159</u>	<u>10,215</u>

10. HERITAGE ASSETS

As at 31 December 2011, the RIBA estimated a value in these financial statements in respect of its various collections of drawings, paintings, busts, books, periodicals, photographs, archives and other assets following the introduction of the new reporting standard FRS30. As custodian of one of the finest architectural collections in the world, it was agreed with the auditors that the RIBA's curatorial staff had sufficient detailed knowledge of the collections for it to be valued and accordingly no external valuers were engaged.

During the year, the Institute acquired and were also donated further heritage assets. All donations have been included in additions at a fair valuation. The values of all assets are shown below against each category.

Heritage assets at valuation	Drawings and collections £'000	Books and periodicals £'000	Photographs £'000	Other £'000	TOTAL 2013 £'000	TOTAL 2012 £'000	TOTAL 2011 £'000
As at 1 January	200,140	17,377	39,859	5,291	262,667	261,740	261,531
Additions – purchases	3	63	1	1	68	107	94
Additions - donations	143	-	21	7	171	651	115
Revaluation	-	-	-	-	-	169	-
As at 31 December	<u>200,286</u>	<u>17,440</u>	<u>39,881</u>	<u>5,299</u>	<u>262,906</u>	<u>262,667</u>	<u>261,740</u>

Drawings

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

Books and periodicals

Books held for permanent retention, which form the majority of books held are regarded as heritage assets and are valued as such. The books available for loan to members are deemed to be operational assets. The periodicals collection includes runs of major journals worldwide. In total, the RIBA owns about 110,000 books and has over 23,000 bound journal volumes.

Photographs

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

Archives

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

11. INVESTMENTS

In subsidiary companies

RIBA Charity	31/12/2013 £'000	31/12/2012 £'000
Investments in group companies:		
Ordinary shares	1,319	1,319
Provision against investment	-	-
	<u>1,319</u>	<u>1,319</u>

RIBA

The RIBA owned two main trading subsidiary companies (both of which are 100% subsidiaries and registered in England and Wales) throughout 2012 and 2013:

Name	Principal activities
RIBA 1834 Ltd	Venues and RIBA Competitions.
RIBA Enterprises Ltd	Publications and information services for use in architecture, construction and design.

The RIBA also owns 100% of RIBA Trust Ltd, RIBA Professional Services Ltd and RIBA Journals Ltd, none of which traded in 2013. The RIBA has a related company RIBA Insurance Agency Ltd, which is also dormant.

Other	2013 £'000	2012 £'000
RIBA Group and RIBA charity – Fixed asset investments:		
Market value at 1 January	3,538	3,317
Additions	100	-
Net investment gains	364	219
Increase in cash held for investment	(96)	2
Market value at 31 December	<u>3,906</u>	<u>3,538</u>
Historical cost at 31 December	<u>3,608</u>	<u>3,607</u>

The following investments (all of which are UK held) are held as follows:

	2013 £'000	2012 £'000
Unitised funds	3,903	3,438
Cash	3	100
	<u>3,906</u>	<u>3,538</u>

Investments valued at over 5% of the market value at 31 December 2013 are as follows:

	Holding	Market value 31/12/2013 £'000
Schroder's Charity Multi-Asset Fund	7,090,145	3,510
Schroder's Global Climate Change	<u>397,793</u>	<u>303</u>

12. STOCKS AND WORK IN PROGRESS

	RIBA Group		RIBA charity	
	2013 £'000	2012 £'000	2013 £'000	2012 £'000
Goods for resale	969	1,064	-	-

13. DEBTORS

	RIBA Group		RIBA charity	
	2013 £'000	2012 £'000	2013 £'000	2012 £'000
Trade debtors	3,456	4,151	380	209
Prepayments and accrued income	2,444	830	1,976	492
Other debtors	461	348	176	208
Due from subsidiary undertakings	-	-	1,943	369
	6,361	5,329	4,475	1,278

The amount due from subsidiary undertakings includes a loan of £1.7m to RIBA Enterprises and will be repaid over a 3 year period commencing in 2015. Interest on the loan is payable at a rate of 2.4255% per annum.

14. CREDITORS: amounts falling due within one year

	RIBA Group		RIBA charity	
	2013 £'000	2012 £'000	2013 £'000	2012 £'000
Trade creditors	1,547	1,863	1,022	1,475
Corporation tax	25	39	-	-
Other tax and social security	915	890	-	-
Other creditors	382	455	258	341
Accruals and deferred income	10,720	10,393	2,443	1,843
Due to subsidiary undertakings	-	-	-	598
	13,589	13,640	3,723	4,257

15. CREDITORS: amounts falling due after more than one year

	RIBA Group		RIBA charity	
	2013 £'000	2012 £'000	2013 £'000	2012 £'000
Bank Loan	3,050	-	3,050	-
Accruals and deferred income	527	476	-	-
	3,577	476	3,050	-

The charity has a loan from Lloyds bank which is unsecured. Interest is charged at the Lloyds bank base rate in force at the time, plus a margin of 1.9%. The loan is repayable in instalments due between two and five years and is repayable in full by 9th July 2018.

16. COMMITMENTS UNDER OPERATING LEASES

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

	Property		Other	
	2013 £'000	2012 £'000	2013 £'000	2012 £'000
Within one year	345	89	36	33
Between two and five years	488	837	119	130
In more than five years	-	47	-	-
	833	973	155	163

17. RESTRICTED FUNDS

RIBA group and RIBA charity – Restricted Funds	At the start of the year £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	At the end of the year £'000
Drawings collection fund – London	51	1	(2)	-	50
Banister Fletcher History of Architecture	93	4	(38)	-	59
Gordon Ricketts Bursary	26	1	-	-	27
Library Exhibition Fund (Heinz Gallery)	113	4	(11)	-	106
Heinz Exhibition Fund	12	-	-	-	12
Giles Worsley Fund	154	11	(8)	-	157
Library Education Centre	22	-	(5)	-	17
Rootstein Hopkins Fund	19	-	(19)	-	-
Digital Image Database	85	-	(54)	11	42
Research Trust Funds	32	29	(25)	-	36
Prizes Trust	15	3	-	-	18
Annie Spink Memorial Scholarship	114	7	(1)	-	120
RIBA Award Trust	104	16	(12)	-	108
W J Parker Trust	98	15	(26)	-	87
Sir Banister Fletcher Library Bequest	39	4	(5)	-	38
W H Ansell Bequest	38	2	(3)	-	37
Nadine Beddington Trust	46	6	(9)	-	43
Henry Jarvis Bequest	18	2	-	-	20
Goldfinger Trust	159	5	-	-	164
LKE Ozolins Bequest	92	20	(42)	-	70
C Jencks Exchange Fund	14	4	(2)	-	16
R S Reynolds Awards	14	-	-	-	14
Lord Norman Foster Travelling Scholarship	11	7	(7)	-	11
Wren Scholarship	-	25	(13)	-	12
BALT	230	10	(27)	(11)	202
Gallery Building Fund	-	115	-	-	115
RIBA East – CPD Fund	25	1	(1)	-	25
Other	38	24	(5)	-	57
Total Restricted Funds	1,662	316	(315)	-	1,663

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

18. ENDOWMENT FUNDS

Endowment funds are invested to generate income, which is then held in a series of separate restricted funds (see Note 17).

RIBA group and RIBA charity – Endowment Funds	Balance at 1 January 2013 £'000	Transfers £'000	Unrealised gain / (loss) on investments £'000	Balance at 31 December 2013 £'000
Research Trust Funds	825	-	103	928
Prizes Trust	57	-	7	64
Annie Spink Memorial Scholarship	74	-	9	83
RIBA Award Trust	368	-	46	414
W J Parker Trust	334	-	41	375
Sir Banister Fletcher Library Bequest	97	-	12	109
W H Ansell Bequest	20	-	2	22
Nadine Beddington Trust	148	-	18	166
Henry Jarvis Bequest	18	-	2	20
LKE Ozolins Bequest	500	-	63	563
C Jencks Exchange Fund	104	-	13	117
Lord Norman Foster Travelling Scholarship	201	-	25	226
Giles Worsley Fund	105	-	13	118
BALT	66	-	8	74
Other	14	-	2	16
Total Endowment Funds	2,931	-	364	3,295

19. UNRESTRICTED FUNDS

RIBA group	Balance at 1 January 2013 £'000	Transfer between reserves £'000	Net movement – unrestricted funds £'000	Balance at 31 December 2013 £'000
Revaluation reserve	7,095	(65)	-	7,030
Heritage Assets reserves	262,569	-	176	262,745
General reserve	5,539	65	(825)	4,779
	275,203	-	(649)	274,554

RIBA charity	Balance at 1 January 2013 £'000	Transfer between reserves £'000	Net movement – unrestricted funds £'000	Balance at 31 December 2013 £'000
Revaluation reserve	7,095	(65)	-	7,030
Heritage Assets reserves	262,569	-	176	262,745

RIBA

General reserve	5,571	65	(825)	4,811
	275,235	-	(649)	274,586

20. 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 2013 are represented by:				
Intangible fixed assets	523	-	-	523
Tangible fixed assets	13,459	30	-	13,489
Heritage assets	262,906	-	-	262,906
Investments	90	521	3,295	3,906
Current assets	14,603	1,251	-	15,854
Current liabilities	(13,450)	(139)	-	(13,589)
Long-term liabilities	(3,577)	-	-	(3,577)
Pension Scheme liability	(1,582)	-	-	(1,582)
Total net assets	272,972	1,663	3,295	277,930

21. RECONCILIATIONS OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2013 £'000	2012 £'000
Net incoming/(outgoing) resources before investment gains	415	(446)
Investment income and interest received	(227)	(262)
Corporation tax paid	(30)	35
Heritage assets donated	(171)	(651)
Loss on sale of fixed assets	12	5
Depreciation charges	1,000	1,135
Amortisation of goodwill	59	59
Decrease/(increase) in stocks	95	(63)
(Increase) in debtors	(1,032)	(393)
Increase in creditors	-	36
Pensions reserve funding movements	(1,063)	(860)
Net cash inflow from operating activities	(942)	(1,405)

22. RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET FUNDS

	2013 £'000	2012 £'000
Increase in cash and short term cash deposits in the period	<u>(1,490)</u>	<u>(2,825)</u>
Movement in net debt in the period	(1,490)	(2,825)
Net funds at 1 January	<u>10,014</u>	12,839
Net funds at 31 December	<u>8,524</u>	<u>10,014</u>

23. 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. They are money purchase schemes where the employee contributes 4% to 6% and the employer 8 to 16.5% of salary depending on age. The amount of this contribution was £884,000 (2012 - £838,000).

Defined Benefit Scheme

FRS17 disclosures

The group operates a defined benefit scheme in the UK. A full actuarial valuation was carried out at 31 December 2010 by a qualified actuary.

	Year ended 31/12/13 £'000	Year ended 31/12/12 £'000
Change in benefit obligation		
Benefit obligation at beginning of year	46,911	45,317
Interest cost	2,070	2,084
Actuarial (losses)/gains	(1,351)	1,475
Benefits paid	<u>(1,840)</u>	<u>(1,965)</u>
Benefit obligation at end of year	<u>45,790</u>	<u>46,911</u>

	Year ended 31/12/13 £'000	Year ended 31/12/12 £'000
Change in plan assets		
Fair value of plan assets at beginning of year	38,190	34,214
Expected return on plan assets	1,783	1,594

Actuarial gain	4,725	2,997
Employer contribution	1,350	1,350
Benefits paid	(1,840)	(1,965)
Fair value of plan assets at end of year	44,208	38,190

Amounts recognised in the balance sheet

Plans that are wholly unfunded and plans that are wholly or partly funded

	Year ended 31/12/13 £'000	Year ended 31/12/12 £'000
Present value of wholly or partly funded obligations	45,790	46,911
Fair value of plan assets	44,208	38,190
Deficit / (surplus) for funded plans	1,582	8,721
Net liability	1,582	8,721

Amounts in the balance sheet:

Liabilities	1,582	8,721
Assets	-	-
Net liability	1,582	8,721

Components of pension cost

	Year ended 31/12/13 £'000	Year ended 31/12/12 £'000
Current service cost	-	-
Curtailement loss recognised	-	-
Interest cost	2,070	2,084
Expected return on plan assets	(1,783)	(1,594)
Total pension cost recognised in SOFA	287	490
Actual return on plan assets	6,508	4,578
Actuarial losses / (gains) immediately recognised	(6,076)	(1,522)
Actuarial losses / (gains) recognised in SOFA	(6,076)	(1,522)
Cumulative amount of actuarial losses recognised	9,835	15,911

	Year ended 31/12/2013	Year ended 31/12/2012
Principal actuarial assumptions		
Weighted average assumptions used to determine benefit obligations:		
Discount rate	4.70%	4.50%
Rate of price inflation	3.30%	2.90%
Rate of pension increase (post 01/01/1989/pre 01/01/1989)		
• Compound	5.00%	5.00%
• Simple	7.00%	7.00%
Weighted average assumptions used to determine net pension cost:		
Discount rate	4.50%	4.70%
Expected long-term return on plan assets	4.70%	4.70%
Rate of compensation increase	n/a	n/a
Rate of price inflation	2.90%	3.00%
Rate of pension increase – post 01/01/1989 (compound)	5.00%	5.00%
Rate of pension increase – pre 01/01/1989 (simple)	7.00%	7.00%
Assumed life expectations on retirement at age 65		
Male retiring today (member age 65)	24.0	23.9
Male retiring in 20 years (member age 45 today)	25.9	25.8
Female retiring today (member age 65)	26.3	26.2
Female retiring in 20 years (member age 45 today)	28.4	28.3
	Year ended 31/12/2013	Year ended 31/12/2012
Plan assets		
Percentage of plan assets by asset allocation:		
Equities	77.0%	75.5%
Gilt securities	7.7%	7.9%
Corporate bond securities	11.1%	11.9%
Insured assets	3.4%	4.0%
Cash	0.8%	0.7%
Total	100.0%	100.0%

Expected return on assets by asset allocation (after deduction of expenses):

Total 5.30% 4.70%

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 asset allocation at the measurement date to develop the expected long-term rate of return on assets assumption for the portfolio (after a deduction for expenses). This resulted in the selection of the 5.3% assumption for the 2014 pension cost and 4.7% for the 2013 pension cost.

History of experience gains and losses	2013	2012	2011	2010	2009
Benefit obligation at end of year	45,790	46,911	45,317	41,212	37,566
Fair value of plan assets at end of year	44,208	38,190	34,214	35,498	30,145
Surplus / (deficit)	(1,582)	(8,721)	(11,103)	(5,714)	(7,421)
Difference between expected and actual return on scheme assets:					
• Amount (£'000s)	(4,725)	(2,984)	3,120	(3,503)	(4,937)
• Percentage of scheme assets	(11%)	(8%)	9%	(10%)	(16%)
Experience loss / (gain) on scheme liabilities:					
• Amount (£'000s)	-	-	(1,507)	-	1,784
• Percentage of scheme	0.0%	0.0%	(3.0%)	0.0%	5.0%
Other required disclosure					
Contributions expected to be paid to the plan during the annual period beginning after the reporting period (£'000s)		1,350			
Nature of Plan					The Scheme is a defined benefit pension scheme

Balance sheet reconciliation, excluding any related deferred tax	31/12/2013 £'000s	31/12/2012 £'000s
Net liability as of start of year	8,721	11,103
Pension expense recognised in SOFA in the financial year	287	490
Amounts recognised in SOFA in the financial year	(6,076)	(1,522)

Employer contributions made in the financial year	(1,350)	(1,350)
Net liability as of end of year	<u>1,582</u>	<u>8,721</u>

Membership statistics (as at Triennial valuation dates)	31/12/2010	31/12/2007
Census date		
<u>Active members:</u>		
• Number	-	20
• Total annual pensionable pay (£)	-	755,221
• Average pensionable pay (£)	-	37,761
• Average age	-	52.1
• Average past service	-	21.1
<u>Vested deferred members:</u>		
• Number	114	105
• Average annual pension (£)	5,844	3,917
• Average age	52.5	49.8
<u>Pensioners and beneficiaries:</u>		
• Number	98	97
• Average annual pension	14,402	12,557
• Average age	71.5	69.6
<u>Insured Pensioners:</u>		
• Number	11	14
• Average annual pension (£)	10,400	8,400
• Average age	81.7	81.1
Total numbers	<u>223</u>	<u>236</u>

24. 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. Following legal developments in 2013, the Directors have taken further advice and are actively pursuing resolution with HMRC.

25. POST BALANCE SHEET EVENT

The company has purchased 76 Portland Place. Exchange took place in 2013, with completion on 3 March 2014. The total paid was £13.5m.

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

RIBA Board

Geoff Alsop (from 18 September 2013)	Honorary Treasurer
Roz Barr (from 18 September 2013)	VP Education
Angela Brady (from 1 September 2013)	Immediate Past President
Anthony Clerici	VP Membership
Jane Duncan (until 18 September 2013)	VP Practice & Profession
Jonathan Falkingham	RIBA member
Stephen Hodder (from 1 September 2013)	President
Peter Mathias	RIBA member
Suzanne McCarthy	External non-executive member
Roger Mosey (from 18 September 2013)	Chair, British Architectural Trust Board
Peter Oborn	VP International
Owen O'Carroll (until 18 September 2013)	Honorary Treasurer
Stephen Phillips (until 18 September 2013)	Chair, British Architectural Trust Board
Oliver Richards (until 18 September 2013)	VP Education
Andrew Salter (until 18 September 2013)	Honorary Secretary
Yasmin Shariff (from 18 September)	Honorary Secretary
Dale Sinclair (from 18 September 2013)	VP Practice & Profession
Peter Udall	Non-executive director, RIBA Enterprises Ltd
Pierre Wassenaar (until 19 March 2014)	Council member
Edward Williams	Honorary Librarian

Trustees who are also Council members as at 22 May 2014

President: Stephen Hodder

Geoff Alsop (National)	Peter Oborn (National)
Albena Atanassova (Student member)	Owen O'Carroll (London)
Tim Bailey (North East)	George Oldham (National)
Roz Barr (VP Education- co-option)	Patrick Redmond (West Midlands)
Dan Benham (RSAW President)	Wiebke Rietz (Wessex)
Mark Benzie (National)	Satwinder Samra (Yorkshire)
Dagmar Binsted (London)	Joan Scott (RIAS South)
Angela Brady (IPP)	Alex Scott-Whitby (Associate - co-option)
Matt Brook (North West)	Yasmin Shariff (National)
Peter Caplehorn (National)	Alan Shingler (National)
Sir Sydney Chapman (National)	Roger Shrimplin (East)
Elsbeth Clements (National)	Dale Sinclair (National)
Anthony Clerici (West Midlands)	Sumita Sinha (London)
Ian Collins (Yorkshire)	William Smedley (East Midlands)
Nela de Zoysa (International)	Gordon Smith (RIAS North)
James Karl Fischer (International)	Karl Smith (South East)
Robert Franklin (National)	Dawson Stelfox (RSUA)
Emily Fribbance (Student member)	Meryl Townley (London)
Brian Godfrey (National)	Elena Tsolakis (National)
Christopher Hampson (London)	Peter Udall (North East)
John Hickey (North West)	Philip Waddy (South)
Tzena James (National)	Pierre Wassenaar (RSAW)
Alan Jones (RSUA President)	Francesca Weal (East)
Ivan Jordan (South West)	Sam Webb (National)
Mark Kemp (South West)	Warren Whyte (South)
Martin Knight (London)	Edward Williams (Hon Librarian – co-option)
Dominic Kramer (East Midlands)	Chris Williamson (National)
Owen Luder (National)	Katie Wilmot (National)
Walter Menteth (London)	
Robert Mitchell (Wessex)	

Senior staff members as at 22 May 2014

Group Executive

Harry Rich LLB, CCMi	Chief Executive
Richard Brindley BSc, DipArch, RIBA	Executive Director Membership & Profession
Andy Munro LLB, MA, FCMA	Chief Operating 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:

Lottie Cole MA (Hons)	Director of Development
Steven Cross	Director of Partnerships RIBA Enterprises
Sally Davies BA, CIPD	Head of HR
Cathy Ditchfield BA	Director of Membership
Adrian Dobson BArch, MPhil, RIBA	Director of Practice
Wendy Fish BA, PG DipLib	Director of Library

David Gloster ADip, MSc, DIC, RIBA
William Hawkins BArch, MSC
Belinda Irlam-Mowbray
Maxine McKenzie
Tony Phillips BA, FCCA
Anna Scott-Marshall MA

Director of Education
Director of Nations & Regions Operations
Director of Nations & Regions Innovation
Head of Marketing
Head of Finance
Head of External Affairs

Principal Bankers

Barclays Corporate
Business Services
Level 27
1 Churchill Place
London
E14 5HP

Auditors

Sayer Vincent LLP
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.

Solicitors

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

Investment managers

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

Public benefit

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

- validate UK and overseas schools of architecture, ensuring a high standard of quality of higher education;
- champion the RIBA Chartered Practice scheme, which encourages universal design excellence and a high level of customer service;
- deliver the RIBA awards programme, which identifies the best newly completed projects, new and renovated, to inspire the profession to raise and maintain the standard of good architecture and a public that is more aware of the benefits of good design;
- run a free telephone Information Line that helps members of the public with matters relating to architecture, architects and construction;
- host *RIBApix.com*, the online resource with more than 75,000 images from the RIBA collections, available free of charge as an educational resource, and to buy;
- offer free public access to the British Architectural Library, which makes available the premier architectural resource in the UK and one of the leading specialist libraries in the world;
- provide free access to the reading and study rooms at the V&A and at the RIBA's outstore, together with free online access to one of the world's premier collections of architectural art and photographs;
- offer free exhibitions at 66 Portland Place, the V&A and as possible elsewhere, which help the RIBA share its collections and promote a better understanding of architecture among a wider public audience;
- devise and deliver events and talks which highlight issues of public interest about the built environment and stimulate debate within the profession and wider community;
- work with our members to help them devise and deliver festivals, such as Love Architecture, the national celebration which encourages the general public to get involved in architecture-themed events and discover how architecture relates to everyday life;
- support our members going into schools to talk to students about the role of the architect;
- run *architecture.com*, a free resource about architecture and a gateway to the British Architectural Library catalogue, which ensures that the RIBA collections are more readily accessible to researchers and the general public;
- partner with other like-minded organisations, such as *The Observer* and *Grand Designs Live*, to extend the reach of our work with the public to target new audiences;
- support our branches through the Local Initiative Fund so that they can create exhibitions and events that engage the public in their area; and
- stand up for the consumer through our campaigns such as *HomeWise*, which calls on the government to improve the quality and quantity of new homes.

Supporters

The 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.

Individuals and organisations that have supported the RIBA through donations, grants and sponsorship over £1,000 in 2013.

AKW Medicare
Arts Council of Wales
Arup Sheffield
Assael Architecture
Autodesk/graphisoft/CAD Venture Computers Unlimited
B+ES
BLP
Booths
Callprint
CITB Cymru
Crown Estate
Dame Theresa Sackler
E T Clay Products Ltd
English Heritage
Eric Wright Group
Forbo Flooring Ltd
Foreign Office
GLA
Glassolutions
Herman Miller
HLM Architects
Ibstock Brick Ltd
Lancashire County Council
Links Project Management
Lord and Lady Palumbo
Manchester School of Architecture (MMU)
Mr and Mrs Basil Postan
Mr and Mrs Maurice Lambert
Mr and Mrs Russ Carr
Mr Christophe Egret
Mr Derek Wyatt
Mr Harry Rich
Mr Richard Steer
Mrs Carine Szwajcer
Mrs Rosamund Fokschaner
Mrs Sara Galbraith and Mr Robert Ham QC
Ms Anne Kriken Mann
Ms Britt Tidelius
NAA
Nest
Ordnance Survey
Pinders
Qatari Diar
QMS

Sir Christopher Howes
Sir John and Lady Ritblat
Skidmore Owings & Merrill
The Garfield Weston Foundation
The Headley Trust
UKTI
West Yorkshire Society of Architects
Westerhope Tiling Centre

And all those who wish to remain anonymous.

Individuals and organisations that have supported the RIBA through gifts in kind in 2013.

Adrian Mortimer
Allies and Morrison
Alison Cunningham
Anne Whichcord
Charles Correa
Daniel Huws
Design Junction
Disegno Magazine
Dr Terry Friedman (bequest)
Elizabeth Nathaniels
Hobs Studio
Ian Taylor
John McAslan + Partners
Leeds Metropolitan University
Lindum Construction
Lord Crathorne
Lucy Archer
Margerie Maclean (bequest)
Michael Drage
Mr Harry Handelsman
Peter Maycox
Pipers
RIBA Enterprises
Shui On Land (China)
Somerset House
Southbank Centre
Steelcase Solutions

And all those who wish to remain anonymous.

