

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

England & Wales · Charity number 1179558

Details

Other names	THE INSTITUTION OF ANALYSTS AND PROGRAMMERS
Status	Registered
Legal form	Charitable company
Company number	02754293
Registered	2018-08-15
Register	View on the Charity Commission register

Contact

Address	lap Boundary House Boston Road London W7 2QE
Phone	02080049085
Email	admin@iap.org.uk
Website	www.iap.org.uk

Activities

Objects: (A) TO ADVANCE THE SCIENCE OF THE DEVELOPMENT OF SECURE AND CAREFULLY DESIGNED SOFTWARE AND TO PROMOTE PUBLIC EDUCATION THEREIN;(B) TO ADVANCE THE EDUCATION OF THE PUBLIC ON THE SUBJECT OF SOFTWARE DEVELOPMENT AND RELATED DISCIPLINES AS WELL AS TO PROMOTE GREATER UNDERSTANDING AND APPRECIATION OF THE IMPACT OF SOFTWARE ON SOCIETY FOR THE PUBLIC BENEFIT.

Activities: TO ADVANCE THE SCIENCE OF THE DEVELOPMENT OF SECURE AND CAREFULLY DESIGNED SOFTWARE AND TO PROMOTE PUBLIC EDUCATION THEREIN; (B) TO ADVANCE THE EDUCATION OF THE PUBLIC ON THE SUBJECT OF SOFTWARE DEVELOPMENT AND RELATED DISCIPLINES AS WELL AS TO PROMOTE GREATER UNDERSTANDING AND APPRECIATION OF THE IMPACT OF SOFTWARE ON SOCIETY FOR THE PUBLIC BENEFIT.

Classification

- **How:** Makes Grants To Individuals, Makes Grants To Organisations, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Other Charities Or Voluntary Bodies, Other Defined Groups

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-05-31	£47,931	£20,997	-	-
2024-05-31	£50,201	£44,860	-	-
2023-05-31	£45,805	£41,848	-	-
2022-05-31	£50,715	£40,710	-	-
2021-05-31	£52,239	£37,285	-	-

Trustees

Name	Role	Appointed
Dinesh Chacko		2025-02-15
EDWIN JOHN KEEN		2018-08-06
Eur Ing ALASTAIR JAMES CARLTON REVELL		2018-08-06
GRAHAM FENTON		2018-08-06

Accounts

Company registration number 02754293 (England and Wales)

Charity registration number 1179558 (England and Wales)

The Institution of Analysts & Programmers
Annual report and unaudited financial statements
For the year ended 31 May 2025

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Legal and administrative information

Trustees	Mr G Fenton Mr E J Keen Mr S Reed A J C Revell Mr Dinesh Chacko	(Appointed 15 February 2025)
Secretary	Graham Fenton FIAP	
Registered office	Boundary House Boston Road England London W7 2QE	
Independent examiner	S Glass FCCA DJH Nantwich Limited 17 Alvaston Business Park Middlewich Road Nantwich CW5 6PF	
Bankers	Starling Bank Limited London Fruit & Wool Exchange 1 Duval Square London E1 6PW	
Legal advisors	WBW Solicitors LLP Church House Queen Street Newton Abbot Devon TQ12 2QP	

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Contents

	Page
Director General's report	1 - 2
Trustees' report	3 - 9
Independent examiner's report	10
Statement of financial activities	11
Balance sheet	12
Notes to the financial statements	13 - 19

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Director general's report FOR THE YEAR ENDED 31 MAY 2025

The Institution entered its second half-century during a period of continued economic uncertainty. This has had an effect on both the Institution and its membership that largely fund its activities.

While our membership revenue has dropped on the previous year, we began a period of re-structuring and examining our overheads and our ways of working.

Our webinar programme continues to perform strongly, consistently attracting good attendances across a wide range of topics that are open to members, non-members and the general public.

Our work to encourage high standards of professional and ethical conduct in software development is more important than ever, in light of recent high profile IT scandals in 2025. As society becomes increasingly reliant on software systems, public confidence depends on the quality and trustworthiness of these systems.

Finance

The Institution has delivered an improved annual surplus compared to the previous year, supported by restructuring activities and reduced overheads. Although membership income declined, the organisation succeeded in strengthening its unrestricted funds. The Trustees remain mindful of one-off expenditure to improve our website and social media to ensure the Institution can fulfil its charitable mission effectively.

Influence

The Institution continues to contribute to the development of the wider IT profession, particularly through its previous work as part of the Cyber Security Alliance.

The Institution has also been active in various standards committees during the year. This work is important in improving software for society. In particular, its work through its subsidiary, the Trustworthy Software Foundation, continues to influence developments around the BS10754 standard.

Membership

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

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

- Enhance: We will enhance what we offer to our members by focusing on career-oriented benefits that will help them develop professionally.
- Exchange: We will provide our members with opportunities to exchange ideas, both face-to-face and online.
- Encourage: We will actively encourage our members to develop their careers by finding them mentors from within our membership.
- Empower: We will empower our members, especially our Fellows, to have a greater voice within our profession.
- Ensure: We will ensure the quality of our membership remains outstanding by extending the peer review procedure that applications receive and by providing online verification of membership.
- Enable: We will enable members to contribute more to the running and development of the Institution by establishing opportunities for them to help the Institution flourish.
- Educate: We will continue to educate our members and the wider profession by publishing a learned journal and by developing a Body of Knowledge for the profession.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Director general's report (continued)

FOR THE YEAR ENDED 31 MAY 2025

- Enlighten: We will enlighten our profession, shaping its development by liaising more with government, academia and employers.
- Engender: We will engender the spirit of professional duty in our members so that they can evangelise the need for professionalism in the wider IT community.
- Evolve: We will evolve into a higher profile and more significant specialist professional body by increasing our relevance to our own members, the wider profession and Society at large.

Outlook

The challenging economic climate is expected to continue into our next financial year.

However, the Trustees remain optimistic that recent decisions will strengthen the Institution's ability in software development.

We will continue to expand opportunities for members to participate in our work, including launching new communities of practice and further developing our webinar programme to inspire greater volunteer engagement and support for our charitable objects.

Alastair Revell FIAP
Director General
Dated: 18 February 2026

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Trustees' report (including directors' report)

FOR THE YEAR ENDED 31 MAY 2025

The trustees present their report and financial statements for the year ended 31 May 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Institution's memorandum and articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Introduction

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

The Institution's objectives

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

The Institution's Objects are:-

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

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

Delivering Public Benefit

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

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

The Institution has 234 fellows spread across the United Kingdom and further afield who contribute voluntarily to its work through attendance at Institution events as well as working with other groups engaging with government and academia to further its charitable objects.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Trustees' report (including directors' report) (continued) FOR THE YEAR ENDED 31 MAY 2025

Activities

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

The Institution's activities all aim at benefiting the public by **improving software for society**.

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

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

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

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

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

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

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

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

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

The Institution continued to run a series of free webinars aimed at enhancing the skills and knowledge of practitioners during the reporting period, which were open to members and non-members alike.

The Institution continues to signpost and develop its FURST programme, which aims to improve the technical practice of software developers.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Trustees' report (including directors' report) (continued)

FOR THE YEAR ENDED 31 MAY 2025

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

The Institution continues to engage with government agencies such as DSIT and the National Cyber Security Centre through the Cyber Security Alliance. The Alliance is a collaborative body of 16 bodies with interests in the development of cyber security in the United Kingdom. These engagements have been around the education and development of professionals working in cyber security.

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

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

The Institution's webinar programme is designed to facilitate the exchange of information and ideas and is increasingly adopting an interactive and participative engagement model. The Institution invites speakers to its webinars who promote interesting and engaging themes in software development.

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

The Institution continues to signpost articles through its social media channels to raise public awareness around the importance of high quality, trustworthy and secure software systems.

Its involvement in programmes such as the CyberOSPA Awards helps promote the important and raise awareness of the need for trustworthy and secure software.

The Institution also continues to publish articles aimed at promoting and raising public awareness in light of recent high profile concerns around the quality and fitness for purpose of some software trustworthy and secure software systems.

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

The Trustees are very mindful about the poor gender diversity within software engineering and related disciplines. They remain committed to doing much more in this space.

The Trustees are acutely aware that the Trustee Board lacks diversity and is actively working to address this.

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

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

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

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Trustees' report (including directors' report) (continued)

FOR THE YEAR ENDED 31 MAY 2025

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

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

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

However, several of the Institution's webinars invited, received, heard and published material about software development practice and have attracted a good number of attendees.

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

The Trustees were pleased to continue the Institution's academic prize scheme during the year. The Trustees do not consider the development of examinations or other accreditations to be a priority for the Institution at present with other bodies offering suitable accreditation.

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

The Trustees have prioritised the Institution's resources on other areas during the year satisfied that other bodies are serving this area.

However, their ongoing support of the Institution's associated organisation, the Trustworthy Software Foundation, continues to sign post through its web site material beneficial to academic staff designing and teaching on software development programmes.

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

The Institution continued to collaborate with its peer bodies in the Cyber Security Alliance during the year. These include the Institution of Engineering and Technology (IET), BCS The Chartered Institute for IT and the Chartered Institute for Information Security (CIIISec), along with other bodies such as the Worshipful Company of Information Technologists (WCIT), ISACA and the Security Institute and a number of certification bodies such as ISC(2) and CREST amongst others.

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Trustees' report (including directors' report) (continued)

FOR THE YEAR ENDED 31 MAY 2025

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

The Cyber Security Community of Practice (Cyber CoP) provides a mechanism for enabling and encouraging members interested in the cyber security aspects of software development to meet and correspond.

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

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

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

Financial review

Unrestricted funds at the end of the year totalled £99,014, of which £15,000 is designated as planned expenditure to improve the website. The remaining £84,014 remains as undesignated funds. It is the policy of the trustees to maintain undesignated funds at a level equivalent to twelve months' expenditure. The trustees have continued to ensure that reserves are adequate and, in the event of a significant drop in income, they will be able to continue the Institution's current activities.

The trustees recognise that funds are held in excess of their reserves policy, and the intention is to utilise these to support the future growth and initiatives of the charity.

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

The trustees are satisfied that sufficient funding will be available for the Institution to continue operating for the foreseeable future. The trustees have budgeted for a surplus position for the year to 31 May 2026.

Structure, governance and management

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

The Trustee Board comprises the following:-

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

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

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

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Trustees' report (including directors' report) (continued) FOR THE YEAR ENDED 31 MAY 2025

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

Trustee	Attendance Eligible	Present
D Chacko (Appointed 15.02.25)	2	2
G Fenton	4	4
EJ Keen	4	4
PB Lynham (Resigned 15.02.25)	3	3
S Reed	4	0
AJC Revell	4	4

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

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

New trustees/directors are given training on appointment regarding:

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

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

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

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Trustees' report (including directors' report) (continued) FOR THE YEAR ENDED 31 MAY 2025

Compliance with legislation

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

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

Graham Fenton

Graham Fenton FIAP
Trustee and Director
Dated: 18 February 2026

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Independent examiner's report

TO THE TRUSTEES OF THE INSTITUTION OF ANALYSTS & PROGRAMMERS

I report to the trustees on my examination of the financial statements of The Institution of Analysts & Programmers (the charitable company) for the year ended 31 May 2025.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

S Glass FCCA
DJH Nantwich Limited
17 Alvaston Business Park
Middlewich Road
Nantwich
Cheshire
CW5 6PF

Dated: 18 February 2026

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Statement of financial activities including income and expenditure account FOR THE YEAR ENDED 31 MAY 2025

		Unrestricted funds 2025 £	Total 2024 £
	Notes		
Income from:			
Membership fees, etc.	4	44,748	48,063
Investments	3	3,183	2,138
Total income		47,931	50,201
Expenditure:			
Total expenses	5	21,333	44,860
Other	7	8	-
Total resources expended		21,341	44,860
Net gains/(losses) on investments	8	344	1,460
Net movement in funds		26,934	6,801
Fund balances at 1 June 2024		72,080	65,279
Fund balances at 31 May 2025		99,014	72,080

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

All income and expenditure derive from continuing activities.

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

The Institution of Analysts & Programmers

Balance sheet

As at 31 May 2025

		2025	2024
	Notes	£	£
Fixed assets			
Tangible assets	12	192	297
Investments	11	20,660	20,316
		<u>20,852</u>	<u>20,613</u>
Current assets			
Debtors	13	1,004	935
Cash at bank and in hand		79,707	54,770
		<u>80,711</u>	<u>55,705</u>
Creditors: amounts falling due within one year	14	(2,549)	(4,238)
		<u></u>	<u></u>
Net current assets		78,162	51,467
		<u></u>	<u></u>
Total assets less current liabilities		99,014	72,080
		<u></u>	<u></u>
The funds of the charitable company			
Unrestricted funds	15	99,014	72,080
		<u>99,014</u>	<u>72,080</u>
		<u></u>	<u></u>

The company is entitled to exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 May 2025.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

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

The financial statements were approved by the trustees on 18 February 2026

Graham Fenton

Mr G Fenton
Trustee and Director

The Institution of Analysts & Programmers

Notes to the financial statements

For the year ended 31 May 2025

1 Accounting policies

Charity information

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

1.1 Basis of preparation

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

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

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

1.4 Income

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

Membership subscriptions are recognised on receipt.

1.5 Expenditure

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

1.6 Tangible fixed assets

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

The Institution of Analysts & Programmers

Notes to the financial statements (continued)

For the year ended 31 May 2025

1 Accounting policies

(Continued)

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

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

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.8 Impairment of fixed assets

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

1.9 Cash and cash equivalents

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

1.10 Financial instruments

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

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

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

Basic financial assets

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

The Institution of Analysts & Programmers

Notes to the financial statements (continued)

For the year ended 31 May 2025

1 Accounting policies

(Continued)

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

2 Critical accounting estimates and judgements

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

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

3 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Income from listed investments	1,207	1,147
Interest receivable	1,976	991
	<u>3,183</u>	<u>2,138</u>

The Institution of Analysts & Programmers

Notes to the financial statements (continued)

For the year ended 31 May 2025

4 Membership fees, etc.

	Total 2025 £	Total 2024 £
Membership subscriptions	44,748	48,063

5 Total expenses

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Depreciation and impairment	96	148
Administration costs	4,150	24,110
Travelling expenses	530	487
Office rent	616	1,871
Telecommunications	773	1,343
Postage, mailing and pocket diaries	506	2,325
Printing and stationery	600	1,787
Marketing	6,600	3,600
Subscriptions	56	117
Computer expenses and software maintenance	1,877	2,156
Legal and professional fees	648	1,362
Accountancy	1,950	1,859
Bank charges	1,353	2,176
Insurance	1,329	1,225
Sundry expenses	249	294
	<u>21,333</u>	<u>44,860</u>

Included in Accountancy are fees to the Independent Examiner of £1,050 (2024 - £1,000) and £900 (2024 - £859) for other services.

6 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year, but 1 trustee was reimbursed a total of £530 travelling expenses.

The Institution of Analysts & Programmers

Notes to the financial statements (continued)

For the year ended 31 May 2025

7 Other expenditure

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Net loss on disposal of tangible fixed assets	8	-

8 Gains and losses on investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Gains/(losses) arising on:		
Revaluation of investments	344	1,460

9 Employees

There were no employees during the year.

10 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

11 Fixed asset investments

	Listed investments £
Cost or valuation	
At 1 June 2024	20,316
Valuation changes	344
At 31 May 2025	20,660
Carrying amount	
At 31 May 2025	20,660
At 31 May 2024	20,316

The Institution of Analysts & Programmers

Notes to the financial statements (continued)

For the year ended 31 May 2025

11 Fixed asset investments

(Continued)

	2025 £	2024 £
Investments at fair value comprise:		
M & G Charifund units	20,660	20,316

The investment is included in the financial statements at fair value, which is based on the market value of the units. The original cost was £20,000.

12 Tangible fixed assets

Fixtures, fittings and
equipment
£

Cost

At 1 June 2024	10,181
Disposals	(3,102)
At 31 May 2025	7,079

Depreciation and impairment

At 1 June 2024	9,885
Depreciation charged in the year	96
Eliminated in respect of disposals	(3,094)
At 31 May 2025	6,887

Carrying amount

At 31 May 2025	192
At 31 May 2024	297

13 Debtors

2025
£

Amounts falling due within one year:

Prepayments and accrued income	1,004	935
--------------------------------	-------	-----

14 Creditors: amounts falling due within one year

2025
£

Other creditors	2,549	4,238
-----------------	-------	-------

The Institution of Analysts & Programmers

Notes to the financial statements (continued)

For the year ended 31 May 2025

15 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 June 2024	Incoming resources	Resources expended	Gains and losses	At 31 May 2025
	£	£	£	£	£
Website fund	-	15,000	-	-	15,000
General funds	72,080	32,931	(21,341)	344	84,014
	<u>72,080</u>	<u>47,931</u>	<u>(21,341)</u>	<u>344</u>	<u>99,014</u>
	<u><u>72,080</u></u>	<u><u>47,931</u></u>	<u><u>(21,341)</u></u>	<u><u>344</u></u>	<u><u>99,014</u></u>
Previous year:	At 1 June 2023	Incoming resources	Resources expended	Gains and losses	At 31 May 2024
	£	£	£	£	£
General funds	65,279	50,201	(44,860)	1,460	72,080
	<u>65,279</u>	<u>50,201</u>	<u>(44,860)</u>	<u>1,460</u>	<u>72,080</u>
	<u><u>65,279</u></u>	<u><u>50,201</u></u>	<u><u>(44,860)</u></u>	<u><u>1,460</u></u>	<u><u>72,080</u></u>

16 Related party transactions

There were no disclosable related party transactions during the year (2024 - none).

Accounts

Charity registration number 1179558

Company registration number 02754293 (England and Wales)

The Institution Of Analysts & Programmers
Annual Report and unaudited Financial Statements
For the year ended 31 May 2024

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Legal and administrative information

Trustees	G Fenton E J Keen P B Lynham S Reed A J C Revell
Secretary	Graham Fenton FIAP
President	Paul Lynham FIAP
Registered office	Boundary House Boston Road London W7 2QE
Independent examiner	R Morris FCA DJH Nantwich Limited 17 Alvaston Business Park Middlewich Road Nantwich CW5 6PF
Bankers	Starling Bank Limited London Fruit & Wool Exchange 1 Duval Square London E1 6PW
Legal advisors	WBW Solicitors LLP Church House Queen Street Newton Abbot Devon TQ12 2QP

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Contents

	Page
President's report	1 - 2
Director General's report	3 - 4
Trustees' report	5 - 11
Independent examiner's report	12
Statement of financial activities	13
Balance sheet	14
Notes to the financial statements	15 - 21

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

President's report

FOR THE YEAR ENDED 31 MAY 2024

Introduction

The IAP has been in existence for over 50 years and our current challenge is to ensure we can continue in the pursuit of its vision. To achieve this, we will require new ideas and certainly new ways of working, with the need for alternative streams of income and to increase the role of volunteers. None of this will be easy, but great achievements are seldom so.

Project Renaissance is the title of a document that was set out in 2024 for the Executive Board of the Trustees, to identify our ambitions together with some background on how these could be achieved. To enable this project to go forward we will need to recruit new trustees with the skills and drive necessary to take up this challenge.

Trustworthiness

In January 2024 the ITV drama "Mr Bates versus the Post Office" drew public attention to the plight of sub-postmasters and the disastrous results of the poorly developed Horizon system, including loss of life, freedom, dignity, homes, businesses, money and relationships. This situation has been going on for years and many of the victims are still waiting for justice, even though the government has earmarked £1.8 billion of taxpayers' money in compensation.

Similarly, Dieselgate has been rumbling on for years, with TV and web adverts continually prompting affected people to join compensation action, as although it has been settled in some territories, in others (including the UK) it is ongoing. Over 11 million vehicles were affected and VW were fined €1 billion by the EU. It settled with German consumers for €830 million, but the final cost to the VW group is likely to exceed several billion euros.

On July 19, a global cyber outage hit tens of thousands of air travellers and continued to bring problems in other sectors over several days. It was due to a software update by global cybersecurity firm CrowdStrike, which caused problems for some Microsoft systems.

Last year in both my Chairman's Report and in last year's Christmas message, I wrote about trust - it is hard to earn and yet easy to lose. The public may now be more aware of the consequences and the costs of poor-quality software and how vulnerable many aspects of our modern way of living can be impacted. It is more important than ever that we as the IAP persist in our charitable aim of 'Improving Software for Society' through the production of trustworthy software.

Trustees

Over 27 years ago, I answered a call to join the IAP council and in June 1997 I attended my first meeting. During the years that followed, I had great satisfaction in helping govern the IAP and became Vice President and then President. During that time the IAP has developed drastically - we transmogrified into a digital organisation, giving up our physical offices, with our staff and volunteers working remotely. In 2018 we became a charity, with some hard work put in by our executive team including our Director General, Alastair Revell, together with our lawyers and was eventually seen over the line with the support of John Ellis. We are continuing to evolve and need to change the way we operate and finance ourselves.

Two years ago, I gave notice to my fellow trustees that I would be stepping down from the Trustee Board in 2025. It has been a great honour to be involved with the governance of our organisation, which has considerable influence, especially in the last few years of its 52-year history. I thank everyone who has given support during my 27-year involvement, especially my fellow trustees and admin staff and I wish the IAP continued success in the future.

Advertisements will soon go out to recruit new trustees who can help with our endeavours. Most of these trustees will come from our membership, which we believe represents the cream of our industry, so will have the knowledge and experience to guide the IAP towards these worthy goals. However, we also need some lay trustees who can bring other skills such as income generation and financial management, marketing and social media as well as legal and human resources amongst other areas.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

President's report (continued)

FOR THE YEAR ENDED 31 MAY 2024

Volunteers

Even though the IAP is a great organisation which is here to help both its members and inform the public, its future success will ultimately lie in the hands of volunteers. In a similar vein to what was said by JFK, members should not ask how the IAP can help them, but how they can help the IAP.

During 2024 we recruited several volunteers and we are grateful to all those who got in touch with us concerning volunteering. We now have a writing pool of authors as well as several who are interested in both presenting and hosting webinars.

We will need to recruit further volunteers who can shadow current personnel and volunteers, so they can take up the reins when required. For example, volunteers who have experience or feel they would be good at running administrative tasks, bookkeeping, production of accounts and social media management would be very welcome.

Engagement

As our charitable goals include educating the public on software, we have continued our policy of presenting free webinars. Anyone interested in software development would have learnt much from our offerings in 2024.

Among them were "From Barter to Blockchain: The Evolution and Security Challenges of FinTech", "Programming Provoking Poetry" which looked at numerous aspects of programming and design through the use of poems and "Next-Gen Software Development: Unleashing Generative AI and Machine Learning", which looked at how AI can assist software development. The last of the year was "ai4all: Demystifying AI For Humans", demonstrating a cost-effective, potent, locally-hosted AI solution – no going to the cloud.

The IAP is continuing to develop its new website, while the monthly gathering of developers at our DevCafé Rendezvous remains popular. Our **YouTube** channel has a range of recordings of webinars and interviews and can be found here <https://www.youtube.com/channel/UCgkjXr9C7NMw77jhK3q2YLQ>.

Conclusion

We're committed to pursuing our vision and delivering meaningful insights to our members and the public. Trust isn't just a buzzword for us — it's the foundation of everything we do. For over five decades, the IAP has helped shape software development practices, supported its members, and made lasting contributions to society.

In today's digital landscape, security can't be an afterthought. It must be woven into the fabric of software from day one. We refuse to compromise on trustworthiness, and we're dedicated to giving it the attention it demands. Our strength comes from our members, who represent the best in the profession and who adhere to our strict code of conduct. Combined with our deep connections to government, industry, and academia, plus our 50+ year legacy, we're uniquely positioned to champion these values. We need to do many things to keep our endeavours going, but trust remains at the core of who we are and what we do.

Paul Lynham FIAP

President

Dated : 21 January 2025

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Director general's report

FOR THE YEAR ENDED 31 MAY 2024

The Institution has entered its second half century with a significant head wind in terms of a cost of living crisis that is affecting many people. The world economy is increasingly uncertain and this has had an effect on both the Institution and its membership that largely fund its activities.

While our membership revenue dropped 10% on the previous year, we have kept out overheads steady despite significant upward pressure on costs, which reflects ongoing prudent management in difficult circumstances.

I am pleased that our webinar programme has settled into a regular pattern with solid attendances regularly being achieved on a wide variety of interesting and engaging topics that are open to members, non-members and the general public.

The Institution has been working on the redevelopment of its web site during the course of 2023/24, with the launch of the new site during July 2024. This will be an important step in communicating our purpose to our stakeholders and in attracting more members committed to improving software for society.

Our ongoing work of encouraging high standards of professional and ethical conduct amongst those developing software is arguably more important than ever in light of recent high profile IT scandals. The public deserves high standards in software system development as so much of modern life now depends on them.

Finance

The Institution's annual surplus shows a modest improvement on the previous year, due in part to increased investment income. Membership revenue increased by 6% on the previous year; overheads have increased in the year, primarily due to additional website and computer related expenditure.

The organisation remains committed to building its funds and managed to improve its available unrestricted funds for major projects during the year, with unrestricted funds increasing by 10%. The Trustees are mindful of the important capital expenditure that still needs to be made in the coming year, particularly around the web site, to enable it to deliver on its charitable mission.

Influence

The Institution has continued to influence the development of the wider IT profession, most notably through its work as part of the Cyber Security Alliance.

The Institution has also been active in various standards committees during the year. This work is important in improving software for society. In particular, its work through its subsidiary, the Trustworthy Software Foundation, continues to influence developments around the BS10754 standard.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Director general's report (continued)

FOR THE YEAR ENDED 31 MAY 2024

Membership

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

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

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

Outlook

The gloomy economic climate that has formed the backdrop for the current year is expected to continue into our next financial year, with increasing uncertainty becoming a theme.

However, the Trustees are optimistic that their investment in the new web site will better promote and encourage best practice in software development.

The Institution will continue to offer enhanced opportunities for members to get involved in improving software for society. There are plans to launch new communities of practices and to grow our engagement with members through the webinar programme, inspiring them to get more involved in actively contributing their time and energy to our cause as well as their subscriptions to help deliver our charitable objects.

Alastair Revell FIAP

Director General

Dated: 21 January 2025

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Trustees' report (including directors' report) FOR THE YEAR ENDED 31 MAY 2024

The trustees present their report and financial statements for the year ended 31 May 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Institution's memorandum and articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Introduction

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

The Institution's objectives

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

The Institution's Objects are:-

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

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

Delivering Public Benefit

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

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

The Institution has 238 fellows spread across the United Kingdom and further afield who contribute voluntarily to its work through attendance at Institution events as well as working with other groups engaging with government and academia to further its charitable objects.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Trustees' report (including directors' report) (continued) FOR THE YEAR ENDED 31 MAY 2024

Activities

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

The Institution's activities all aim at benefiting the public by **improving software for society**.

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

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

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

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

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

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

The Institution has been developing a new web that it expects to launch in 2024/25. The Trustees believe this will more readily help them promote high standards of education, qualification, competence, leadership, management, knowledge and professionalism as well as high ethical standards within software development.

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

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

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

The Institution did not run a symposium during the year, but did run a series of free webinars aimed at enhancing the skills and knowledge of practitioners during the reporting period, which were open to members and non-members alike.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Trustees' report (including directors' report) (continued)

FOR THE YEAR ENDED 31 MAY 2024

The Institution continues to signpost and develop its FURST programme, which aims to improve the technical practice of software developers. The Institution's President, Paul Lynham FIAP, leads this important programme.

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

The Institution continues to engage with government agencies such as DSIT and the National Cyber Security Centre through the Cyber Security Alliance. The Alliance is a collaborative body of 16 bodies with interests in the development of cyber security in the United Kingdom. These engagements have been around the education and development of professionals working in cyber security.

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

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

The Institution's webinar programme is designed to facilitate the exchange of information and ideas and is increasingly adopting an interactive and participative engagement model. The Institution invites speakers to its webinars who promote interesting and engaging themes in software development.

The IAP has also continued to publish articles supporting the FURST programme.

The Trustees hope that the work they have initiated on redeveloping the Institution's web site will greatly enhance its ability to publish information and ideas on software development issues that will ultimately lead to more trustworthy and secure applications being written to the benefit of the public.

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

The Institution continues to signpost articles through its social media channels to raise public awareness around the importance of high quality, trustworthy and secure software systems.

Its involvement in programmes such as the CyberOSPA Awards helps promote the important and raise awareness of the need for trustworthy and secure software.

The Institution also continues to publish articles aimed at promoting and raising public awareness in light of recent high profile concerns around the quality and fitness for purpose of some software.

The Trustees hope that the work on the new web site will serve as a better platform for these articles to promote and raise awareness within society about the need for high quality, trustworthy and secure software systems. They intend to build a section within the web site dedicated to this activity.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Trustees' report (including directors' report) (continued) FOR THE YEAR ENDED 31 MAY 2024

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

The Trustees are very mindful about the poor gender diversity within software engineering and related disciplines. They remain committed to doing much more in this space.

The Trustees are acutely aware that the Trustee Board lacks diversity and is actively working to address this.

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

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

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

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

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

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

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

However, several of the Institution's webinars invited, received, heard and published material about software development practice and have attracted a good number of attendees, typically between 40 and 50.

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

The Trustees were pleased to continue the Institution's academic prize scheme during the year. The Trustees do not consider the development of examinations or other accreditations to be a priority for the Institution at present with other bodies offering suitable accreditation.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Trustees' report (including directors' report) (continued) FOR THE YEAR ENDED 31 MAY 2024

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

The Trustees have prioritised the Institution's resources on other areas during the year satisfied that other bodies are serving this area.

However, their ongoing support of the Institution's subsidiary, the Trustworthy Software Foundation, continues to sign post through its web site material beneficial to academic staff designing and teaching on software development programmes.

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

The Institution continued to collaborate with its peer bodies in the Cyber Security Alliance during the year. These include the Institution of Engineering and Technology (IET), BCS The Chartered Institute for IT and the Chartered Institute for Information Security (CIIISec), along with other bodies such as the Worshipful Company of Information Technologists (WCIT), ISACA and the Security Institute and a number of certification bodies such as ISC(2) and CREST amongst others.

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

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

The Cyber Security Community of Practice (Cyber CoP) provides a mechanism for enabling and encouraging members interested in the cyber security aspects of software development to meet and correspond.

The Community of Practice comprises twelve Fellows (FIAP) and two Members (MIAP). The Trustees are pleased with the progress the group has made and are actively looking at other areas of practice where they could usefully establish other communities of practice.

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

Financial review

Unrestricted funds at the end of the year totalled £72,080. It is the policy of the trustees to maintain unrestricted funds (which they have not designated for a specific use) at a level equivalent to six months' expenditure. The trustees have continued to ensure that reserves are adequate and, in the event of a significant drop in income, they will be able to continue the Institution's current activities.

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Trustees' report (including directors' report) (continued) FOR THE YEAR ENDED 31 MAY 2024

The trustees are satisfied that sufficient funding will be available for the Institution to continue operating for the foreseeable future. The trustees have budgeted for a surplus position for the year to 31 May 2025.

Structure, governance and management

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

The Trustee Board comprises the following:-

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

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

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

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

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

Trustee	Attendance	
	Eligible	Present
MW Doe (resigned 24.1.24)	4	3
G Fenton	4	4
EJ Keen	4	4
PB Lynham	4	3
S Reed	4	2
AJC Revell	4	4

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

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Trustees' report (including directors' report) (continued) FOR THE YEAR ENDED 31 MAY 2024

New trustees/directors are given training on appointment regarding:

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

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

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

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

Compliance with legislation

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

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



Graham Fenton FIAP
Trustee and Director
Dated: 21 January 2025

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Independent examiner's report

TO THE TRUSTEES OF THE INSTITUTION OF ANALYSTS & PROGRAMMERS

I report to the trustees on my examination of the financial statements of The Institution of Analysts & Programmers (the charitable company) for the year ended 31 May 2024.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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



R Morris FCA
DJH Nantwich Limited
17 Alvaston Business Park
Middlewich Road
Nantwich
Cheshire
CW5 6PF

Dated: 19/2/2025

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

Statement of financial activities including income and expenditure account FOR THE YEAR ENDED 31 MAY 2024

		Unrestricted funds 2024 £	Total 2023 £
	Notes		
<u>Income from:</u>			
Membership fees, etc.	4	48,063	45,314
Investments	3	2,138	491
Total income		<u>50,201</u>	<u>45,805</u>
<u>Expenditure:</u>			
Total expenses	5	<u>44,860</u>	<u>40,704</u>
Net gains/(losses) on investments	7	<u>1,460</u>	<u>(1,144)</u>
Net movement in funds		6,801	3,957
Fund balances at 1 June 2023		<u>65,279</u>	<u>61,322</u>
Fund balances at 31 May 2024		<u><u>72,080</u></u>	<u><u>65,279</u></u>

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

All income and expenditure derive from continuing activities.

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

The Institution Of Analysts & Programmers

Balance sheet

As at 31 May 2024

	Notes	2024 £	£	2023 £	£
Fixed assets					
Tangible assets	11		297		445
Investments	10		20,316		18,856
			<u>20,613</u>		<u>19,301</u>
Current assets					
Debtors	12	935		862	
Cash at bank and in hand		54,770		47,240	
		<u>55,705</u>		<u>48,102</u>	
Creditors: amounts falling due within one year	13	<u>(4,238)</u>		<u>(2,124)</u>	
Net current assets			<u>51,467</u>		<u>45,978</u>
Total assets less current liabilities			<u>72,080</u>		<u>65,279</u>
The funds of the charitable company					
Unrestricted funds	14		<u>72,080</u>		<u>65,279</u>
			<u>72,080</u>		<u>65,279</u>

The company is entitled to exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 May 2024.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

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

The financial statements were approved by the trustees on 15th February 2025


.....

Trustee and Director

Company registration number 02754293 (England and Wales)

The Institution Of Analysts & Programmers

Notes to the financial statements

For the year ended 31 May 2024

1 Accounting policies

Charity information

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

1.1 Accounting convention

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

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

1.4 Income

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

Membership subscriptions are recognised on receipt.

1.5 Expenditure

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

The Institution Of Analysts & Programmers

Notes to the financial statements (continued)

For the year ended 31 May 2024

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

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

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

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

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.8 Impairment of fixed assets

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

1.9 Cash and cash equivalents

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

1.10 Financial instruments

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

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

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

Basic financial assets

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

The Institution Of Analysts & Programmers

Notes to the financial statements (continued)

For the year ended 31 May 2024

1 Accounting policies

(Continued)

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

2 Critical accounting estimates and judgements

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

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

3 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Income from listed investments	1,147	491
Interest receivable	991	-
	<u>2,138</u>	<u>491</u>

The Institution Of Analysts & Programmers

Notes to the financial statements (continued)

For the year ended 31 May 2024

4 Membership fees, etc.

	Total 2024 £	Total 2023 £
Membership subscriptions	48,063	45,314

5 Total expenses

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Depreciation and impairment	148	222
Administration costs	24,110	24,110
Travelling expenses	487	-
Office rent	1,871	1,802
Telecommunications	1,343	1,224
Postage, mailing and pocket diaries	2,325	2,226
Printing and stationery	1,787	1,080
Marketing	3,600	2,100
Subscriptions	117	117
Computer expenses and software maintenance	2,156	1,132
Legal and professional fees	1,362	1,347
Accountancy	1,859	1,950
Bank charges	2,176	2,040
Insurance	1,225	1,119
Sundry expenses	294	235
	<u>44,860</u>	<u>40,704</u>

Included in Accountancy are fees to the Independent Examiner of £1,000 (2023 - £1,000) and £859 (2023 - £770) for other services.

6 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year, but 2 of them were reimbursed a total of £487 travelling expenses.

The Institution Of Analysts & Programmers

Notes to the financial statements (continued)

For the year ended 31 May 2024

7 Gains and losses on investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Gains/(losses) arising on:		
Revaluation of investments	1,460	(1,144)

8 Employees

There were no employees during the year.

9 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

10 Fixed asset investments

	Listed investments £	
Cost or valuation		
At 1 June 2023	18,856	
Valuation changes	1,460	
At 31 May 2024	20,316	
Carrying amount		
At 31 May 2024	20,316	
At 31 May 2023	18,856	
	2024	2023
	£	£
Investments at fair value comprise:		
M & G Charifund units	20,316	18,856

The investment is included in the financial statements at fair value, which is based on the market value of the units. The original cost was £20,000.

The Institution Of Analysts & Programmers

Notes to the financial statements (continued)

For the year ended 31 May 2024

11 Tangible fixed assets

	Fixtures, fittings and equipment £
Cost	
At 1 June 2023	10,181
At 31 May 2024	10,181
Depreciation and impairment	
At 1 June 2023	9,736
Depreciation charged in the year	148
At 31 May 2024	9,884
Carrying amount	
At 31 May 2024	297
At 31 May 2023	445

12 Debtors

	2024 £	2023 £
Amounts falling due within one year:		
Prepayments and accrued income	935	862

13 Creditors: amounts falling due within one year

	2024 £	2023 £
Other creditors	4,238	2,124

14 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 June 2023 £	Incoming resources £	Resources expended £	Gains and losses £	At 31 May 2024 £
General funds	65,279	50,201	(44,860)	1,460	72,080

The Institution Of Analysts & Programmers

Notes to the financial statements (continued)

For the year ended 31 May 2024

14 Unrestricted funds

(Continued)

Previous year:	At 1 June 2022	Incoming resources	Resources expended	Gains and losses	At 31 May 2023
	£	£	£	£	£
General funds	61,322	45,805	(40,704)	(1,144)	65,279

15 Related party transactions

There were no disclosable related party transactions during the year (2023 - none).

Accounts

Charity registration number 1179558

Company registration number 02754293 (England and Wales)

THE INSTITUTION OF ANALYSTS & PROGRAMMERS
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MAY 2023

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	M W Doe G Fenton E J Keen P B Lynham S Reed A J C Revell
Secretary	Graham Fenton FIAP
Honorary officers:	
President	Paul Lynham FIAP
Vice-president	Martin Doe MIAP
Treasurer	Graham Fenton FIAP
Registered office	Boundary House Boston Road London W7 2QE
Independent examiner	R Morris FCA DJH Mitten Clarke Nantwich Limited 17 Alvaston Business Park Middlewich Road Nantwich CW5 6PF
Bankers	Starling Bank Limited London Fruit & Wool Exchange 1 Duval Square London E1 6PW
Legal advisors	WBW Solicitors LLP Church House Queen Street Newton Abbot Devon TQ12 2QP

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

CONTENTS

	Page
President's report	1 - 2
Director General's report	3 - 4
Trustees' report	5 - 11
Independent examiner's report	12
Statement of financial activities	13
Balance sheet	14
Notes to the financial statements	15 - 20

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

PRESIDENT'S REPORT

FOR THE YEAR ENDED 31 MAY 2023

Introduction

This year has seen many changes in software that are based upon AI technologies. In particular, ChatGPT and DALL-E2 have received an abundance of public attention. These systems appear to simulate human creativity in that a user can input a prompt in a human natural language and the system will produce some output, such as text or images, which are produced speedily and would seem to meet some of the requirements. However, my experience of these systems is that they rarely fulfil all the requirements and fail to understand some of the necessities, whether these appear plainly obvious or in cases where nuances are not picked up. These systems although already useful at this stage are likely to improve quickly. However, there are numerous problems and concerns.

Such matters include the misuse of these systems to deep fake material, the generation of fake news and the possibility of automating cyber-attacks. Thus, because they have used the web as a source repository, it can suffer from bias and unfairness, and its output could be harmful, offensive, or misleading. There is often a lack of transparency and this raises concerns about accountability and trust. Although a lot of effort is being expended to mitigate such issues, the complete elimination of these problems remains challenging.

Another problem concerns intellectual property rights. Many of the backend systems used by applications such as DALL-E2 have scraped the web to build a database of images, apparently with little or no regard for copyrights. Several court cases are pending regarding this issue and it will be interesting to see what the law makes of this.

Because of the extensive computation requirements, these systems have a massive carbon footprint, which is likely to expand at an increasing rate. This situation is not sustainable and so a more resource-efficient way of producing their output is needed.

Concerns of unemployment are often cited when any new technology arises, but such concerns are usually offset by the demand for people to create, maintain and utilise such technologies and the knock-on effects produced. However, ethics, accountability and the threat to humans are valid concerns and tens of thousands of people have signed a petition calling for an immediate pause to the development of more powerful AI systems, including many industry leaders. Trust is the key ingredient that is missing.

The IAP and Trustworthiness

Whether your work involves AI systems or software development in general, whatever is built must be trustworthy. The consequences of ignoring this are evident in the tragedy of the Post Office scandal, where people have been wrongly convicted, losing their freedom, savings, property, relationships as well as their lives.

The IAP has a different vision of developing software from that of the Post Office and the writers of the Horizon system. It is to *improve software for society*. This vision is to be realised by being the leading professional body for those aspiring to and engaged in creating, developing and maintaining software, with an international reputation for education, high standards and the calibre of its members. The IAP also administers the Trustworthy Software Foundation (TSF), which has developed standards and frameworks with practical benefits and continues the drive for these standards to be widely adopted.

The **British Standards Institute** (BSI) BS 10754-1 define the overall principles for effective trustworthiness but does not specify the detailed processes or actions that an organisation needs to follow. The IAP's John Ellis and Luc Poulin are working together within the TSF with other members of the BSI to expand BS10754 to be more usable by businesses.

The IAP also celebrated its 50-year anniversary in 2022 and over the past year has marked the occasion with several events. The one thing that I have discerned in all the events that I have attended or engaged in is our membership are certainly the cream of the crop in their profession, who firmly hold to our code of conduct.

I have previously reported that as a founding member of the Cyber Security Alliance (CSA), which formed the **Cyber Security Council** (CSC), the IAP has been presented with a certificate and a logo in recognition of its participation in this matter.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

PRESIDENT'S REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

It is more important than ever that security is designed and built into software from the start. Trustworthiness should never be sacrificed and our quest is to ensure it is offered the consideration it deserves. Together with the renown of the IAP, its 50-year history and its engagement with government, industry and academia, having the cream of the profession in our membership following a professional code of conduct, it can be assured that this undertaking is built on firm ground. Trust is at the core of the IAP.

Member Engagement

As our charitable goals include educating the public on software, we have continued our policy of offering webinars to both members and the public alike. The webinar scheduled for November entitled 'Women in Technology' has been postponed until early 2024 due to the illness of the presenter. However, our website has covered 10 different individual articles about women of note, who have made a significant contribution to computing, such as Grace Hopper, Hedy Lamarr and Barbara Liskov. The Liskov principle is the 'L' in the SOLID mnemonic acronym of the 5 design principles for making OO software more understandable, flexible and maintainable, something which is close to my heart and which I have written extensively about, especially on the subject of 'Compealing Code'.

Two notable presentations this year have included 'Issues in the Design of Autonomous Tractors' and 'The Rise of AI', both of which were well attended and revealed many insights into fresh and innovative areas.

We have also launched DevCafé Rendezvous, set up to allow developers to get together on the first Thursday of every month to chew the cud on anything they like apart from religion and politics. Those who work from home may miss the social side of office work, so this allows them to meet up at the virtual water cooler. I recently attended the first meeting and was surprised to find around a dozen people there. The question of utilising AI for code generation was one of the discussion points and this led to the question of the trustworthiness and the quality of the code suggested by these systems.

Michael Bruty has been awarded the prestigious IAP Prize for the Best Software Project at the University of Plymouth. The honour was bestowed upon him by our Director General, Alastair Revell during a heart-warming graduation ceremony. This prize recognises Michael's exceptional talent in software development but also grants him membership into the Institution.

The IAP is also well on its way to producing a new website – one that is more than just a facelift but a total redesign, with a modern look and feel and one which will be mobile friendly. When this new website comes online, it will allow us to engage with our membership, supporters and the public more efficiently and allow us to disseminate news, articles and webinars. Our YouTube channel has a range of recordings of webinars and interviews and can be found here <https://www.youtube.com/channel/UCgkjXr9C7NMw77jhK3q2YlQ>.

Conclusion

We continue to make improvements in the things we do and to bring interesting and relevant information to the forefront. At the heart of everything we do, we endeavour for trust. The IAP continues to influence software development, its members and society in general.

Paul Lynham FIAP
President
Dated : 21 February 2024

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

DIRECTOR GENERAL'S REPORT

FOR THE YEAR ENDED 31 MAY 2023

The Institution celebrated its 50th Anniversary in 2022, which was a significant milestone in its history. The Institution has entered its second half century with a significant head wind in terms of a cost of living crisis that is affecting many people. The world economy is increasingly uncertain and this has had an effect on both the Institution and its membership that largely fund its activities.

While our membership revenue dropped 10% on the previous year, we have kept our overheads steady despite significant upward pressure on costs, which reflects ongoing prudent management in difficult circumstances.

I am pleased that our webinar programme has settled into a regular pattern with solid attendances regularly being achieved on a wide variety of interesting and engaging topics that are open to members, non-members and the general public.

The Institution has been working on the redevelopment of its web site during the course of 2022/23, with a likely launch of the new site during 2023/24. This will be an important step in communicating our purpose to our stakeholders and in attracting more members committed to improving software for society.

Our ongoing work of encouraging high standards of professional and ethical conduct amongst those developing software is arguably more important than ever in light of recent high profile IT scandals. The public deserves high standards in software system development as so much of modern life now depends on them.

Finance

The Institution's annual surplus dropped significantly on the previous year as the cost of living crisis impacted, but also reflects the Institution's expenditure on redeveloping the web site, which articulates our mission and attracts new members.

The organisation remains committed to building its funds and managed to improve its available unrestricted funds for major projects during the year, with unrestricted funds increasing by a modest 6%. The Trustees are mindful of the important capital expenditure that still needs to be made in the coming year, particularly around the web site, to enable it to deliver on its charitable mission.

Influence

The Institution has continued to influence the development of the wider IT profession, most notably through its work as part of the Cyber Security Alliance.

The Institution has also been active in various standards committees during the year. This work is important in improving software for society. In particular, its work through its subsidiary, the Trustworthy Software Foundation, continues to influence developments around the BS10754 standard.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

DIRECTOR GENERAL'S REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

Membership

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

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

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

Outlook

The gloomy economic climate that has formed the backdrop for the current year is expected to continue into our next financial year, with increasing uncertainty becoming a theme.

However, the Trustees are optimistic that their investment in the new web site will better promote and encourage best practice in software development.

The Institution will continue to offer enhanced opportunities for members to get involved in improving software for society. There are plans to launch new communities of practices and to grow our engagement with members through the webinar programme, inspiring them to get more involved in actively contributing their time and energy to our cause as well as their subscriptions to help deliver our charitable objects.

Alastair Revell FIAP

Director General

Dated: 21 February 2024

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MAY 2023

The trustees present their report and financial statements for the year ended 31 May 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Institution's memorandum and articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Introduction

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

The Institution's objectives

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

The Institution's Objects are:-

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

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

Delivering Public Benefit

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

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

The Institution has 235 fellows spread across the United Kingdom and further afield who contribute voluntarily to its work through attendance at Institution events as well as working with other groups engaging with government and academia to further its charitable objects.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

Activities

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

The Institution's activities all aim at benefiting the public by **improving software for society**.

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

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

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

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

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

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

The Institution has been developing a new web that it expects to launch in 2024/25. The Trustees believe this will more readily help them promote high standards of education, qualification, competence, leadership, management, knowledge and professionalism as well as high ethical standards within software development.

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

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

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

The Institution did not run a symposium during the year, but did run a series of free webinars aimed at enhancing the skills and knowledge of practitioners during the reporting period, which were open to members and non-members alike.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

The Institution continues to signpost and develop its FURST programme, which aims to improve the technical practice of software developers. The Institution's President, Paul Lynham FIAP, leads this important programme.

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

The Institution continues to engage with government agencies such as DSIT and the National Cyber Security Centre through the Cyber Security Alliance. The Alliance is a collaborative body of 16 bodies with interests in the development of cyber security in the United Kingdom. These engagements have been around the education and development of professionals working in cyber security.

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

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

The Institution's webinar programme is designed to facilitate the exchange of information and ideas and is increasingly adopting an interactive and participative engagement model. The Institution invites speakers to its webinars who promote interesting and engaging themes in software development.

The IAP has also continued to publish articles supporting the FURST programme.

The Trustees hope that the work they have initiated on redeveloping the Institution's web site will greatly enhance its ability to publish information and ideas on software development issues that will ultimately lead to more trustworthy and secure applications being written to the benefit of the public.

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

The Institution continues to signpost articles through its social media channels to raise public awareness around the importance of high quality, trustworthy and secure software systems.

Its involvement in programmes such as the CyberOSPA Awards helps promote the important and raise awareness of the need for trustworthy and secure software.

The Institution also continues to publish articles aimed at promoting and raising public awareness in light of recent high profile concerns around the quality and fitness for purpose of some software.

The Trustees hope that the work on the new web site will serve as a better platform for these articles to promote and raise awareness within society about the need for high quality, trustworthy and secure software systems. They intend to build a section within the web site dedicated to this activity.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

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

The Trustees are very mindful about the poor gender diversity within software engineering and related disciplines. They remain committed to doing much more in this space.

The Trustees are acutely aware that the Trustee Board lacks diversity and is actively working to address this.

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

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

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

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

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

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

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

However, several of the Institution's webinars invited, received, heard and published material about software development practice and have attracted a good number of attendees, typically between 40 and 50.

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

The Trustees were pleased to continue the Institution's academic prize scheme during the year. The Trustees do not consider the development of examinations or other accreditations to be a priority for the Institution at present with other bodies offering suitable accreditation.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

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

The Trustees have prioritised the Institution's resources on other areas during the year satisfied that other bodies are serving this area.

However, their ongoing support of the Institution's subsidiary, the Trustworthy Software Foundation, continues to sign post through its web site material beneficial to academic staff designing and teaching on software development programmes.

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

The Institution continued to collaborate with its peer bodies in the Cyber Security Alliance during the year. These include the Institution of Engineering and Technology (IET), BCS The Chartered Institute for IT and the Chartered Institute for Information Security (CIIISec), along with other bodies such as the Worshipful Company of Information Technologists (WCIT), ISACA and the Security Institute and a number of certification bodies such as ISC(2) and CREST amongst others.

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

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

The Cyber Security Community of Practice (Cyber CoP) provides a mechanism for enabling and encouraging members interested in the cyber security aspects of software development to meet and correspond.

The Community of Practice comprises twelve Fellows (FIAP) and two Members (MIAP). The Trustees are pleased with the progress the group has made and are actively looking at other areas of practice where they could usefully establish other communities of practice.

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

Financial review

Unrestricted funds at the end of the year totalled £65,279. It is the policy of the trustees to maintain unrestricted funds (which they have not designated for a specific use) at a level equivalent to six months' expenditure. The trustees have continued to ensure that reserves are adequate and, in the event of a significant drop in income, they will be able to continue the Institution's current activities.

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

The trustees are satisfied that sufficient funding will be available for the Institution to continue operating for the foreseeable future. The trustees have budgeted for a surplus position for the year to 31 May 2024.

Structure, governance and management

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

The Trustee Board comprises the following:-

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

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

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

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

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

Trustee	Attendance	
	Eligible	Present
MW Doe	4	2
G Fenton	4	4
EJ Keen	4	4
PB Lynham	4	3
DP Morgan (resigned 31.5.2023)	4	0 (due to illness)
S Reed	4	4
AJC Revell	4	4

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

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

New trustees/directors are given training on appointment regarding:

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

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

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

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

Compliance with legislation

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

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



Graham Fenton FIAP

Trustee and Director

Dated: 21 February 2024

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF THE INSTITUTION OF ANALYSTS & PROGRAMMERS

I report to the trustees on my examination of the financial statements of The Institution of Analysts & Programmers (the charitable company) for the year ended 31 May 2023.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

R Morris FCA
DJH Mitten Clarke Nantwich Limited
17 Alvaston Business Park
Middlewich Road
Nantwich
Cheshire
CW5 6PF

Dated:

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MAY 2023

		Unrestricted funds 2023 £	Total 2022 £
	Notes		
<u>Income from:</u>			
Membership fees, etc.	4	45,314	50,715
Investments	3	491	-
Total income		45,805	50,715
<u>Expenditure:</u>			
Total expenses	5	40,704	40,710
Net gains/(losses) on investments	8	(1,144)	-
Net movement in funds		3,957	10,005
Fund balances at 1 June 2022		61,322	51,317
Fund balances at 31 May 2023		65,279	61,322

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

All income and expenditure derive from continuing activities.

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

BALANCE SHEET

AS AT 31 MAY 2023

	Notes	2023 £	£	2022 £	£
Fixed assets					
Tangible assets	11		445		667
Investments	10		18,856		-
			<u>19,301</u>		<u>667</u>
Current assets					
Debtors	12	862		797	
Cash at bank and in hand		47,240		61,568	
		<u>48,102</u>		<u>62,365</u>	
Creditors: amounts falling due within one year	13	2,124		1,710	
		<u>2,124</u>		<u>1,710</u>	
Net current assets			45,978		60,655
Total assets less current liabilities			<u>65,279</u>		<u>61,322</u>
The funds of the charitable company					
Unrestricted funds			65,279		61,322
			<u>65,279</u>		<u>61,322</u>

The company is entitled to exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 May 2023.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

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

The financial statements were approved by the trustees on 21 February 2024



Trustee

Company registration number 02754293 (England and Wales)

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2023

1 Accounting policies

Charity information

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

1.1 Accounting convention

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

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

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

1.4 Income

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

Membership subscriptions are recognised on receipt.

1.5 Expenditure

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

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

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

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

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.8 Impairment of fixed assets

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

1.9 Cash and cash equivalents

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

1.10 Financial instruments

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

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

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

Basic financial assets

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

1 Accounting policies

(Continued)

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

2 Critical accounting estimates and judgements

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

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

3 Income from investments

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Income from listed investments	491	-

4 Membership fees, etc.

	Total 2023 £	Total 2022 £
Membership subscriptions	45,314	50,715

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

5 Total expenses

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Depreciation and impairment	222	333
Administration costs	24,110	24,750
Travelling expenses	-	85
Office rent	1,802	1,916
Telecommunications	1,224	1,179
Postage, mailing and pocket diaries	2,226	2,045
Printing and stationery	1,080	1,367
Marketing	2,100	-
Subscriptions	117	972
Computer expenses and software maintenance	1,132	1,199
Legal and professional fees	1,347	1,231
Accountancy	1,950	2,010
Bank charges	2,040	2,190
Insurance	1,119	1,025
Sundry expenses	235	408
	<u>40,704</u>	<u>40,710</u>

Included in Accountancy are fees to the Independent Examiner of £1,000 (2022 - £960) re the examination and £770 (2022 - £720) re other services.

6 Trustees

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

7 Employees

There were no employees during the year.

8 Gains and losses on investments

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Gains/(losses) arising on:		
Revaluation of investments	(1,144)	-

9 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

10 Fixed asset investments

	Listed investments £
Cost or valuation	
At 1 June 2022	-
Additions	20,000
Valuation changes	(1,144)
At 31 May 2023	18,856
Carrying amount	
At 31 May 2023	18,856
At 31 May 2022	-
	2023 2022
	£ £
Investments at fair value comprise:	
M & G Charifund units	18,856 -

The investment is included in the financial statements at fair value, which is based on the market value of the units. The original cost was £20,000.

11 Tangible fixed assets

	Fixtures, fittings and equipment £
Cost	
At 1 June 2022	10,181
At 31 May 2023	10,181
Depreciation and impairment	
At 1 June 2022	9,514
Depreciation charged in the year	222
At 31 May 2023	9,736
Carrying amount	
At 31 May 2023	445
At 31 May 2022	667

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

12 Debtors

	2023 £	2022 £
Amounts falling due within one year:		
Prepayments and accrued income	862	797

13 Creditors: amounts falling due within one year

	2023 £	2022 £
Other creditors	2,124	1,710

14 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 June 2022 £	Incoming resources £	Resources expended £	Gains and losses £	At 31 May 2023 £
General funds	61,322	45,805	(40,704)	(1,144)	65,279
Previous year:	At 1 June 2021 £	Incoming resources £	Resources expended £	Gains and losses £	At 31 May 2022 £
General funds	51,317	50,715	(40,710)	-	61,322

15 Related party transactions

There were no disclosable related party transactions during the year (2022 - none).

Accounts

Charity registration number 1179558

Company registration number 02754293 (England and Wales)

THE INSTITUTION OF ANALYSTS & PROGRAMMERS
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MAY 2022

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees

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

Secretary

Graham Fenton FIAP

Honorary officers:**President**

Paul Lynham FIAP

Vice-president

Martin Doe MIAP

Treasurer

Graham Fenton FIAP

Registered office

Boundary House
Boston Road
London
W7 2QE

Independent examiner

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

Bankers

Coutts & Co
440 Strand
London
WC2R 0QS

Legal advisors

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

CONTENTS

	Page
President's report	1 - 2
Director General's report	3 - 4
Trustees' report	5 - 11
Independent examiner's report	12
Statement of financial activities	13
Balance sheet	14
Notes to the financial statements	15 - 19

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

PRESIDENT'S REPORT

FOR THE YEAR ENDED 31 MAY 2022

Introduction

The last year has shown some form of return to social 'normality' if normal can be defined in this context. No new lockdowns were put in place in the UK, although there were some restrictions as regards to mask wearing and Covid Passes.

A debate has arisen about working from home, as people have been allowed back to their previous workplaces, with some managers being sceptical about work efficacy and trust. However, numerous global surveys have shown the majority of homeworkers indicate it has been a positive experience and would like to continue working in this manner.

Remote working in software development has its issues, such as the need to work collaboratively in distributed environments. However, this has always been the situation, especially when organisations had multiple sites (sometimes in different time zones). The tools that ease these difficulties have evolved substantially over the last two decades and are now seen as an established technology. In countries with dispersed populations, it has been the way to work for some time and, like any relatively new way of working, it will take time to bed in and iron out the wrinkles.

Tom Demarco (a well-known software engineer, speaker and author) once said, "The manager's function is not to make people work, but to make it possible for people to work". He and Tim Lister in their popular book "Peopleware: Productive Projects and Teams" claim the major problems of building software are not so much technological as sociological in nature. Some of the main problems are communication and "flow time" i.e. undisturbed work. Homeworkers claim they have been more productive because their work has been less interrupted.

A new path continues

Last year I reported the Institution of Analysts and Programmers had already started upon the path of change, with the Executive and Trustee Boards together with the administration adopting remote working. This has been a continued success, allowing the IAP to operate as a virtual entity with ease while bringing multiple benefits, such as saved time and cost of travel.

Member engagement has also progressed substantially, with frequent online events with both members and invited guests attending and participating. The last few events have trialled a new template – rather than make a presentation and allow questions at the end, we have experimented with a more open forum, when attendees can participate at any time, almost like a group getting together in a pub and chatting around a table. This has gone down well, with more diverse participation and also lends itself to a more varied dispersal of knowledge and experience. The attendance by non-members also allows the IAP to achieve some of its charitable goals for the public.

The half-century milestone

September 2022 saw the fiftieth anniversary of the formation of the IAP. A new logo to commemorate this achievement has been used on our various media for the last few months. An online event was also organised to celebrate this milestone, with Alastair Revell, the Director General and myself opening with discussions about the history of the IAP. It continued with the highlighting of some of the milestones the IAP has passed along the way, such as the formation of the Council and then the Trustee Board, the notable symposia that were held, as well as how software development has changed over the last five decades.

An example of how software development could be enhanced in the future was discussed – I talked about dynamic code reviews using self-learning software (I dislike the term AI) pointing out mistakes and potential problems as the developer types the code, almost like having another experienced developer next to you, continually checking your code. Throughout the event, attendee participation was excellent.

During this last year John Ellis, the IAP Operations Director has implemented many actions to celebrate the IAP's half-century anniversary. Amongst others, these have included the collection of members' experiences and stories, the interviewing of IAP staff and the publishing of recordings on the IAP YouTube Channel. Currently, this channel is available at: <https://www.youtube.com/channel/UCgkjXr9C7NMw77jhK3q2YlQ>

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

PRESIDENT'S REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

It is also with regret I report that Mike Ryan, our Director Emeritus and former Director General, passed away at the start of September at the age of 85. In 1990 he became the second Director General, applying his broad experience in business to the IAP with good effect. Mike was responsible for a huge increase in its activity, influence, and reputation. The Institution and its members will sadly miss his presence and his wisdom.

Member engagement

It was evident that attending members of this 50-year anniversary event had vast knowledge and experience within the software development field, often highlighting their own experiences and posing questions, which were answered on the whole by other attendees. This gives us great confidence that our Institution is comprised of the cream of software development professionals – something which we always believed, but can be verified by attending one of these events!

As you may know, the aim of the Institution of Analysts and Programmers is to be the leading specialist professional body advancing software development, recognising the competence of those engaged in all aspects of it, and promoting the importance of trustworthy software to the public. This is a continuing mission requiring substantial collaboration between the Institution, its membership and people involved in software development. The numerous online events we have held over the last year are one of the ways of realising this mission.

A discussion on software development competency arose at this latter event and the attendees were asked for their thoughts on this subject. They were also asked if the IAP should make available a widely recognised qualification, such as Chartered Engineer (CEng), to the membership and this was greeted with a positive response. The IAP has also carried out online polls during the year, in order to be aware of its member's concerns; thus if necessary, it can formulate policies to address any issues.

Improving software

The aim of the IAP is to improve software for society by being the leading professional body for those aspiring to and engaged in creating, developing and maintaining software, with an international reputation for education, high standards and the calibre of its members.

As in the previous year, many of this year's webinars have proven useful to our members and attending guests. They have provided participants with an insight into how software can be designed, written and built to enable it to be reliable, trustworthy and fit for purpose.

As a founding member of the Cyber Security Alliance, it was natural that the IAP joined the Cyber Security Council and has been recognised by it as a founding member, being presented with a certificate and a logo. It is more important than ever that security is designed and built into software from the start. The IAP also administers the Trustworthy Software Foundation, which has developed standards with practical benefits and continues the drive for these standards to be widely adopted.

The endeavour of the IAP to improve software for society and its actions to help the journey along this path is therefore evident to see. However, the IAP cannot be complacent with its achievements to date – actors with bad intent are continually pushing the envelope so we must ensure software can effectively deal with these attacks.

Conclusion

Although this year has seen the start of a return to 'normality', it has also seen a great celebration of the IAP's achievements. I have had the honour of serving the IAP for half of its 50-year existence and I feel that throughout the 50 years since its founding, it has never been in a better position to influence software developers, its members and society in general.

Paul Lynham FIAP

President

Dated : 27 September 2022

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

DIRECTOR GENERAL'S REPORT

FOR THE YEAR ENDED 31 MAY 2022

The Institution celebrates its 50th Anniversary in 2022, which is a significant milestone in its history. The Institution has come a long way since 1972 and I draw immense pride in leading the executive team that has steered it to this point in its history.

There is a sense of a new era dawning, not just for the Institution, but the nation too as we mourn the passing of HM Queen Elizabeth II and look to the start of a new reign. We also learnt of the death of my predecessor, Mike Ryan FIAP(Cmpn), during the preparation of this report. Mike led the Institution for twenty years from 1990 to 2010, presiding over many important developments in the Institution's evolution. He remained a valuable advisor after his formal retirement in his role as Director Emeritus. His wisdom will be sorely missed.

The year ending 31 May 2022 saw the global pandemic recede and a gradual return to normality, but inevitably everybody is counting the economic damage that it has left in its wake. The Institution has weathered the storm well, only seeing a slight drop in its revenue.

I continue to be very proud of how the Institution, as a small body, manages to play a significant role in shaping parts of the wider IT profession and continues to serve its members' aim of improving software for society, delivering significant impact through the prudent application of its resources.

Finance

The Institution's annual surplus dropped by 33% on the previous year, which has been attributed to the cost of living crisis following the pandemic. This is not surprising in light of the financial implications of the pandemic and the uncertainty in the UK economy.

The organisation remains committed to building its funds and managed to improve its available unrestricted funds for major projects during the year, with unrestricted funds increasing by just over 19%. The Trustees are mindful of the important capital expenditure that needs to be made in the coming year, particularly around the renewal of its ageing web site, to enable it to deliver on its charitable mission.

Influence

The Institution has continued to influence the development of the wider IT profession, most notably through its work as part of the Cyber Security Alliance and the new UK Cyber Security Council.

It has also directly engaged with HM Government in a consultation on embedding standards and pathways across the cyber profession by 2025.

Its work through its subsidiary, the Trustworthy Software Foundation, continues to influence developments around the BS10754 standard, with the Institution involved in building an accreditation scheme based around this important standard.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

DIRECTOR GENERAL'S REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

Membership

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

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

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

Outlook

Despite the gloomy economic conditions that form the backdrop to the coming year, the Institution is well placed to make some bold steps into its next fifty years of history. The Trustees have sufficient funds to significantly invest in a new web site to better promote and encourage best practice in software development.

The Institution will continue to offer enhanced opportunities for members to get involved in improving software for society. There are plans to launch new communities of practices and to significantly increase engagement with members through the webinar programme.

Alastair Revell FIAP
Director General
Dated: 7 October 2022

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MAY 2022

The trustees present their report and financial statements for the year ended 31 May 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Institution's memorandum and articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Introduction

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

The Institution's objectives

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

The Institution's Objects are:-

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

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

Delivering Public Benefit

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

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

The Institution has 238 fellows spread across the United Kingdom and further afield who contribute voluntarily to its work through attendance at Institution events as well as working with other groups engaging with government and academia to further its charitable objects.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

Activities

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

The Institution's activities all aim at benefiting the public by **improving software for society**.

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

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

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

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

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

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

The Institution also started preliminary work during the year to revise its web site, which aims to make its content more accessible. The Trustees believe this will more readily help them promote high standards of education, qualification, competence, leadership, management, knowledge and professionalism as well as high ethical standards within software development.

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

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

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

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

The Institution has organised a range of free webinars during the year that have been open to non-members aimed at sharing knowledge and encouraging better practices within software development. These were on a diverse range of topics such as code commenting and the differences between programmers and developers.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

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

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

The Institution continues to engage with government agencies such as DCMS and the National Cyber Security Centre through the Cyber Security Alliance. The Alliance is a collaborative body of 16 bodies with interests in the development of cyber security in the United Kingdom. These engagements have been around the education and development of professionals working in cyber security.

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

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

The Institution continues to directly engage with HM Government on policy formation, whenever appropriate. For instance, it engaged with the DCMS consultation early in 2022 on embedding standards and pathways across the cyber profession by 2025.

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

The Institution's webinar programme is designed to facilitate the exchange of information and ideas and is increasingly adopting an interactive and participative engagement model. The Institution invites speakers to its webinars who promote interesting and engaging themes in software development.

The IAP has also continued to publish articles supporting the FURST programme.

The Trustees hope that the work they have initiated on redeveloping the Institution's web site will greatly enhance its ability to publish information and ideas on software development issues that will ultimately lead to more trustworthy and secure applications being written to the benefit of the public.

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

The Institution continues to signpost articles through its social media channels to raise public awareness around the importance of high quality, trustworthy and secure software systems.

Its involvement in programmes such as the CyberOSPA Awards helps promote the important and raise awareness of the need for trustworthy and secure software.

The Institution also continues to publish articles aimed at promoting and raising public awareness in light of recent high profile concerns around the quality and fitness for purpose of some software.

The Trustees hope that the work on the new web site will serve as a better platform for these articles to promote and raise awareness within society about the need for high quality, trustworthy and secure software systems. They intend to build a section within the web site dedicated to this activity.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

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

The Trustees are very mindful about the poor gender diversity within software engineering and related disciplines. They remain committed to doing much more in this space.

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

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

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

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

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

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

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

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

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

However, several of the Institution's webinars invited, received, heard and published material about software development practice and have attracted sizeable audiences.

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

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

The Trustees were pleased to continue the Institution's academic prize scheme during the year. The Trustees do not consider the development of examinations or other accreditations to be a priority for the Institution at present with other bodies offering suitable accreditation.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

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

FOR THE YEAR ENDED 31 MAY 2022

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

The Trustees have prioritised the Institution's resources on other areas during the year satisfied that other bodies are serving this area.

However, their ongoing support of the Institution's subsidiary, the Trustworthy Software Foundation, continues to sign post through its web site material beneficial to academic staff designing and teaching on software development programmes.

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

The Institution continued to collaborate with its peer bodies in the Cyber Security Alliance during the year. These include the Institution of Engineering and Technology (IET), BCS The Chartered Institute for IT and the Chartered Institute for Information Security (CII Sec), along with other bodies such as the Worshipful Company of Information Technologists (WCIT), ISACA and the Security Institute and a number of certification bodies such as ISC(2) and CREST amongst others.

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

The IAP, through its subsidiary the Trustworthy Software Foundation, has been working on an accreditation standard based on BS10754, which has involved several experienced IAP Fellows.

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

The Cyber Security Community of Practice (Cyber CoP), established last year as a way of enabling and encouraging members interested in the cyber security aspects of software development to meet and correspond, has started to flourish.

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

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

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

Financial review

Unrestricted funds at the end of the year totalled £61,322. It is the policy of the trustees to maintain unrestricted funds (which they have not designated for a specific use) at a level equivalent to six months' expenditure. The trustees have continued to ensure that reserves are adequate and, in the event of a significant drop in income, they will be able to continue the Institution's current activities.

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

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

FOR THE YEAR ENDED 31 MAY 2022

The trustees are satisfied that sufficient funding will be available for the Institution to continue operating for the foreseeable future. The trustees have budgeted for a surplus position for the year to 31 May 2023.

Structure, governance and management

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

The Trustee Board comprises the following:-

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

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

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

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

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

Trustee	Attendance	
	Eligible	Present
MW Doe	5	5
G Fenton	5	5
EJ Keen	5	2
PB Lynham	5	5
DP Morgan	5	0 (due to illness)
S Reed	5	3
AJC Revell	5	5

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

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

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

FOR THE YEAR ENDED 31 MAY 2022

New trustees/directors are given training on appointment regarding:

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

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

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

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

Compliance with legislation

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

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

Graham Fenton

Graham Fenton FIAP

Trustee and Director

Dated: 14 October 2022

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF THE INSTITUTION OF ANALYSTS & PROGRAMMERS

I report to the trustees on my examination of the financial statements of The Institution of Analysts & Programmers (the charitable company) for the year ended 31 May 2022.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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



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

Dated: 24/10/2022

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MAY 2022

	Notes	Unrestricted funds 2022 £	Total 2021 £
<u>Income from:</u>			
Membership fees, etc.	3	50,715	52,239
<u>Expenditure:</u>			
Total expenses	4	40,710	37,285
Net income for the year/ Net movement in funds		10,005	14,954
Fund balances at 1 June 2021		51,317	36,363
Fund balances at 31 May 2022		<u>61,322</u>	<u>51,317</u>

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

All income and expenditure derive from continuing activities.

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

BALANCE SHEET

AS AT 31 MAY 2022

	Notes	2022 £	£	2021 £	£
Fixed assets					
Tangible assets	7		667		1,000
Current assets					
Debtors	8	797		739	
Cash at bank and in hand		61,568		51,388	
		<u>62,365</u>		<u>52,127</u>	
Creditors: amounts falling due within one year	9	<u>(1,710)</u>		<u>(1,810)</u>	
Net current assets			60,655		50,317
Total assets less current liabilities			<u>61,322</u>		<u>51,317</u>
Income funds					
Unrestricted funds			61,322		51,317
			<u>61,322</u>		<u>51,317</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 May 2022.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

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

The financial statements were approved by the Trustees on Oct 14 2022.....

Graham Fenton
.....

Trustee

Company registration number 02754293

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2022

1 Accounting policies

Charity information

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

1.1 Accounting convention

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

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

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

1.4 Income

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

Membership subscriptions are recognised on receipt.

1.5 Expenditure

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

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

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

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

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1.9 Financial instruments

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

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

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

Basic financial assets

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

1 Accounting policies

(Continued)

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

2 Critical accounting estimates and judgements

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

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

3 Membership fees, etc.

	Total 2022 £	Total 2021 £
Membership subscriptions	<u>50,715</u>	<u>52,239</u>

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

4 Total expenses

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Depreciation and impairment	333	499
Administration costs	24,750	24,650
Trustworthy Software Foundation - release of provision	-	(1,462)
Travelling expenses	85	169
Office rent	1,916	1,650
Telecommunications	1,179	1,070
Postage, mailing and pocket diaries	2,045	2,255
Printing and stationery	1,367	840
Subscriptions	972	470
Computer expenses and software maintenance	1,199	999
Legal and professional fees	1,231	1,105
Accountancy	2,010	1,992
Bank charges	2,190	1,982
Insurance	1,025	966
Sundry expenses	408	100
	<u>40,710</u>	<u>37,285</u>

Included in Accountancy are fees to the Independent Examiner of £960 (2021 - £960) re the examination and £720 (2021 - £720) re other services.

5 Trustees

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

6 Employees

There were no employees during the year.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

7 Tangible fixed assets

	Fixtures, fittings and equipment £
Cost	
At 1 June 2021	10,181
At 31 May 2022	10,181
Depreciation and impairment	
At 1 June 2021	9,181
Depreciation charged in the year	333
At 31 May 2022	9,514
Carrying amount	
At 31 May 2022	667
At 31 May 2021	1,000

8 Debtors

	2022 £	2021 £
Amounts falling due within one year:		
Prepayments and accrued income	797	739

9 Creditors: amounts falling due within one year

	2022 £	2021 £
Other creditors	1,710	1,810

10 Related party transactions

There were no disclosable related party transactions during the year (2021 - none).

Accounts

Charity Registration No. 1179558

Company Registration No. 02754293 (England and Wales)

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees

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

Secretary

G Fenton

Honorary officers:**President**

Paul Lynham FIAP

Vice-president

Martin Doe MIAP

Treasurer

Graham Fenton FIAP

Registered office

Boundary House
Boston Road
London
W7 2QE

Independent examiner

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

Bankers

Coutts & Co
440 Strand
London
WC2R 0QS

Legal advisors

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

CONTENTS

	Page
President's report	1 - 2
Director General's report	3 - 4
Trustees' report	5 - 11
Independent examiner's report	12
Statement of financial activities	13
Balance sheet	14
Notes to the financial statements	15 - 19

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

PRESIDENT'S REPORT

FOR THE YEAR ENDED 31 MAY 2021

Introduction

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

A new path

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

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

Member engagement

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

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

PRESIDENT'S REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

Leaders in a field

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

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

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

Trust

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

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

Conclusion

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

Paul Lynham FIAP

President

Dated: 15 October 2021

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

DIRECTOR GENERAL'S REPORT

FOR THE YEAR ENDED 31 MAY 2021

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

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

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

Finance

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

COVID-19

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

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

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

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

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

Influence

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

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

DIRECTOR GENERAL'S REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

Membership

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

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

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

Outlook

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

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

Alastair Revell FIAP
Director General
Dated: 15 October 2021

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MAY 2021

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

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Institution's memorandum and articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Introduction

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

The Institution's objectives

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

The Institution's Objects are:-

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

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

Delivering Public Benefit

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

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

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

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

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

FOR THE YEAR ENDED 31 MAY 2021

Activities and achievements

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

All of these activities primarily aim at benefiting society.

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

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

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

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

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

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

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

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

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

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

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

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

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

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

FOR THE YEAR ENDED 31 MAY 2021

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

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

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

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

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

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

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

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

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

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

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

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

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

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

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

FOR THE YEAR ENDED 31 MAY 2021

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

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

FOR THE YEAR ENDED 31 MAY 2021

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

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

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

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

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

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

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

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

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

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

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

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

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

Financial review

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

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

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

FOR THE YEAR ENDED 31 MAY 2021

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

Structure, governance and management

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

The Trustee Board comprises the following:-

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

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

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

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

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

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

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

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

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

FOR THE YEAR ENDED 31 MAY 2021

New trustees/directors are given training on appointment regarding:

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

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

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

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

Compliance with legislation

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

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



Trustee and Director

Dated: Oct 22 2021

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF THE INSTITUTION OF ANALYSTS & PROGRAMMERS

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

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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



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

Dated: 21st January 2022

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MAY 2021

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

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

All income and expenditure derive from continuing activities.

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

BALANCE SHEET

AS AT 31 MAY 2021

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

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

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

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

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

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


.....

Trustee

Company Registration No. 02754293

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2021

1 Accounting policies

Charity Information

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

1.1 Accounting convention

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

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

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

1.4 Income

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

Membership subscriptions are recognised on receipt.

1.5 Expenditure

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

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

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

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

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

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1.9 Financial instruments

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

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

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

Basic financial assets

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

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

1 Accounting policies

(Continued)

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

2 Critical accounting estimates and judgements

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

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

3 Membership fees, etc.

	Total 2021 £	Total 2020 £
Membership subscriptions	<u>52,239</u>	<u>54,984</u>

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2021

4 Total expenses

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

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

5 Trustees

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

6 Employees

There were no employees during the year.

THE INSTITUTION OF ANALYSTS & PROGRAMMERS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2021

7 Tangible fixed assets

	Fixtures, fittings and equipment £
Cost	
At 1 June 2020	8,722
Additions	1,459
At 31 May 2021	10,181
Depreciation and impairment	
At 1 June 2020	8,682
Depreciation charged in the year	499
At 31 May 2021	9,181
Carrying amount	
At 31 May 2021	1,000
At 31 May 2020	40

8 Debtors

	2021 £	2020 £
Amounts falling due within one year:		
Prepayments and accrued income	739	712

9 Creditors: amounts falling due within one year

	2021 £	2020 £
Other creditors	1,810	5,401

10 Related party transactions

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