

**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

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**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

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# THE INSTITUTION OF ANALYSTS & PROGRAMMERS

## PRESIDENT'S REPORT

*FOR THE YEAR ENDED 31 MAY 2022*

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### 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**

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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***

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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**

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### 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**

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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

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### 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

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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

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### *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**

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*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**

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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

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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 £
<b><u>Income from:</u></b>			
Membership fees, etc.	3	50,715	52,239
<b><u>Expenditure:</u></b>			
Total expenses	4	40,710	37,285
<b>Net income for the year/ Net movement in funds</b>		10,005	14,954
Fund balances at 1 June 2021		51,317	36,363
<b>Fund balances at 31 May 2022</b>		<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 £	£
<b>Fixed assets</b>					
Tangible assets	7		667		1,000
<b>Current assets</b>					
Debtors	8	797		739	
Cash at bank and in hand		61,568		51,388	
		<u>62,365</u>		<u>52,127</u>	
<b>Creditors: amounts falling due within one year</b>	9	<u>(1,710)</u>		<u>(1,810)</u>	
Net current assets			60,655		50,317
<b>Total assets less current liabilities</b>			<u>61,322</u>		<u>51,317</u>
<b>Income funds</b>					
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

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### 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

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### 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
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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.

	<b>Total 2022 £</b>	<b>Total 2021 £</b>
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 £
<b>Cost</b>	
At 1 June 2021	10,181
At 31 May 2022	10,181
<b>Depreciation and impairment</b>	
At 1 June 2021	9,181
Depreciation charged in the year	333
At 31 May 2022	9,514
<b>Carrying amount</b>	
At 31 May 2022	667
At 31 May 2021	1,000

### 8 Debtors

	2022 £	2021 £
<b>Amounts falling due within one year:</b>		
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).