

Registered number: 05476000
Charity number: 1140357

International Road Assessment Programme
(A company limited by guarantee)

Trustees' report and financial statements

For the year ended 31 December 2021

International Road Assessment Programme
(A company limited by guarantee)

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**Reference and administrative details of the charity, its trustees and advisers
For the year ended 31 December 2021**

Trustees	Gary Liddle, (Resigned as Chairman 28 February 2022) Miquel Nadal (Appointed as Chairman 28 February 2022) Saul Billingsley F Emanuel Smith Dr Susan M Sharland Shane I O'Connor Raquel Barrios Quintanilla (appointed 9 September 2021) Ian Andrew Gillespie (appointed 2 June 2021)
Company registered number	05476000
Charity registered number	1140357
Registered office	60 Trafalgar Square London WC2N 5DS
Principal operating office	Bracknell Enterprise and Innovation Hub Ocean House The Ring Bracknell Berkshire RG12 1AX
Company secretary	Shona Holroyd
Chief executive officer	Robert McInerney
Independent auditors	Haines Watts Chartered Accountants and Statutory Auditor 178 Buckingham Avenue Slough Berkshire SL1 4RD
Bankers	Barclays Bank plc Basingstoke & Reading Business Centre 8 Market Place Basingstoke Hampshire RG21 7QA
Solicitors	Farrer & Co. 66 Lincoln Inn Fields London WC2A 3LH

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Trustees' report For the year ended 31 December 2021

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the financial statements of the International Road Assessment Programme (iRAP) (the company) for the year ended 31 December 2021.

The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) as amended by Update Bulletin 1 (effective 1 January 2015).

Since the charity and the group qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

The company and the group also operate under the name IRAP.

Objectives and Activities

a. Policies and objectives

iRAP was established for the international promotion and improvement of road safety and the quality of roads for the public benefit. iRAP's vision is for a world free of high-risk roads for all road users.

In setting objectives for the year and planning its activities, the trustees have considered the Charity Commission's guidance on public benefit. In seeking grants and other voluntary income to support its ongoing work, the trustees give careful consideration of the accessibility of its work to those organisations that seek to further the public benefit in relation to road safety. The use of the free-to-air iRAP tools, systems, specifications and support materials by government, industry, research and NGO partners worldwide remain central to fulfilling the charity's vision for creating a world free of high-risk roads for all road users.

Achievements and performance

The achievements and performance of the iRAP Programme to date including the programme highlights for the year to the end of December 2021 are:

- Safety assessments in **107 countries** (additional 5 countries in last 12 months: Cyprus, Ecuador, Mozambique, Tunisia, Uzbekistan).
- Crash rate risk maps for over **1.6 million km of roads** (additional 123,395 in last 12 months). Major assessments in China, UK, Spain, Serbia, Croatia, Cyprus and Slovenia.
- **1.3 million km of roads Star Rated** (additional 150,753km in last 12 months). Major assessments in Australia, UK, Kazakhstan, Spain, Philippines, South Africa, USA, Qatar and Brazil.
- Over **82,000km of "light" Star Ratings** (additional 33,643km in last 12 months). Major countries include Thailand and Australia.
- **Star Ratings of Designs for more than 13,700km of roads** (additional 4,756km in last 12 months. Major countries: Australia, Ghana, Cyprus, Ethiopia, Fiji, Mexico and Uzbekistan).
- More than **108,000km of roads have been upgraded** with safety enhancements.
- Nearly **\$80 billion of investment** in 62 countries has been made safer informed by iRAP assessments (New countries: Mozambique, Panama, Uganda, Croatia).

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Trustees' report (continued) For the year ended 31 December 2021

- **Star Ratings for Schools (SR4S) used at 834 schools across 52 countries** (164 new schools in 12 new countries in last 12 months – New presence in Croatia, El Salvador, Kazakhstan, Mozambique, Peru, Slovenia, Tanzania, Tunisia, Ecuador, Indonesia, Portugal and UK).
- **Over 34 million km of data has been processed** in iRAP's online software ViDA used by 11,306 registered users (additional 7.2 million km and 3,164 users).
- **46,925 participants in iRAP and safer roads training and events** (additional 18,969 in last 12 months including historical inputs).
- Training courses are now delivered in **16 languages**.
- **186 iRAP accredited individuals** and 15 accredited inspection systems in 40 countries (additional 54 suppliers in last 12 months).
- **92 organisations with an accredited individual** or inspection system.
- **59 3-star or better policies or guidelines** exist worldwide including iRAP metrics and performance targets (examples of new: Road Safety Campaigns Indonesia, Parana Brazil, Global Plan, Australia, NZ and Croatia National Strategies 2021-30, Australian Rural Roads Programme).

A selected sample of specific achievements and activities aligned to iRAP's "Partnerships for 2030 Impact" goals in the 2021 calendar year include:

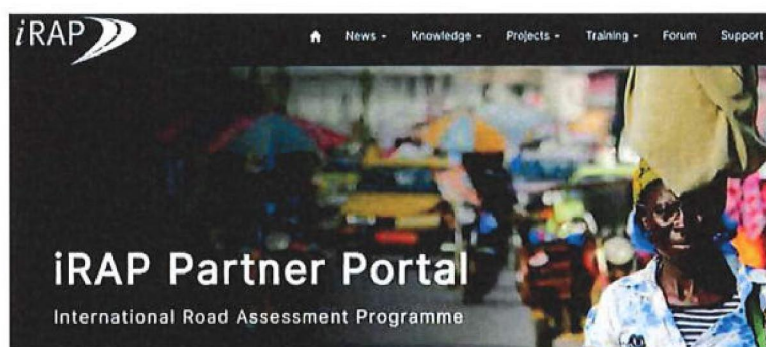
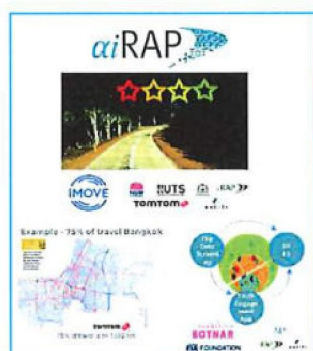
- Launch of the UN Global Plan and iRAP's Plan for the Decade of Action for Road Safety and associated iRAP Menu of Tools highlighting how the charity will support partnerships to save 2,000,000+ people from death or injury, make 200,000+km of roads safer and influence USD\$200 billion of road infrastructure investment in the next 10 years.
- The successful UN Global Road Safety Week: Streets for Life #Love30 campaign where iRAP worked in collaboration with partners including FIA Foundation, WHO, the Global Alliance of NGOs and the NACTO Global Designing Cities Initiative to produce iRAP related Streets for Life resources that reached more than 225,000 people on social media.
- The launch of the first World Bank Road Safety Bond and the development of the Mobilising Private Sector Finance for Road Safety knowledge report with the World Bank, IFC, FIA and iRAP (launched in February 2022) provides critical institutional support for results based financing with impressive scaling of investment in Brazil already and through iRAP concessionaire partnerships worldwide linked to sustainability reporting (e.g. Aleatica, Transurban).
- The accelerated and intelligent coding of iRAP attributes (AiRAP) has benefited from practical projects that will see identification of high-risk schools across Vietnam (Botnar, FIA Foundation, AIPF), open source intelligent coding in Brazil (IDB) and LMIC pilots in Africa to generate maps of speed and where 75% of travel is in support of the global targets (World Bank, GRSF, Agilysis). This is in addition to investment in the data marketplace that will deliver a sustainable business model for the supply of data to road agencies, fleet managers and insurance companies alike.
- In addition to the scaling of activity and investment by existing RAPs including AusRAP, IndiaRAP, BrazilRAP, ThaiRAP, MyRAP, usRAP, ChinaRAP, KiwiRAP and SARAP interest for new locally-led RAPs is being supported in Indonesia, Tanzania, Tunisia, Nigeria, Bahrain, Qatar, Zambia, United Arab Emirates, Israel, Morocco, Zimbabwe, Uruguay, Colombia, Guatemala, Chile, Mexico, Kazakhstan, Uzbekistan and the Philippines.

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- iRAP's support and advocacy for improved road safety has continued at the global level with key involvement in events including the UN High Level Meeting on Road Safety, the launch of the UN Special Envoy's AI for Road Safety initiative, UN Global Sustainable Transport Conference, the iRAP and RRSO Innovation Workshop with 1,314 registrations from 124 countries and celebrating SR4S Lead Partner success.
- The FedEx supported iRAP Connect Partner Portal has also been launched to provide a greater level of support and connection between programme partners that can help share and scale success from one programme to the other and ensure an efficient, effective and sustainable global programme going forwards as the number of partnerships grow.

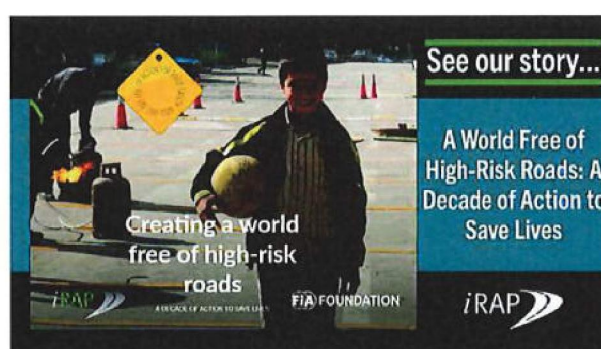


2021 iRAP Impact Case Studies

a) First Decade of Action for Road Safety

iRAP captured its first Decade of Action for Road Safety impact with an image-rich virtual story – “A World Free of High-Risk Roads: A Decade of Action to Save Lives”. iRAP and its partners' impact during the first Decade of Action 2011-2020 were summarised with 20 key achievements in the charity's 2020 Vision, including Prince Michael international award recognition.

See the virtual story at
<https://irap.org/2021/03/a-decade-of-action-for-safe-r-roads-irap-releases-results/>



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Trustees' report (continued) For the year ended 31 December 2021

b) Strategic Project Partnerships

The majority of iRAP assessments are completed directly by partners around the world using the well-established iRAP accredited supplier network. Where desired some partners and suppliers choose to involve the iRAP team directly in project partnerships to support the development of local capacity and innovation activities. Examples from 2021 include:

- The BIGRS global project funded by Bloomberg Philanthropies and undertaken by the Global Road Safety Facility with support from iRAP.
- The UN Road Safety Fund supported Ten Steps for Safer Road Infrastructure partnership led by IRF Geneva.
- BrazilRAP support including DNIT National Assessment quality assurance
- IndiaRAP Programme support enabled by FedEx and national level project activity with the World Bank, ADB and other national partners.
- Support for the European Commission and EuroRAP delivered SLAIN, SABRINA and RADAR projects in Europe.
- iRAP support for local suppliers and other partners in Kazakhstan, Ecuador, China, Brazil, Australia, Vietnam, Nepal, Colombia, Uruguay, Nigeria, Albania, Poland, Dominican Republic, Fiji and Uzbekistan amongst others

c) Star Rating for Designs

In support of the Global Road Safety Performance Target for all new roads to be 3-star or better for all road users, the GRSF, FIA Foundation and iRAP developed Star Rating for Designs methodology is making it easy for road designers to assess and understand the safety performance of their road projects right from the start.

Key design firms including Arup are embracing the Star Rating for Designs tools as part of their outcome-led designs. Major road projects like the Américo Vespucio Oriente I (AVO I) concession in Chile, one of the largest infrastructure projects in Latin America, have also been assessed using the iRAP Star Rating methodology prior to its commission in 2022.

d) Star Rating for Schools

Leading child safety NGOs around the world are incorporating the Star Rating for Schools approach in their programmes to deliver safer journeys to school for all children. Lead donors include the FIA Foundation, FedEx and 3M and at the end of 2021 the NGO partners had assessed 834 schools across 52 countries with over 100,000 children benefitting from safer journeys. In total an estimated US\$2.9 million has been invested by partners in upgrading safety around schools. Over 3,500 people have now been trained in the use of the Star Rating for Schools approach.



Kwapda'as Road Safety Demand Trust (KRSD Trust)



The FIA School Assessment Toolkit and grants

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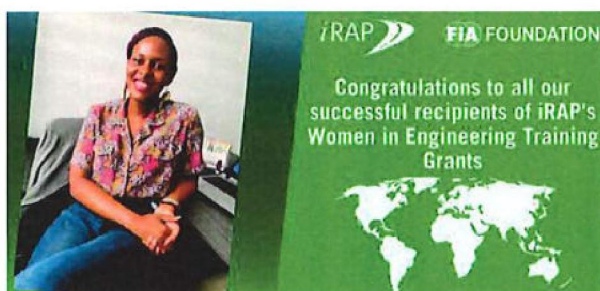
e) Impact Investment and Mobilising Private Sector Capital for Road Safety

The World Bank and International Finance Corporation (IFC), in partnership with the International Road Assessment Programme (iRAP) and FIA High Level Panel for Road Safety examined the market failure in road safety funding and have developed practical business models to mobilise the private investment and sustainable finance needed to address the invisible crisis of dangerous roads.

The World Bank Group [Saving Lives Through Private Investment in Road Safety](#) Report highlights road crashes as one of the leading causes of fatalities and serious injuries (FSIs) worldwide. Continuing with "business as usual" will see more than 375 million mostly young people killed and injured over the next decade resulting in economic losses of more than US\$20 trillion by 2030. The report calls for a critical mobilization of private sector investment to address the gap and aligns with the recently launched Global Plan for the Decade of Action for Road Safety 2021-2030 to halve global road deaths and injuries by 2030. This includes investment focused on achieving Target 3 for all new roads to be 3-star or better for all road users and Target 4 to see more than 75% of travel in each country to be on roads that are 3-star or better for all.

f) Building capacity – over 46,000 people trained

In addition to global training and accreditation activities and event-related training and webinars iRAP initiated two new training grant programmes in 2021 to boost capacity for LMIC Road Safety Professionals in Africa and female engineers globally as part of the International Women in Engineering Day activities.



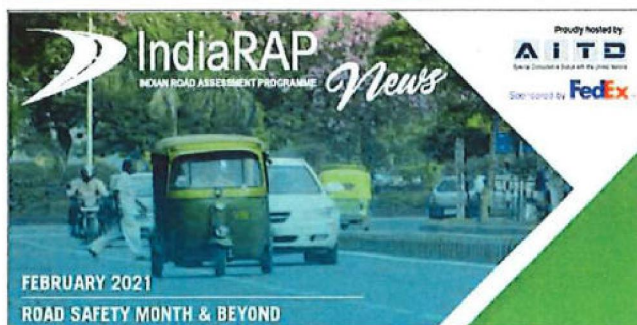
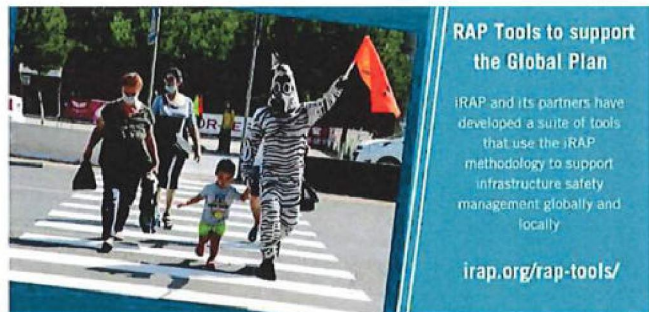
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g) iRAP Communications and Events

Key communications metrics during the past 12 months include:

- 2.6 million touchpoints with our #RAPCommunity over the last 12 months
- 1.6 million people reached
- 586,000 webpage views (~1,500 / day in last 6 months)
- 131 published news articles
- 332,430 people reached by email (open rate 23.6%)
- 13,836 social media followers
- 1,311 new knowledge articles added to iRAP Connect
- 80 events supported



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Trustees' report (continued) For the year ended 31 December 2021

Plans for the future

iRAP's vision is for a world free of high-risk roads for all road users and the FIA Foundation donor support allows iRAP to build and support the Partnerships for 2030 Impact in the years ahead. The focus for the future is on shared ownership and success enables a significant scaling of impact and leveraged investment by partners worldwide with a summary of programme achievements provided below.

The direct inclusion of 3-star or better targets in the UN 2nd Decade of Action Plan for Road Safety (UN Global Plan) is a significant achievement and is the result of the many years of iRAP partner investment in the evidence-based tools and programme support for development bank, government, industry, research and NGO partners worldwide.



Results-based financing with 3-star or better targets and the use of iRAP metrics and investment plans to shape more than US\$80 billion of investment globally represents a 1000 times plus leveraging of core FIA Foundation donor funds and partner contributions. The single investment in global tools within an innovation framework that captures local needs and expertise in shaping the next generation of tools for the mutual benefit of all is an efficient use of both iRAP and partner resources worldwide whose impact will be of benefit in the years ahead.

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Trustees' report (continued) For the year ended 31 December 2021

The volume of countries looking to develop and lead their own national programmes rapidly expanded in 2021 reinforcing the shared ownership and sustainability of the programme for the future. The number of local agencies and experts able to lead national RAP programmes has grown. This is in support of the SDG targets to halve road deaths and injuries by 2030 and Target 3 to ensure all new roads are 3-star or better and Target 4 to progressively raise the standard of existing roads to ensure >75% of travel is on the equivalent of 3-star or better by 2030. Supplier networks have also expanded to ensure that there is an open marketplace to support the delivery of iRAP assessments worldwide and we expect this to continue in the future as the Programme develops.

Financial review

a. Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

b. Investment policy and performance

Under the memorandum and articles of association, the charity has the power to deposit and invest its funds in any manner (but to invest only after obtaining such advice from a financial expert such as the Trustees consider necessary) and having regard to the suitability of investments and the need for diversification. The charity has adopted a low risk approach to investing surplus cash by placing cash on deposit accounts at the bank.

c. Principal funding

iRAP benefits from the generous support of the FIA Foundation for the Automobile and Society and this support will continue until at least 2025.

Our partnerships with the Global Road Safety Facility, World Bank, Caribbean Development Bank, Asia Development Bank, European Commission, European Investment Bank, Australian AID, Latin American Development Bank and the Inter American Development Bank continue to enable iRAP assessments to be undertaken in low income and middle income countries around the world. The financing for the road upgrades is typically supported by these same agencies in partnership with the relevant government agency.

High income countries continue to invest in their own programmes with central iRAP support. Automobile club and government partners finance and undertake national assessments with the RAP protocols integrated in their advocacy, policy and decision making as appropriate.

The iRAP Centre of Excellence network now includes ARRB Group (Australia); MRI Global (USA), the Malaysian Institute of Road Safety Research (MIROS); TRL (UK); the Instituto Mexicano del Transporte, Korean Transport Institute (KOTI), SWOV (Netherlands), LabTrans (Brazil), the Research Institute of Highways (China) and also now the University of Zagreb, Faculty of Transport and Traffic Sciences (FPZ) based in Croatia.

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Trustees' report (continued)
For the year ended 31 December 2021

d. Reserves Policy

With the financial support of the FIA Foundation, the Trustees are agreed that iRAP holds sufficient funds to meet both contractual obligations and to enable future programme development. In light of increased staff commitments, the Trustees have agreed that iRAP should continue to grow its reserves towards £900k. At the year end, the charity had available reserves of £843,891.

Structure, governance and management

a. Constitution

iRAP is registered as a charitable company limited by guarantee and was incorporated on 9 June 2005. A subsidiary company, Road Assessment Services Limited, was incorporated on 15 May 2012. It is a wholly owned subsidiary of iRAP and together they form the iRAP group.

The principal objective of the company and the group is the international promotion of the improvement of road safety and quality of roads for the public benefit.

b. Method of appointment or election of Trustees

The management of the company and the group is the responsibility of the Trustees who are elected and co opted under the terms of the Articles of Association.

Trustees are sought for the Board specifically to add value to the charity. This is both in terms of creating a Board that is representative of the community that the charity serves and one that has all of the skills and experience required to properly carry out the work of the charity.

c. Policies adopted for the induction and training of Trustees

The charity is fortunate that it is able to attract committed individuals with great relevant experience in the field and in public life. When a potential trustee is identified, they are usually invited to attend a Trustees' meeting in the capacity of observer. Once they and the Board of Trustees have gained a greater understanding of each other they are nominated for election to the position of trustee and elected by unanimous decision.

Most Trustees are already familiar with the practical work of the charity and familiar with the work of charities in general. New Trustees are given briefings to provide personally tailored orientation to brief them as appropriate on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision making processes, the business plan and recent financial performances of the charity. The opportunity of the new Trustee is generally taken to provide the Board as a whole with presentations of overall progress with the charity's work. If needed, Trustees would be encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

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Trustees' report (continued)
For the year ended 31 December 2021

d. Pay policy for senior staff

It is essential for iRAP to have credible leaders who bring professional expertise, leadership experience and who are capable of developing and growing the organisation to be world class. Having a competitive reward offering is one of the many ways in which iRAP can secure the very best people.

iRAP has a clear and transparent policy that not only ensures the selection and retention of high calibre leaders but also ensures our donors, supporters, staff, volunteers, beneficiaries and public recognise the importance of accountability in all aspects of our work including the determination of pay and benefits of the Chief Executive and senior management team.

The Board of Trustees is responsible for defining iRAP's pay policy approving and deciding on the salaries of the Chief Executive and the senior management team. The Board delegates this responsibility to the Remuneration Committee which is chaired by a nominated trustee. More information about pay ranges for our senior staff is in the relevant disclosure on staff costs.

Our approach is to pay a fair salary to attract and retain skilled and expert senior leaders for iRAP. Salaries and benefits should be competitive within the charity sector, proportionate to the complexity of each role and responsible in line with our charitable objectives. To achieve this our Executive Group Pay Policy aims to:

- Ensure performance is reviewed and reported to the Remuneration Committee on an annual basis.
- To pay a fair salary in the respective geographic market to attract and retain skilled staff, meeting all national pay standards and provide all staff with a living wage.
- Apply performance related pay elements only where required.
- Monitor charity sector trends through appropriate surveys.

e. Organisational structure and decision making

The charity is ultimately governed by the Trustees who agree and monitor the Forward Plan and approve all of the charity's policies. The day to day running of the charity is delegated to staff under the leadership of the Executive. Trustee meetings are held at least three times a year primarily to review financial reports, discuss issues of strategic direction, and programme priorities.

For the purposes of company law, the Trustees shown on page 1 are the directors of the company. The Trustees who served during the year were as follows:

Miquel Nadal
Gary Liddle
Saul Billingsley
F Emmanuel Smith
Susan Sharland
Shane I O'Connor
Raquel B Quintanilla
Ian A Gillespie

The minimum number of Trustees shall be two save for circumstances where a charity (as defined by s1 of the Charities Act 2011) is appointed as a trustee, in which case it may serve as a sole trustee of the charity. The maximum number is twelve.

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Trustees' report (continued)
For the year ended 31 December 2021

f. Risk management

iRAP acknowledges at all times the risks associated with its work as a charitable company. The charity has risk management policies and procedures through which risks arising from existing operations and developments are identified and evaluated. The Trustees are required to analyse these, assess them according to their impact on the Charity and their likelihood of occurrence and report on procedures which are in place or are developed or enhanced to provide assurance that the risk is being minimised. The key risks which iRAP has identified and the steps being taken to minimise these risks are listed below:

Technology risk:

This risk is being managed by having regular stakeholder engagement and an innovation development plan for all our products.

Inflation risk:

This risk is being managed by having regular reviews of our pricing policies and investment strategies.

Volatility in funding and other financial risks:

This risk is managed by the provision and review of management accounts and long term financial forecasts with action plans to bridge any funding gaps. In addition to this, the Charity's Reserves policy is regularly reviewed to ensure that it is in line with the charity's needs. Volatility in exchange risks is managed through the provision of forward currency hedging. The risk of fraudulent payments is minimised through the provision of a dual signatory policy on all payments. iRAP is also increasing the number of income streams to diversify its sources of income.

Reputation risk:

The risk to iRAP's reputation is minimised through the provision of a strong quality assurance process and by having crisis management strategy in place. In addition to this, iRAP works very closely with all key stakeholders and holds regular meetings and workshops with them to update them on progress and developments to ensure that the iRAP high standards are maintained.

Loss of key executive staff:

Staff contingency plans have been developed and reward and retention strategies in place. Performance reviews are held with staff to regularly review their progress against objectives set.

g. Information on fundraising practices

The International Road Assessment Programme (iRAP) is registered with the Fundraising Regulator, the independent body which sets and maintains the standards for charitable fundraising in England, Wales and Northern Ireland. This demonstrates our commitment to good fundraising practice. We have also committed to abide by their Code of Fundraising Practice and to the Fundraising Promise.

All our fundraising efforts are undertaken by our own staff, trusted partners and volunteers and we do not engage any professional fundraisers to undertake any fundraising on our behalf. At all times, we ensure that our fundraising is clear, open and honest. During the year, no complaints were received by the charity in respect of its fundraising activities.

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Trustees' report (continued)
For the year ended 31 December 2021

Trustees' responsibilities statement

The Trustees (who are also directors of International Road Assessment Programme for the purposes of company law) 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).

Company law 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 charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company and the group's transactions and disclose with reasonable accuracy at any time the financial position of the charitable group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company 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 corporate and financial information included on the charitable group's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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Trustees' report (continued)
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Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

This report was approved by the Trustees, on 9 June 2022 and signed on their behalf by:

Miquel Nadal

.....
Miquel Nadal
Trustee

International Road Assessment Programme
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Independent auditors' report to the members of International Road Assessment Programme

Opinion

We have audited the financial statements of International Road Assessment Programme (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the group Consolidated statement of financial activities incorporating income and expenditure account, the group Consolidated balance sheet, the group Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 December 2021 and of the group's incoming resources and application of resources, including its income and expenditure 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 Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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Independent auditors' report to the members of International Road Assessment Programme

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditors' report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charity has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report.

International Road Assessment Programme

(A company limited by guarantee)

Independent auditors' report to the members of International Road Assessment Programme

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charity for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charitable company and the industry in which it operates, and considered the risk of acts by the charitable company that were contrary to applicable laws and regulations, including fraud. We discussed with the Trustees the policies and procedures in place regarding compliance with laws and regulations. We discussed amongst the audit team the identified laws and regulations, and remained alert to any indications of non-compliance.

During the audit we focussed on laws and regulations which could reasonably be expected to give rise to a material misstatement in the financial statements, including, but not limited to, the Companies Act 2006 and UK tax legislation. Our tests included agreeing the financial statement disclosures to underlying supporting documentation and enquiries with management.

Our procedures in relation to fraud included but were not limited to: inquiries of management whether they have any knowledge of any actual, suspected or alleged fraud, and discussions amongst the audit team regarding risk of fraud such as opportunities for fraudulent manipulation of financial statements. We determined that the principal risks related to posting manual journal entries to manipulate financial performance and management bias through judgements in accounting estimates. We also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the Trustees that represented a risk of material misstatement due to fraud.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

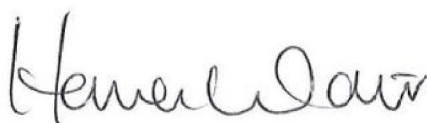
International Road Assessment Programme
(A company limited by guarantee)

Independent auditors' report to the members of International Road Assessment Programme

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Jane Wills (Senior Statutory Auditor)
for and on behalf of

Haines Watts
Chartered Accountants and Statutory Auditor

178 Buckingham Avenue
Slough
Berkshire
SL1 4RD

Date: 20/6/22

International Road Assessment Programme

(A company limited by guarantee)

Consolidated statement of financial activities incorporating income and expenditure account
For the year ended 31 December 2021

	Note	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:				
Donations and legacies	2	1,310,679	1,310,679	1,077,908
Charitable activities	3	453,613	453,613	642,789
Net income from trading activities	4	483,731	483,731	306,258
Other income		<u>26,011</u>	<u>26,011</u>	<u>3,063</u>
Total income		<u>2,274,034</u>	<u>2,274,034</u>	<u>2,030,018</u>
Expenditure on:				
Trading activities	4	309,936	309,936	289,092
Charitable activities		<u>1,742,709</u>	<u>1,742,709</u>	<u>1,794,575</u>
Total expenditure		<u>2,052,645</u>	<u>2,052,645</u>	<u>2,083,667</u>
Net income before other recognised gains and losses		221,389	221,389	(53,649)
Net movement in funds		221,389	221,389	(53,649)
Reconciliation of funds:				
Total funds brought forward		<u>622,502</u>	<u>622,502</u>	676,154
Total funds carried forward		<u>843,891</u>	<u>843,891</u>	<u>622,505</u>

The notes on pages 23 to 33 form part of these financial statements.

International Road Assessment Programme

(A company limited by guarantee)
Registered number: 05476000

Consolidated balance sheet
As at 31 December 2021

	Note	£	2021 £	£	2020 £
Fixed assets					
Tangible assets	8		16,006		10,556
Current assets					
Debtors	9	422,131		529,857	
Cash at bank and in hand		<u>859,474</u>		<u>678,411</u>	
		1,281,605		1,208,268	
Creditors: amounts falling due within one year	10	<u>(453,720)</u>		<u>(596,319)</u>	
Net current assets			<u>827,885</u>		<u>611,949</u>
Net assets			<u>843,891</u>		<u>622,505</u>
Charity Funds					
Unrestricted funds	11		<u>843,891</u>		<u>622,505</u>
Total funds			<u>843,891</u>		<u>622,505</u>

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

The financial statements were approved and authorised for issue by the Trustees on 9 June 2022 and signed on their behalf, by:

Miquel Nadal

.....
Miquel Nadal

The notes on pages 23 to 33 form part of these financial statements.

International Road Assessment Programme

(A company limited by guarantee)

Registered number: 05476000

Charity balance sheet
As at 31 December 2021

	Note	£	2021 £	£	2020 £
Fixed assets					
Tangible assets	8		16,006		10,556
Investments			<u>100,001</u>		<u>100,001</u>
			116,007		110,557
Current assets					
Debtors	9	500,654		341,737	
Cash at bank			<u>634,135</u>	<u>624,686</u>	
		1,134,789		966,423	
Creditors: amounts falling due within one year	10	<u>(406,905)</u>		<u>(454,478)</u>	
Net current assets			<u>727,884</u>	<u>511,945</u>	
Net assets			<u>843,891</u>	<u>622,502</u>	
Charity Funds					
Unrestricted funds			<u>843,891</u>	<u>622,502</u>	
Total funds			<u>843,891</u>	<u>622,502</u>	

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

The financial statements were approved and authorised for issue by the Trustees on 9 June 2022 and signed on their behalf, by:

Miquel Nadal

.....
Miquel Nadal

The notes on pages 23 to 33 form part of these financial statements.

International Road Assessment Programme
(A company limited by guarantee)

Consolidated statement of cash flows
For the year ended 31 December 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	13	<u>194,987</u>	<u>(37,477)</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		<u>(13,924)</u>	<u>(6,911)</u>
Net cash used in investing activities		<u>(13,924)</u>	<u>(6,911)</u>
Change in cash and cash equivalents in the year		181,063	(44,388)
Cash and cash equivalents brought forward		<u>678,411</u>	<u>722,799</u>
Cash and cash equivalents carried forward	14	<u>859,474</u>	<u>678,411</u>

The notes on pages 23 to 33 form part of these financial statements.

International Road Assessment Programme
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2021

1. Accounting policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

International Road Assessment Programme meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

No separate SOFA has been presented for the charity alone as permitted by section 408 of the Companies Act 2006.

The comparative Consolidated Statement of financial activities includes presentational changes to split out trading income and expenditure relating to the trading subsidiary which was previously netted off.

1.2 Company status

The charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Project income is recognised on the stage of completion of the project, which is calculated based on the estimated margin at completion of the project.

1.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management carried out at their Headquarters.

Charitable activities and Governance costs are costs incurred on the charity's educational operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

International Road Assessment Programme
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2021

1. Accounting policies (continued)

1.5 Basis of consolidation

The financial statements consolidate the accounts of International Road Assessment Programme and all of its subsidiary undertakings ('subsidiaries').

The charity has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own income and expenditure account.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Office equipment	-	3 years straight line
Computer equipment	-	2 years straight line

1.7 Interest receivable

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

1.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.9 Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.10 Liabilities

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

International Road Assessment Programme
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2021

1. Accounting policies (continued)

1.11 Derivative financial instruments

The Charity's activities expose it to the financial risk of changes in foreign exchange rates and they therefore enter into forward contracts to hedge against volatile exchange rate movements.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value. The method of recognising any resulting gain or loss depends on whether the derivative is designated as a hedging instrument and, if so, the nature of the item being hedged.

Changes in the fair value of any derivative instruments that do not qualify for hedge accounting are recognised immediately in the income statement.

1.12 Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction. Exchange gains and losses are recognised in the statement of financial activities.

1.13 Pensions

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

1.14 Going concern

The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

The financial statements have been prepared on a going concern basis. The trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment. They have also taken into account the impact Covid-19 has had on their business over the past 12 months, and evaluated the measures taken so far to mitigate the impact. Based on these assessments, the trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

International Road Assessment Programme
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2021

2. Income from donations and legacies

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Grants	1,310,608	1,310,608	1,077,829
Similar incoming resources	71	71	79
	<u>1,310,679</u>	<u>1,310,679</u>	<u>1,077,908</u>
Total donations and legacies			
	<u>1,310,679</u>	<u>1,310,679</u>	<u>1,077,908</u>
Total 2020	<u>1,077,908</u>	<u>1,077,908</u>	

3. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Project delivery income	375,954	375,954	598,548
Accreditation	59,293	59,293	26,482
Webinars	18,366	18,366	17,759
	<u>453,613</u>	<u>453,613</u>	<u>642,789</u>
Total 2020	<u>642,789</u>	<u>642,789</u>	

International Road Assessment Programme
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2021

4. Trading activities

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Net income from trading subsidiary	<u>483,731</u>	<u>483,731</u>	<u>306,258</u>
Trading expenses			
Trading expenses from trading subsidiary	<u>309,936</u>	<u>309,936</u>	<u>289,092</u>
	<u>173,795</u>	<u>173,795</u>	<u>17,166</u>

The wholly owned subsidiary, Road Assessment Services Limited, which is incorporated in the United Kingdom, pays its taxable profits to the charity by equity distribution. Its results are consolidated with those of International Road Assessment Programme. The charity owns the entire issued share capital of £100,001.

5. Net income/(expenditure)

This is stated after charging/(crediting):

	2021 £	2020 £
Depreciation of tangible fixed assets: - owned by the charitable group	7,745	70,986
Movement on foreign exchange	<u>20,634</u>	<u>(48,381)</u>

During the year, no Trustees received any remuneration (2020 - £NIL).

During the year, no Trustees were reimbursed travel expenses (2020 - £nil).

During the year, there was £71 donations received from Trustees (2020 - £nil).

6. Auditors' remuneration

	2021 £	2020 £
Fees payable to the charity's auditor and its associates for the audit of the charity's annual accounts	11,000	10,600
Fees payable to the charity's auditor and its associates in respect of:		
Taxation compliance services	<u>1,200</u>	<u>1,175</u>

International Road Assessment Programme
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2021

7. Staff costs

Staff costs were as follows:

	2021 £	2020 £
Wages and salaries	1,034,531	1,034,414
Social security costs	59,706	56,305
Other pension costs	104,185	107,675
	<u>1,198,422</u>	<u>1,198,394</u>

The average number of persons employed by the charity during the year was as follows:

	2021 No.	2020 No.
Trustees	7	5
Employees	<u>21</u>	<u>20</u>
	<u>28</u>	<u>25</u>

The number of higher paid employees was:

	2021 No.	2020 No.
In the band £60,001 - £70,000	1	2
In the band £70,001 - £80,000	2	1
In the band £80,001 - £90,000	0	1
In the band £90,001 - £100,000	1	2
In the band £100,001 - £200,000	3	2

£259,769 was paid to key management of the charity during the year (2020: £244,706).

International Road Assessment Programme
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2021

8. Tangible fixed assets

Group	Office equipment £	Computer equipment £	Total £
Cost			
At 1 January 2021	28,787	125,912	154,699
Additions	13,924	-	13,924
Disposals	(1,873)	-	(1,873)
At 31 December 2021	<u>40,838</u>	<u>125,912</u>	<u>166,750</u>
Depreciation			
At 1 January 2021	18,231	125,912	144,143
Charge for the year	7,745	-	7,745
On disposals	(1,144)	-	(1,144)
At 31 December 2021	<u>24,832</u>	<u>125,912</u>	<u>150,744</u>
Net book value			
At 31 December 2021	<u>16,006</u>	<u>-</u>	<u>16,006</u>
At 31 December 2020	<u>10,556</u>	<u>-</u>	<u>10,556</u>

Charity	Office equipment £
Cost	
At 1 January 2021	28,787
Additions	13,924
Disposals	(1,873)
At 31 December 2021	<u>40,838</u>
Depreciation	
At 1 January 2021	18,231
Charge for the year	7,745
On disposals	(1,144)
At 31 December 2021	<u>24,832</u>
Net book value	
At 31 December 2021	<u>16,006</u>
At 31 December 2020	<u>10,556</u>

International Road Assessment Programme
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2021

9. Debtors

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade debtors	86,910	218,965	20,909	46,218
Amounts owed by group undertakings	-	-	215,427	44,524
Other debtors	139,925	163,852	138,631	162,941
Prepayments and accrued income	195,296	147,040	125,687	88,054
	<u>422,131</u>	<u>529,857</u>	<u>500,654</u>	<u>341,737</u>

10. Creditors: Amounts falling due within one year

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade creditors	5,203	69,056	5,132	69,049
Other taxation and social security	21,199	33,255	21,199	33,255
Other creditors	7,206	12,740	7,203	12,740
Accruals and deferred income	420,112	481,268	373,371	339,434
	<u>453,720</u>	<u>596,319</u>	<u>406,905</u>	<u>454,478</u>

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Deferred income				
Deferred income at 1 January 2021	280,998	225,643	155,186	212,020
Resources deferred during the year	146,187	280,998	124,675	155,186
Amounts released from previous years	(280,998)	(225,643)	(155,186)	(212,020)
Deferred income at 31 December 2021	<u>146,187</u>	<u>280,998</u>	<u>124,675</u>	<u>155,186</u>

International Road Assessment Programme
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2021

11. Statement of funds

Statement of funds - current year

	Balance at 1 January 2021 £	Income £	Expenditure £	Balance at 31 December 2021 £
General funds				
Reserves	622,505	2,274,034	(2,052,648)	843,891
	<u>622,505</u>	<u>2,274,034</u>	<u>(2,052,648)</u>	<u>843,891</u>

Statement of funds - prior year

	Balance at 1 January 2020 £	Income £	Expenditure £	Balance at 31 December 2020 £
General funds				
Reserves	<u>676,154</u>	<u>2,030,018</u>	<u>(2,083,667)</u>	<u>622,505</u>

12. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	16,006	16,006
Current assets	1,281,605	1,281,605
Creditors due within one year	(453,720)	(453,720)
	<u>843,891</u>	<u>843,891</u>

International Road Assessment Programme
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2021

12. Analysis of net assets between funds – continued

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	10,556	10,556
Current assets	1,208,268	1,208,268
Creditors due within one year	(596,319)	(596,319)
	<u>622,505</u>	<u>622,505</u>

13. Reconciliation of net movement in funds to net cash flow from operating activities

	Group	
	2021	2020
	£	£
Net income for the year (as per Statement of Financial Activities)	221,389	(53,649)
Adjustment for:		
Depreciation charges	7,745	70,986
Loss on the sale of fixed assets	729	640
Decrease/(increase) in debtors	107,724	(16,149)
Decrease in creditors	(142,600)	(39,305)
Net cash provided by/(used in) operating activities	194,987	(37,477)

14. Analysis of cash and cash equivalents

	Group	
	2021	2020
	£	£
Cash in hand	859,474	678,411
Total	859,474	678,411

International Road Assessment Programme
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2021

15. Pension commitments

The group operates a defined contributions pension scheme. The pension cost charge in the year represents contributions payable by the group and amounted to £104,185 (2020: £107,675). At the year-end £5,686 (2020: £5,243) was outstanding and included in creditors.

16. Operating lease commitments

At 31 December 2021 the total of the group's future minimum lease payments under non-cancellable operating leases was:

	2021	2020
	£	£
Group		
Amounts payable:		
Within 1 year	<u>11,963</u>	<u>13,463</u>

At 31 December 2021 the charity had annual commitments under non-cancellable operating leases as follows:

Charity

Amounts payable:

Within 1 year	<u>11,963</u>	<u>13,463</u>
---------------	---------------	---------------

17. Related party transactions

Mr M Nadal is a director of the FIA Foundation and Mr Saul Billingsley is the Executive Director, which made grants to iRAP totalling £1,201,878 (2020: £1,002,372).

Dr Susan Sharland is a trustee of the Road Safety Foundation and also a director of Road Assessment Services Limited.

The company has branches in Australia and Chile that service certain projects on behalf of the company as well as incurring costs in respect of the administration of those branches. In this respect, charges are made from and to the head office to and by the branches at market rates.

Included within other debtors at year-end is £118,329 owed by related parties (2020: £85,973) and included within other creditors is £nil owed to related parties (2020: £248).

iRAP is also related to Road Safety Foundation (RSF), EuroRAP AISBL (EuroRAP) and the European Institute of Road Assessment (EIRA) through common key management and has joint employment agreement in place with these organisations.