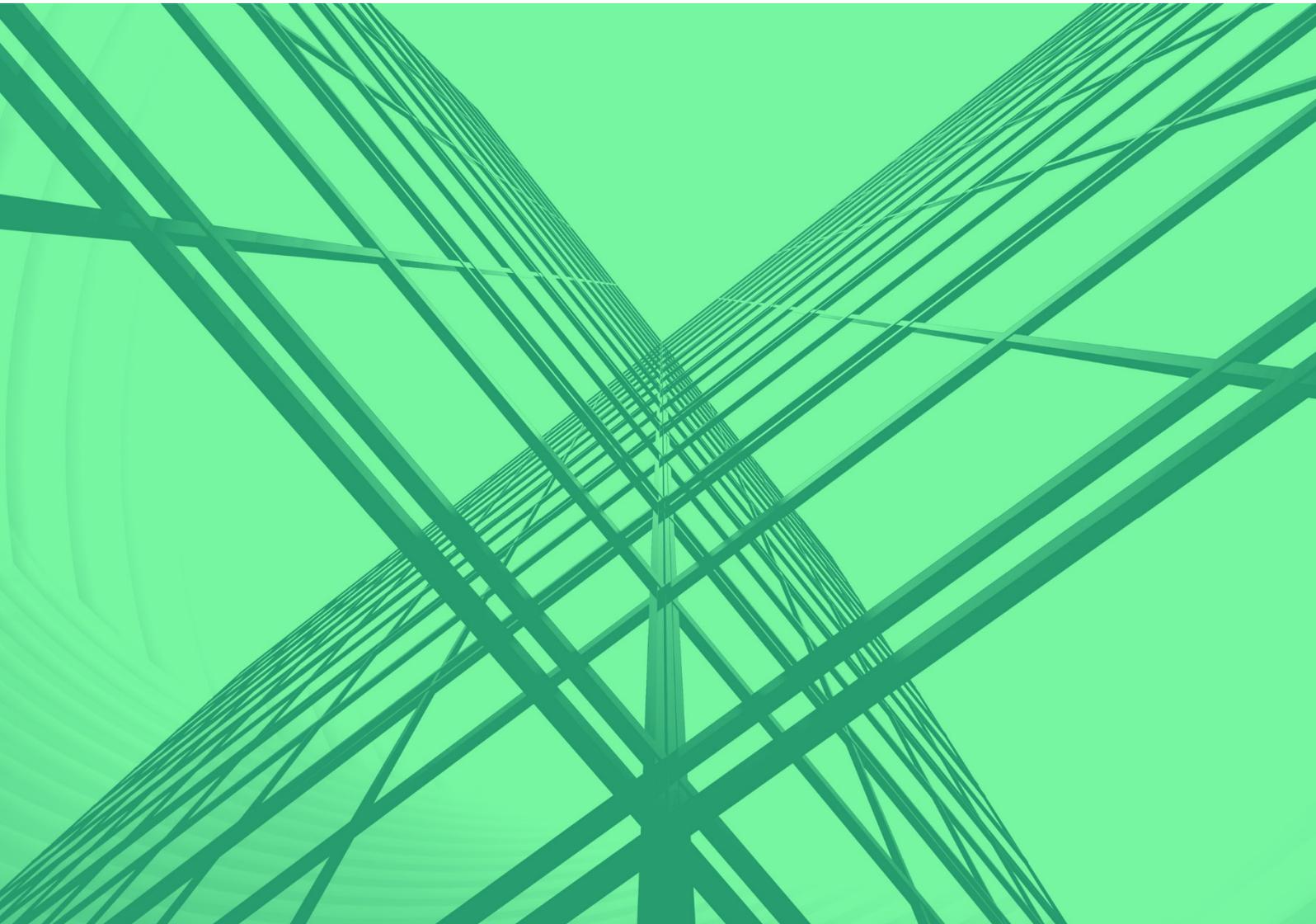


# ANNUAL REPORT AND ACCOUNTS

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For the year to 31 December 2019

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## 1. Introduction

The Institution's Board (whose members are the Trustees of the Charity) submits its annual report and accounts for the Institution of Structural Engineers for the year ended 31 December 2019. In preparing the report, the Board has complied with the Charities Act 2011, the Statement of Recommended Practice – Accounting and Reporting by Charities (2015) ('SORP') and applicable accounting standards.

## 2. Objects and Activities

### 2.1 Objects

The Institution's objects are laid down in its Royal Charter, and may be summarised as being:

- ▶ To promote the advancement of structural engineering, and
- ▶ To facilitate the exchange of information and ideas relating to structural engineering.

### 2.2 Aims

The Institution's aim is to accredit and support a corps of highly qualified structural engineers for the safe, sustainable, effective and efficient design, construction, adaptation, maintenance and refurbishment of buildings, bridges and other structures throughout the world.

### 2.3 Main Activities

The Institution, in furtherance of its objects to promote for the public benefit the general advancement of the art and science of structural engineering, continued to maintain and disseminate information and ideas on structural engineering to its members. Activities were focussed on:

- ▶ Maintaining high standards of professional qualifications for structural engineering.
- ▶ Assisting members to maintain and enhance their professional competence.
- ▶ Fulfilling the Institution's learned society role.
- ▶ Promoting the Institution and the profession of structural engineering.
- ▶ Ensuring an on-going value for money and efficiency in the management of the Institution's affairs.
- ▶ Valuing members' voluntary time in supporting the activities of the Institution and utilising that support as effectively as possible.

### 2.4 Objectives for 2019

The objectives for 2019 included:

- ▶ Continued involvement in the review of the building safety regulatory system following the Grenfell Tower tragedy
- ▶ Launch of CROSS USA.

- ▶ Launch of the Expert Witness Register.
- ▶ The development of various new CPD and IPD courses including new online training courses.
- ▶ Launch of online examination revision and temporary works courses.
- ▶ An International Conference collaboration between the Institution and the Structural Engineering Institute (SEI) to take place in Dubai.
- ▶ A Computational Design Conference.
- ▶ Website development: phase one – launch of the new website; phase two - events and course management, e-commerce, and user experience, and rebuilding of *The Structural Engineer* site.
- ▶ Launch of the new brand.
- ▶ Defining the requirements of a new CRM database, in preparation for the procurement phase (planned for 2020).
- ▶ The continuation of the implementation of recommendations from the governance review completed in 2017.

## 2.5 Public Benefit

### 2.5.1 Benefits from aims

The general public throughout the world benefit from a safe and well-designed infrastructure provided by the highly skilled members of the Institution. This has a knock-on effect benefitting the world economy by providing employers with employees (who are Institution members) having an internationally recognised specialist professional qualification.

Public benefit is also gained from the ongoing professional support provided to members to keep their knowledge and skills up to date and relevant.

### 2.5.2 Membership benefits

The Institution is a membership organisation and members' annual subscriptions form a significant part of the Institution's income, which is used to fund its activities for the public benefit. Members themselves receive benefits through the Institution's dissemination of knowledge and best practice, and from their membership of a professional body with high standards of entry and continuing membership. However, it is only with and through its members that the Institution can continue to fulfil its objects and provide benefit to the public as a whole.

### 2.5.3 Charity Commission Guidance

The Board has regard to guidance on public benefit published by the Charity Commission, when exercising its powers and duties and where such guidance is relevant. The Trustees have considered the Charity Commission's general guidance on public benefit and have taken it into account when reviewing the Institution's aims and objectives and in planning its future activities.

## 3. Achievements and Performance

### 3.1 Overall Review

2019 saw the Institution making good progress in support of the strategy approved by the Board in 2014.

Objectives set for 2019 which were accomplished during the year included:

- ▶ The Business Transformation Project continued, including the redesign and launch of the Institution's new website.
- ▶ The launch of the Institution's new brand.
- ▶ The launch of the structural engineering Expert Witness register.
- ▶ The launch of the on-line examination preparation course.
- ▶ The launch of CROSS USA.
- ▶ The organisation of an International Conference collaboration between the Institution and the Structural Engineering Institute (SEI) in Dubai, United Arab Emirates.
- ▶ The organisation and running of a one-day Computational Design Conference.
- ▶ During the year the Institution strategy focussed on the key priority areas identified in the Institution's 2018 report 'The Future of our Profession.'
- ▶ During the year the Institution continued its collaboration with other professional bodies around the world including other professional engineering institutions, the Royal Academy of Engineering (RAEng) and the Construction Industry Council (CIC) (built environment organisations) on matters of mutual interest. Of particular note is the continuing collaboration in response to the recommendations of the Independent Review of Building Regulations and Fire Safety, chaired by Dame Judith Hackitt, following the fire at Grenfell Tower in London in June 2017.
- ▶ During the year a recruitment process was agreed and undertaken leading to the appointment of a Board Chairman, separate to the role of President, as of 1 January 2020. The constitution of the Board from 1 January 2020 will comprise twelve members including the Board Chairman, the President, three Vice-Presidents, a Past President and six Council members.

### 3.2 Scotland

The Scottish Regional Group delivered a full professional programme during 2019. This included 14 evening presentations and technical seminars, many of which were also delivered on-line enabling more members to engage, and many which provide CPD requirements for SER Certifiers; a series of exam preparation courses run in Glasgow and Edinburgh preparing candidates for the Chartered Membership examination; and the Young Members' Group organised 5 junior member activities. All events were well attended.

The Scottish Regional Group committee volunteers considerable time supporting the work of the Institution in Scotland and at HQ. The Group is supported by a part time administrator assisting with all group activities, liaison with HQ, and providing services to the membership.

The Group continues to assist with the assessment and processing of membership applications for candidates residing in Scotland and is represented on the Institution's Council and on headquarters' committees.

The Group has maintained its engagement with 10 Scottish universities to promote the Institution and to increase student membership. The Group has good links with schools and younger people promoting the importance of the engineering profession. The Group continues to support the Young Members Group (YMG) with a committee member attending all YMG meetings.

Liaison has also been maintained with the Institution of Civil Engineers, BCSA, HSE, the Concrete Society and the Institution of Engineers and Shipbuilders in Scotland (IESIS). The group continues to build working relationships with other bodies including RIBA, RIAS, GIA, IET, IMechE, CIBSE, CIMCIGS and others through the Federation of Engineering Institutions. The Group is a consultee on changes to legislation affecting the industry proposed by Scottish Government.

The Institution's trading subsidiary Structural Engineers Registration Ltd operates a Scheme of Certification of Design (Building Structures) under the Building (Scotland) Act 2003 for the Scottish Government Building Standards Division.

## **4. Financial Review**

### **4.1 Trustees' Responsibilities for the accounts and financial statements**

The Charities Act 2011 requires the Trustees to prepare financial statements for each financial year which give a true and fair value of the state of affairs of the charity at the end of the year and of the incoming and outgoing resources for the year then ended.

In preparing those financial statements, the Trustees are required to select suitable accounting policies and then apply them consistently, making judgements and estimates that are reasonable and prudent. The Trustees must also prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charity will continue its activities.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011. The Trustees are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are satisfied that these requirements are being met.

### **4.2 Review of the year**

The Group posted a surplus for the year ending 31<sup>st</sup> December with a result ahead of budget. Total Group income was £7.9m, with £5m coming from members' subscriptions and qualification fees and £2.9m from other sources including trading subsidiaries.

Repayments on the mortgage (circa 10% of asset value) taken to fund the redevelopment of the building in Bastwick Street in 2014 were fully discharged within the forecast cash flow parameters agreed by the Board and the Institution's bankers.

2019 saw the end of the first five years fixed rate term of the Institution's 10-year mortgage. The Board agreed to re-mortgage for a further 10-year term taking borrowings back up to the original 2014 level. This additional funding capacity is to support the ongoing Digital Business Transformation initiative together with other capital projects. This extension releases capital but does not significantly change the monthly repayments.

Some 64% of the Institution Group's income comes from membership and qualification activities; 3% from advertising and online income from The Structural Engineer; 16% from the trading activities of SER; 8% from publications sales, courses and conferences. The remaining 9% was derived from a range of activities across the charity and trading companies.

The Institution has a vision "to lead, support and nurture the development of structural engineering worldwide". During 2019 the Board continued to evaluate how best to prioritise and fund development activity in pursuit of this vision whilst taking full cognisance of available revenues.

### 4.3 Reserves

At the end of 2019, the Institution had total unrestricted reserves, after the pension reserve, of £9.6m. The majority of this is Designated Funds, and in particular the Bastwick Street Fund (see section 6.4.2), with £6.5m in the General Fund.

As at 31 December 2019 the Institution had free reserves of £163k. Free reserves are calculated using the total Unrestricted Fund, less Designated Funds (excluding the Bastwick Street Fund) and Fixed and Intangible Assets, adding back the loan used for the redevelopment of Bastwick Street. The free reserves position will be monitored on an annual basis.

During 2016 the Board reviewed the reserves policy and agreed that the target should be to hold minimum free cash reserves equivalent to three months of expenditure, currently approximately £1.9m. During much of 2019 this target was not met partially as a result of capital and operational expenditure on the Institution's Digital Transformation Project which was not factored in to the 2016 Board review (the minimum figure being £1.3m). With the advance receipt of subscriptions for 2020 as at 31 December 2019 free cash reserves were £3.1m. During 2020 the Board will consider the strategy to be adopted in order to increase the level of cash reserves as part of a five-year planning exercise and whether the 2016 reserve target remains an appropriate measure.

### 4.4 Funds

The Institution's restricted and designated funds are described in notes 15 and 16 to the Financial Statements, respectively.

The Board decides on a year-by-year basis the amounts that are placed in each designated fund and monitors actual income and expenditure against the operating forecast.

### 4.5 Pension Asset

To reflect the accounting surplus on its (1973) Pension and Life Assurance Scheme, a pension asset is reflected in the accounts, for both the year-ending 31 December 2019 (£85k), and year-ending 31 December 2018 (£513k).

## 4.6 Grant making policy

### 4.6.1 The Institution and Regional Group Awards

As a learned society, the Institution has a policy of encouraging its members in order to ensure that the work they undertake is carried out to a high standard. As part of this policy of encouragement, awards are given each year to members for the technical papers, presentations at meetings in the regional groups, for the best students at higher educational establishments in regional areas, and for newly built structures. Each of these award winners receives a certificate. Some also receive a plaque or a financial reward (in the £50-£200 range).

### 4.6.2 Research Fund

The Institution's Research Fund (administered by the Research Panel, which reports to the Structural Futures Committee) makes grants to support research in structural engineering in both industry and academia, including at undergraduate and masters level. It also supports young researchers through the annual Young Researchers' Conference.

## 5. Plans for Future Periods

### 5.1 Long and medium-term strategy

In 2014 the Institution's Board approved a strategy to guide its direction of travel from 2015 to 2020 and to inform the longer-term period to 2025. This was reviewed by the Board during 2019.

In summary the strategy is two-fold:

- ▶ An Institution committed to competency.
- ▶ An Institution founded on communities.

As a long-term strategy, the Institution has a vision that consolidates its existing position as the leading international specialist professional body for structural engineers committed to supporting the well-being of society through activities that assist structural engineers acquire, maintain and develop the necessary competencies to practice.

Internationally it will achieve these aims by:

- ▶ Extending the reach of comparability examination standards.
- ▶ Offering on-line assessment examinations to support the development of young professionals.
- ▶ Developing collaborative relationships with international institutions to enable shared access to technical, engineering and educational materials.
- ▶ Increasing its portfolio of digitally disseminated conferences, lectures, publications and training courses.
- ▶ Introducing specialist registers and lists in fields where additional demonstration of competence is required.

- ▶ Developing a range of affiliate membership programmes that may have particular attraction in countries that do not have formal competency tests.

The Institution has also identified engineering themes that it can champion to promote dialogue both internally and externally with audiences that extend beyond its own current constituency of structural engineers. The broad areas of interest are:

- ▶ Safety of society.
- ▶ Sustainability of society and the Climate Emergency.
- ▶ Value of society.

The Institution has embarked on a major programme of digital transformation which will be a critical component of connecting a worldwide cohort of engineers. Development of the Institution's web platforms increase the ability to access and share relevant information between member communities that may be founded on areas of common interest, need and expertise.

## 5.2 Looking ahead to 2020

The Board has endorsed a programme of objectives for 2020 in support of the 2014 strategic plan. These include the following activities, each of which will be reviewed in line with the disclosure statement on Covid-19 under section 6.3.6

- ▶ Review of qualification standards in light of recommendations from "The future of our profession" and UN Sustainable Development Goals
- ▶ The promotion of the requirement for members to undertake CPD in structural safety as part of their mandatory CPD obligation.
- ▶ Development and launch of a suite of new conferences, CPD courses and webinars.
- ▶ Ongoing involvement in the review of the building safety regulatory system following the Grenfell Tower tragedy including development of CROSS and the review of the need for specialist registers.
- ▶ Phase 3 of the website development including online application processes.
- ▶ Business analysis and project planning for procurement of a new CRM system in 2020.
- ▶ Phase 2 of Making Tax Digital compliance.
- ▶ Appointment of Board Chairman from 1 January 2020.
- ▶ Further improving diversity and inclusivity across the Institution's Board, Council, Committee and Panel structures.
- ▶ Developing greater responsiveness to the Climate Change agenda recognising the critical role and contribution of structural engineers and placing Institution activity on a par with its existing emphasis on structural safety.

## 6. Structure, Governance and Management

### 6.1 Organisational Structure

The Institution was founded in 1908 and was incorporated by Royal Charter on 4 May 1934; the current Supplemental Charter, with associated Bye-laws, was granted on 1 December 2004. The Charter empowers the Board to make Regulations relating to the Institution and for the conduct of members. They are kept under review and were last amended during 2019.

The Institution's activities are conducted through the Institution itself and also through its two wholly owned subsidiaries - IStructE Ltd and Structural Engineers Registration Ltd (SER).

Structural Safety Ltd (SSL) jointly owned with The Institution of Civil Engineers brings together the activities of SCOSS (Standing Committee on Structural Safety) and CROSS (Confidential Reporting on Structural Safety)

To support its international development activities, the Institution has legal entities registered in Hong Kong and the United Arab Emirates. IStructE (Asia-Pacific) Limited and IStructE FZ LLC respectively.

In previous years the materiality of our financial activity outside the UK meant that support of our international regional groups was not consolidated within the annual accounts. As a measure of prudence, there is recognition of this activity within the 2019 accounts.

Collectively all these companies are referred to as 'the Institution Group'.

Authority to conduct the day-to-day operations of the Institution is delegated by the Board to the Chief Executive, who is responsible to the Board for the efficient running of the Institution and for the implementation of policies and strategies. An Executive Leadership Team (ELT) comprising the Chief Executive, Deputy Chief Executive and Chief Operating Officer work with and support the Board in the fulfilment of their obligations as Trustees. In turn, a newly established Senior Management Team (SMT) supports the Executive and has operational and delivery responsibility for the Institution's membership, product and services activities.

Council (which includes members elected by and from Chartered and Incorporated Structural Engineers, Technician Members and co-opted graduates worldwide, as well as regional group chairmen and other co-optees) support the Board in determining the core values and strategic aims of the Institution. Although its role is essentially advisory and consultative, it debates and influences policies, offers advice to the Board, and each year it elects the President and the Board.

### 6.2 Governance

The President is, ex officio, chairman of the Board of Trustees, which comprises 10 other members. Each year, Council appoints three Vice-Presidents and one Past President to the Board. Other members of the Board are elected by and from members of Council.

Vice-Presidents who are not otherwise members of the Board attend Board meetings by invitation. The Board may invite specialist advisers to attend. The Executive Leadership Team also attend. Such persons do not thereby become members of the Board and may not vote on any matter to be decided by it.

The Institution's 'session' commenced on 1 January 2019; when the incoming Board Chairman, President and members of the Board, the Council and committees took office. The session ran to 31 December 2019. At the first meeting of the session, Board members received training in trusteeship.

At the end of the session, the Board self-evaluated their performance during the year and that of the Board. The collective output was discussed by the Board and as necessary, action plans developed so that improvements may be effected.

## **6.3 Management**

### **6.3.1 Committee and Panels**

The committee structure is shown on page 10.

The Membership Committee advises on policy with regard to membership of the Institution, including setting and maintaining standards to qualify structural engineers globally.

The Education Committee advises on policy concerning school and university education for potential members and throughout member's careers.

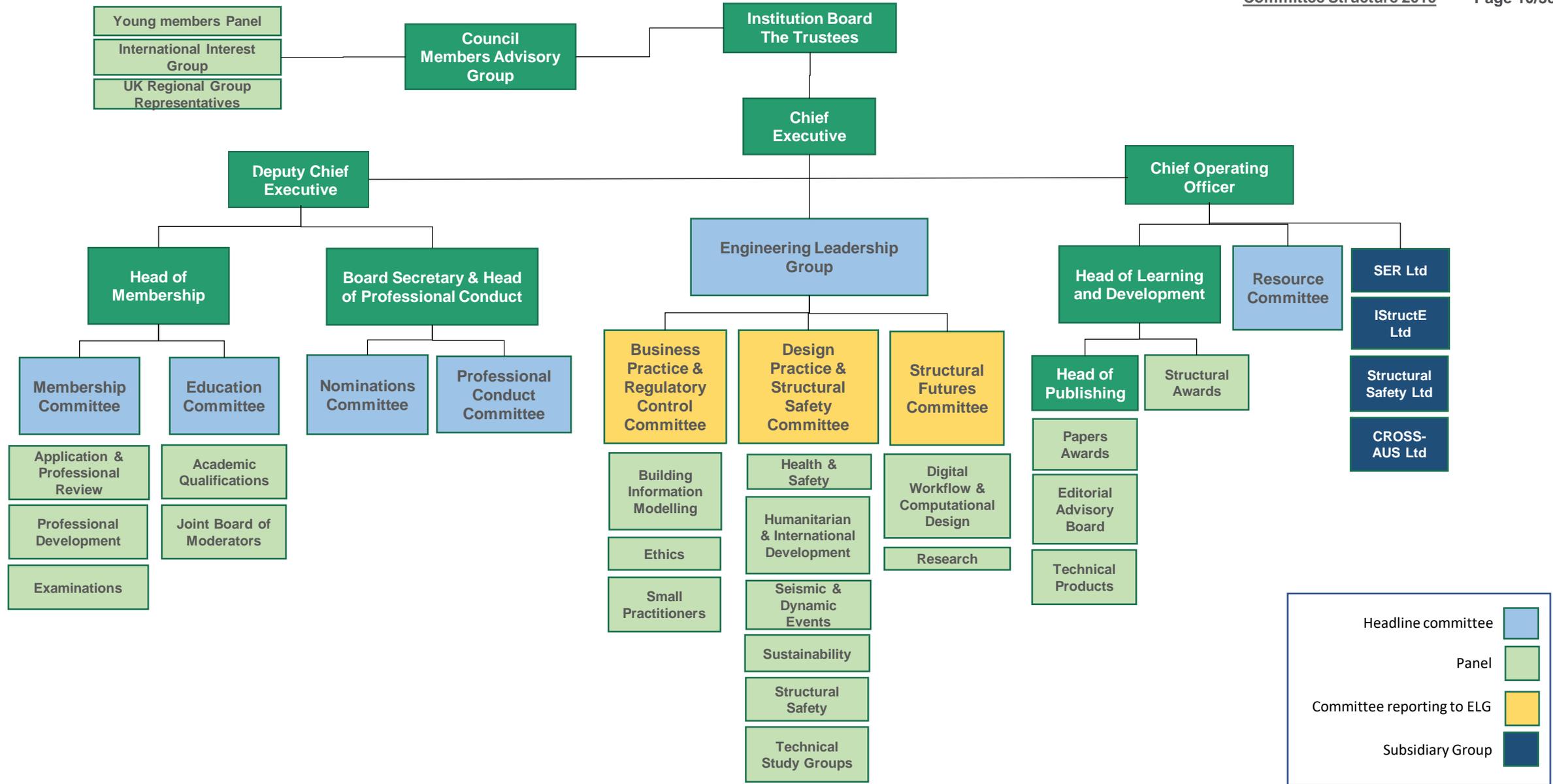
The Engineering Leadership Group advises on policy concerning technical matters related to structural engineering. It is assisted in this task by three topic head committees.

The Resources Committee assesses and reviews the Institution's resources needs (finance, staff and premises).

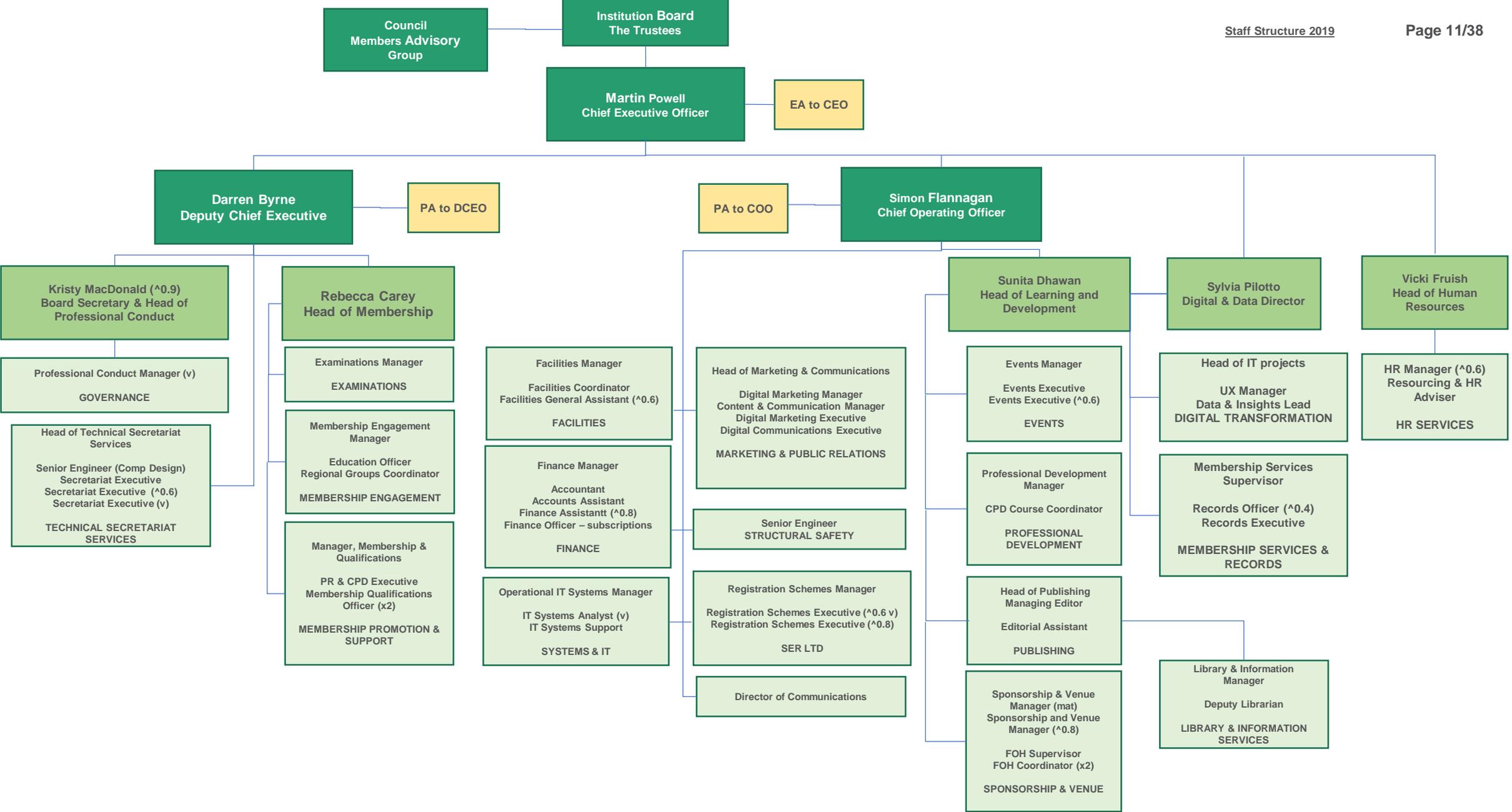
The Professional Conduct Committee keeps the code of conduct, guidance notes and disciplinary procedures under review, and investigates allegations of misconduct made against members and also misrepresentations relating to Institution membership.

The Nominations Committee makes annual recommendations to the Council concerning the election of the President, the Vice-Presidents and the other members of the Council, and also the appointment and election of members of the Board. It also adjudicates on Institution Awards made to individuals.

Panels, which deal with specific areas of activity, report as shown on page 10.



Headline committee	<span style="background-color: #ADD8E6; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
Panel	<span style="background-color: #C8E6C9; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
Committee reporting to ELG	<span style="background-color: #FFD700; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
Subsidiary Group	<span style="background-color: #003366; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>



### 6.3.2 Regional Groups

Institution members throughout the world, where there are sufficient concentrations of members, are allocated to regional groups. Such regional groups are run by committees, which arrange learned society, continuing professional development and networking events, to complement those organised by the Institution centrally. Each group has regulations for its governance, which have been approved by the Trustees. The financial activities of these groups form part of the 2019 annual statement

### 6.3.3 Staff

With an average number of staff employed during the year of 62.25, the staff establishment at 31 December 2019 was 63 (which included 9 part-time staff). At 31 December 2018, the comparable figure was 65 (including 11 part-time staff). The staff organogram is on page 11.

The staff have adopted the following mission statement as the focus of their aspirations:

*We provide a professional platform for all in the field of Structural Engineering to share their technical expertise and knowledge with each other in an efficient and effective manner. We help lead professional excellence in the field of Structural Engineering by supporting the development of members and championing public safety worldwide.*

All staff receive an induction into the organisation and access to ongoing learning and development activities which supports their own continuing professional development.

Staff are rewarded with a market comparable pay and benefits package.

### 6.3.4 Pay and remuneration of key management personnel

As part of the annual operating plan and budget review, the Board approves an inclusive percentage uplift for annual salaries that is based on affordability; benchmark assessments to reflect the sector; the Institution's central London location and Government published national statistics. Against the approved criteria, the Chief Executive approves individual increase awards. In 2019 awards for all staff, including key management personnel (the staff directorate), were awarded at a flat rate level.

The Chief Executive's remuneration is assessed separately by a panel of senior Board members that includes the Immediate Past President, the Senior Vice-President and the President against criteria that includes benchmark and trend information compiled by the Institution's HR Manager and performance objectives that have been agreed between the review panel and the Chief Executive.

### 6.3.5 Volunteers

All members of the Board, the Council, committees, panels, task groups, advisory groups and study groups (as well as members serving the Institution on regional group committees and acting in other capacities) are volunteers, numbering at least 600 individuals. Additionally, an extensive network of members contributes in authorship and editorial roles. Around 20 members act as Institution representatives in countries outside the United Kingdom where there is no regional group; and circa 50 members serve on committees of the British Standards Institution, construction and engineering technical organisations, and educational institutions. This represents considerable commitment and input to the profession, mainly by senior members, which is to the public benefit as well as that of the Institution itself.

### 6.3.6 Risk Management

The Board acknowledges its responsibility for managing the risks to which the Institution is exposed. It oversees an on-going assessment of the major risks – in particular those relating to strategic objectives, operations, finances and reputation. Control systems are in place to manage those risks. Besides a generic response to risk management, the Board recognise the very specific and unprecedented challenges posed by the COVID-19 pandemic. A separate disclosure statement is included within this section and follows rigorous discussion with the Institution's auditors.

The responsibility for providing guidance to the Board on matters relating to finance and operational risk is delegated to the Resources Committee. Strategic and reputational risk matters are primarily under the direction of the staff directorate and discussed at regular intervals with the Board.

The principal risks facing the Institution, with the key actions in place to mitigate against them are:

- ▶ Reduction in membership – Income from membership subscriptions is key to the Institution. In order to mitigate against a reduction in the number of members as the result of demographic factors and also to seek to grow the membership the Institution has introduced initiatives including:
  - ▶ An increased range of products and services including CPD course provision, on-line courses, books and other publications; the library and a growing portfolio of e-books and an events program.
  - ▶ Increased involvement in careers activities including production of educational videos and a focus on young member events including the 2019 Young Engineer Conference.
  - ▶ Increasing the number of candidates eligible to proceed to Chartered Membership by mapping the examinations offered by other international structural engineering bodies against the Institution's examinations and introducing supplementary examinations to assess those areas that are not tested.
  - ▶ Improving accessibility to professional membership by introducing flexibility in how candidates may satisfy the Masters level academic requirement, the order in which candidates may take their Professional Review Interview/Examination and changing the Supporter requirements in terms of reducing the number of Members required to sign candidates' application forms.
- ▶ Data Protection – The Institution's operations are heavily reliant on the use of the personal data of both members and non-members. A risk-based approach to data security is taken and appropriate technical and organisational measures are in place. Further to the introduction of the General Data Protection Regulation in May 2018 all associated policies and procedures continue to be reviewed and updated as necessary.
- ▶ Resilience of commercial revenue – In order to reduce reliance on income from membership subscriptions a number of revenue streams, have, and continue to be developed through IStructE Ltd. Throughout 2019 and into 2020 a greater number of online products is being created to greatly increase the available portfolio and meet the varying delivery requirements of members and other users.
- ▶ Reduction in income from Structural Engineers Registration Ltd (SER) – Income from SER is largely linked to the level of activity in the Scottish construction industry which is outside the company's control. A prudent approach is therefore taken to budgeting.
- ▶ Volunteer engagement – the Institution is heavily dependent on the voluntary contribution of its members particularly in areas of technical and engineering knowledge sharing. Members give their time freely and willingly however conflicting pressures in the workplace and personal life means that the Institution is always looking to increase the number of members actively engaged with its activities.

- ▶ Increase in staff costs – As with most membership organisations the Institution’s employee related costs is the key component of total expenditure. The risks associated with staff costs are managed through a rigorous annual budgeting process and close scrutiny to confirm the business need for any additional staff costs.
- ▶ Increases in the cost of capital expenditure – Where projects involving significant capital expenditure are undertaken there is likely to be an increased risk of cost escalation. Mitigation measures include development of detailed project specifications before work commences and appropriate levels of project management including formation of Project Oversight Boards.
- ▶ Health and safety – Presenting reputational and legal risks as well as the primary risk to the safety and health of staff and others, the Institution takes this risk area seriously. A health and safety policy is in place together with supporting documents and appropriate procedures. Health and safety is overseen by the Chief Operating Officer, who chairs a staff health and safety committee that meets quarterly.

### **Disclosure Statement relating to COVID-19**

Whilst the Annual Report and Accounts are focused on outturns from 2019, The Institution’s Trustees are mindful of the impacts of the COVID-19 pandemic on the short to medium term resilience of the Institution Group.

Given the significant international reach and exposure of the Institution this is an extremely fluid situation. The initial mitigations have focused on the immediate prospects and risks that might be expected in 2020 together with an early assessment of scenarios that might influence decision making into 2021.

With a business model that is dependent in large measure on receipts from Membership subscriptions (circa 65% of revenues), in excess of 92% of fees has already been collected. This is commensurate with recent prior years. Enhanced follow-up of outstanding fees is underway and at the point of making this report, the Trustees are confident that the outturn will provide adequate security on stay-in business and fixed cost elements without significant draw-down on reserves. Additionally, a range of sensitivity exercises has been conducted by the Institution and disclosed to the Institution’s auditors with particular emphasis on cash flow through to May 2021.

As a learned society, the Institution is particularly active in the areas of events, conferences, courses and training. This is additionally supported through third party sponsorships as well as revenues from the hire of venue space at the Bastwick Street headquarters. All this activity will be negatively impacted during 2020 by measures relating to social distancing and “lockdown” whether in the UK or internationally. Early intervention has already stripped out a significant proportion of costs associated with this programme of activity and additionally substitute provision of resources to support the profession is being made available through on-line channels. The Institution makes generous provision of financial resources to its network of regional groups around the world and in the absence of the ability for face to face activities, this financial outlay will be significantly curtailed during 2020 thus strengthening the liquidity of cash reserves against other as yet unspecified risks associated with COVID-19.

The situation regarding the Institution’s certification scheme in Scotland and Jersey (SER Limited) is more difficult to forecast given its dependence on planning and construction activity in these places and therefore outside its direct control. Trading through to the end of March 2020 has been in line with forecast. This is expected to continue for April 2020. For the remainder of 2020 we are forecasting a substantial revenue downturn. This is partially mitigated through a temporary expenditure reduction in our 5-year auditing cycle.

The net result of the re-forecasting changes and actions taken indicates a downturn against budget surplus/deficit of circa £75K. The Trustees consider this is a realistic assessment and adequately covered by the Institution's current liquidity.

The Institution has enacted its emergency contingency plans and the vast majority of staff are now working remotely and demonstrating that for the most part we are able to provide continuity of service and back-up administration. Where staff are unable to work remotely, we have actively pursued UK Governmental support through their furloughing programme that will enable staff to be retained for their eventual return to work and underpinned by up to an 80% contribution towards salary costs. At this stage there is no consideration of making posts redundant

Much of the work of the Institution is reliant on the contribution of expertise from within the membership. The provision of on-line meetings is enabling this support to continue largely unaffected. This applies equally to engineering and technical activities as well as to matters of governance and oversight from the Trustees. International travel restriction has enabled appreciable cost savings.

Based on previous downturns in the business cycle, whilst revenues from commercial activities might take time to recover, membership subscription income is generally robust and sustaining. Professional Engineers have taken many years to qualify for membership of the Institution; their professional qualifications and hence the criteria for Institution membership is highly valued. As such the Trustees retain confidence that income from subscriptions will continue to strongly underpin the overall revenues of the Institution. Equally there is no evidence to suggest the desire from structural engineers throughout the world in taking Institution examinations will decline. Accordingly, both short-term gains from examination fees as well as longer-term revenues from newly qualified members is expected to endure.

The Institution has long-term development plans for its ongoing business digital transformation. This provides resilience to its support of an international community. Delivering this change is dependent on capital development expenditure in a series of integrated projects. As needed, the Trustees will consider temporary suspension of new CAPEX to preserve cash liquidity for routine operational sustainability

Whilst short-term liquidity is not currently considered to be problematic, the Institution is well resourced through the freehold ownership of its headquarter building where gearing through mortgage borrowing is circa 16%. The Trustees stated policy is that borrowing against the building is only for development activity and not for funding general activity which must be funded via membership and commercial revenues. In the event of a continuing and major worldwide aftermath to COVID-19, the Trustees would as necessary, review its mortgage cash release policies. Based on current projections for 2020 and 2021 such action is not expected to be required

In summary, both in 2020 and then into 2021, the Trustees are satisfied that the ongoing funding of the Institution and the wider Group as a viable and ongoing Charity is sustainable and within acceptable parameters of risk consideration although mindful that the enduring pandemic means that a continual series of short and longer term reviews will be required so that mitigating actions can be taken as required.

### **6.3.7 Fundraising**

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although the Institution does not undertake widespread fundraising from the general public, the legislation defines fund raising as 'soliciting or otherwise procuring money or other property for charitable purposes' Such amounts receivable are presented in the Institution's accounts as 'donations and legacies'.

In relation to the above the Trustees confirm that all solicitations are managed internally, without involvement of commercial participators or professional fund-raisers, or third parties. The day to day management of all income generation is delegated to the staff directorate, who are accountable to the Trustees.

The Institution is not bound by any undertaking to be bound by any regulatory scheme and does not consider it necessary to comply with any voluntary code of practice.

No complaints have been received by the Institution in relation to fundraising activities.

The Institution's terms of employment require staff to behave reasonably at all times; as it does not approach individuals for funds it does not particularise this to fundraising activities nor is it considered necessary to design specific procedures to monitor such activities.

### **6.3.8 Subsidiary Companies**

The Institution's subsidiary companies are listed in note 7 to the Financial Statements.

### **6.3.9 Connected Charities**

#### **6.3.9.1 The Institution of Structural Engineers Benevolent Fund**

The Institution of Structural Engineers Benevolent Fund is deemed a connected charity as its objects restrict its beneficiaries to current or former members of the Institution and their dependents or former dependents, and as it benefits from administrative services provided by the Institution. During 2019 the Institution donated £7,247 of administrative services to the Benevolent Fund and collected £39,002 of donations from its members and paid these to the Fund.

#### **6.3.9.2 The Institution of Structural Engineers Educational Trust**

The Institution of Structural Engineers Educational Trust having transferred its funds to the Institution in 2018, was wound up on 30/04/19.

## **7. Reference and Administrative Information**

### **7.1 Registration**

The Institution is registered with the Charity Commission for England and Wales under number 233392 and the Office of the Scottish Charity Regulator under number SC038263.

### **7.2 Address of principal office**

The Institution's address is 47-58 Bastwick Street, London, EC1V 3PS.

### **7.3 Trustee Board**

During 2019 the Trustees were:

Glenn Bell*	Joe Kindregan	Ashutosh Nene
K F Chung	David Knight*	Marelize Visser

Jane Entwistle	Victoria Martin	Faith Wainwright*
Shalini Jagnarine-Azan	Don McQuillan	

Those marked\* were no longer in office at the date of the approval of this report.

Matthew Byatt, John Staves, Peter Terrell (Board Chairman) and Charlotte Wildman were appointed Trustees from 1 January 2020.

## 7.4 (i) Executive Team

Martin Powell	Chief Executive
Darren Byrne	Deputy Chief Executive
Simon Flanagan	Chief Operating Officer

## 7.4 (ii) Board Secretariat

Sue Doran	Company Secretary and Director of Regulations (until August 2019)
Kristy MacDonald	Board Secretary (from August 2019)

## 7.5 Auditors

BDO LLP, 2 City Place, Beehive Ring Road, Gatwick, West Sussex, RH6 0PA

Approved by the Board and signed on their behalf by

Peter Terrell  
Board Chairman



Date: 14.05.2020

## FINANCIAL STATEMENTS INDEPENDENT AUDITOR'S REPORT TO TRUSTEES OF THE INSTITUTION OF STRUCTURAL ENGINEERS

### Opinion

We have audited the financial statements of The Institution of Structural Engineers ("the Parent Charity") and its subsidiaries ("the Group") for the year ended 31 December 2019 which comprise the consolidated statement of financial activities, the consolidated balance sheets, the consolidated and Parent Charity cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charity's affairs as at 31 December 2019 and of the Group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006.

### Basis for opinion

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

### Conclusions related to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Group or the Parent Charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### Other information

The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The other information comprises the Report of the Trustees. The Trustees are responsible for the other information.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion;

- the information contained in the financial statements is inconsistent in any material respect with the Trustees' Annual Report; or
- proper accounting records have not been kept by the Parent Charity; or
- the Parent Charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

### Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities for the accounts and financial statements, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at:

<https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

### Use of our report

This report is made solely to the Charity's trustees, as a body, in accordance with the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the Charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the Charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

BDO LLP, Statutory Auditor  
2 City Place, Beehive Ring Road, Gatwick, West Sussex, RH6 0PA

Date:

BDO LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

## Consolidated statement of financial activities

### Year ended 31 December 2019

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Permanent Endowment Funds £'000	2019 Total £'000	2018 Total £'000
<b>Income</b>						
Donations and legacies		30.8	16.0	-	46.8	57.8
<b>Income from trading activities</b>						
Gross income from charitable trade		136.1	-	-	136.1	133.2
Trading subsidiaries' income		2,218.5	-	-	2,218.5	2,162.6
<b>Income from charitable activities</b>						
Membership and qualification activities		5,050.0	-	-	5,050.0	4,860.3
Technical & professional learning and development		-	161.2	-	161.2	124.3
Other charitable activities		273.5	-	-	273.5	238.4
Investment income	2	8.7	0.8	0.1	9.6	3.9
<b>Total income</b>		<b>7,717.6</b>	<b>178.0</b>	<b>0.1</b>	<b>7,895.7</b>	<b>7,580.5</b>
<b>Expenditure</b>						
<b>Cost of raising funds</b>						
Cost of charitable trading	3	118.0	-	-	118.0	118.9
Trading subsidiaries costs		1,700.3	-	-	1,700.3	1,656.8
<b>Charitable activities</b>						
Membership and qualification activities	3	3,505.0	-	-	3,505.0	3,670.5
Technical & professional learning and development		910.3	182.9	-	1,093.2	992.8
Other charitable activities		1,091.0	-	-	1,091.0	1,095.9
<b>Total expenditure</b>		<b>7,324.6</b>	<b>182.9</b>	<b>-</b>	<b>7,507.5</b>	<b>7,534.9</b>
Loss on translation of foreign entities		(5.9)	-	-	(5.9)	-
<b>Net income/(expenditure) before tax</b>		<b>387.1</b>	<b>(4.9)</b>	<b>0.1</b>	<b>382.3</b>	<b>45.6</b>
Corporation tax	18	-	-	-	-	-
<b>Net income/(expenditure) after tax</b>		<b>387.1</b>	<b>(4.9)</b>	<b>0.1</b>	<b>382.3</b>	<b>45.6</b>
Actuarial (loss)/gain on final salary pension scheme	21	(35.0)	-	-	(35.0)	167.0
Gift of assets from IOSE Educational Trust	23	-	-	-	-	34.4
<b>Net movement in funds</b>		<b>352.1</b>	<b>(4.9)</b>	<b>0.1</b>	<b>347.3</b>	<b>247.0</b>
<b>Reconciliation of funds</b>						
Total funds brought forward		9,205.9	287.5	31.2	9,524.6	9,277.6
<b>Total funds carried forward</b>		<b>9,558.0</b>	<b>282.6</b>	<b>31.3</b>	<b>9,871.9</b>	<b>9,524.6</b>

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above. The notes on pages 23 to 38 form part of these financial statements.

## Consolidated and Charity balance sheets

### Year ended 31 December 2019

	Note	The Group			Charity
		2019 £'000	2018 £'000	2019 £'000	2018 £'000
<b>Intangible assets</b>					
Websites	23	680.1	559.3	680.1	559.3
<b>Fixed assets</b>					
Tangible assets	6	8,825.0	9,038.7	8,825.0	9,038.7
Investment in subsidiary companies	7	-	-	0.2	0.2
		<u>8,825.0</u>	<u>9,038.7</u>	<u>8,825.2</u>	<u>9,095.2</u>
<b>Current assets</b>					
Stocks of publications	9	5.2	5.0	5.2	5.0
Debtors	10	488.7	397.0	571.5	516.9
Cash at bank and in hand		3,375.9	2,538.5	2,642.9	1,769.7
		<u>3,869.8</u>	<u>2,940.5</u>	<u>3,219.6</u>	<u>2,291.6</u>
<b>Total current assets</b>					
		<u>3,869.8</u>	<u>2,940.5</u>	<u>3,219.6</u>	<u>2,291.6</u>
<b>Creditors – amounts falling due within one year</b>	11	(2,820.8)	(2,744.4)	(2,637.8)	(2,530.3)
		<u>1,049.0</u>	<u>196.1</u>	<u>581.8</u>	<u>(238.7)</u>
<b>Net current assets</b>					
		<u>1,049.0</u>	<u>196.1</u>	<u>581.8</u>	<u>(238.7)</u>
<b>Creditors – amounts falling due after one year</b>	12	(1,280.2)	(782.5)	(1,280.2)	(782.5)
<b>Total net assets before pension scheme surplus</b>		9,273.9	9,011.6	8,806.9	8,577.0
<b>Pension scheme funding surplus</b>	21	598.0	513.0	598.0	513.0
<b>Total net assets after pension scheme surplus</b>		<u>9,871.9</u>	<u>9,524.6</u>	<u>9,404.9</u>	<u>9,090.0</u>
<b>Funds of the charity</b>					
Unrestricted funds:					
Designated funds	16	6,484.1	6,088.6	6,484.1	6,088.6
General funds		2,475.9	2,604.3	2,008.9	2,169.7
Total unrestricted funds excluding pension reserve		8,960.0	8,692.9	8,493.0	8,258.3
Pension reserve	21	598.0	513.0	598.0	513.0
		<u>9,558.0</u>	<u>9,205.9</u>	<u>9,091.0</u>	<u>8,771.3</u>
Permanent endowment funds	14	31.3	31.2	31.3	31.2
Restricted funds	15	282.6	287.5	282.6	287.5
		<u>313.9</u>	<u>318.7</u>	<u>313.9</u>	<u>318.7</u>
<b>Total funds</b>		<u>9,871.9</u>	<u>9,524.6</u>	<u>9,404.9</u>	<u>9,090.0</u>

Approved by the Institution Board, authorised for issue  
and signed on their behalf by:

Peter Terrell, Chairman



Jane Entwistle, Honorary Treasurer



Date: 14/05/20

## Consolidated and Charity statement of cash flows

### Year ended 31 December 2019

Reconciliation of changes in resources to net cash inflow from operating activities	Note below	Group		Charity	
		2019 £'000	2018 £'000	2019 £'000	2018 £'000
<b>Cash flows from operating activities</b>					
Net income after tax		382.3	45.5	349.9	(189.3)
Investment income	2	(9.5)	(3.9)	(9.5)	(3.9)
Interest payable		46.5	48.3	46.5	48.3
Depreciation	4	219.8	222.0	219.8	222.0
Amortisation of intangible assets	23	127.8	99.4	127.8	99.4
Decrease in stock	9	(0.2)	0.5	(0.2)	0.5
(Increase) / Decrease in debtors	10	(91.7)	(26.1)	(54.6)	196.1
Increase / (Decrease) in creditors	11	76.4	229.9	107.5	201.0
Difference between pension charge and cash contribution	21	(120.0)	(150.0)	(120.0)	(150.0)
<b>Net cash generated from operating activities</b>		<u>631.4</u>	<u>465.6</u>	<u>667.2</u>	<u>424.1</u>
<b>Cash flow from investing activities</b>					
Purchase of tangible fixed assets	6	(254.7)	(169.9)	(254.7)	(169.9)
Interest received	2	9.5	3.9	9.5	3.9
<b>Net cash from investing activities</b>		<u>(245.2)</u>	<u>(166.0)</u>	<u>(245.2)</u>	<u>(166.0)</u>
<b>Cash flow from financing activities</b>					
Increase capital element of mortgage		(117.6)	(135.4)	(117.6)	(135.4)
Additional funds from re-mortgage		615.3	-	615.3	-
Interest paid		(46.5)	(48.3)	(46.5)	(48.3)
<b>Net cash from financing activities</b>		<u>451.2</u>	<u>(183.7)</u>	<u>451.2</u>	<u>(183.7)</u>
Gift of assets from IOSE Educational Trust		-	34.4	-	34.4
Opening reserves of international regional groups and subsidiaries		-	199.9	-	-
Increase in cash in year		837.4	350.2	873.2	108.8
Cash and cash equivalents at the beginning of the year		<u>2,538.5</u>	<u>2,188.3</u>	<u>1,769.7</u>	<u>1,660.9</u>
Cash and cash equivalents at the end of the year		<u><u>3,375.9</u></u>	<u><u>2,538.5</u></u>	<u><u>2,642.9</u></u>	<u><u>1,769.7</u></u>

The notes on pages 23 to 38 form part of these financial statements.

## Notes to accounts

### Year ended 31 December 2019

#### 1. Accounting policies

##### **Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (2019) (effective 1 January 2019) - (Charities SORP (FRS 102) (2019)), and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Institution of Structural Engineers meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Due to the Covid-19 pandemic the Institution has re-forecast its income and expenditure and the impact the changes will have on cash flows for the current financial year extending the forecast period to May 2021. This exercise has been done specifically to determine if the going concern basis of accounting is still appropriate in the preparation of the financial statements. The Trustees having considered the results of this work are satisfied that the business can meet its obligations as they fall due and the going concern basis of accounting is appropriate.

##### *Income*

A reforecast of income for 2020 shows group revenue falling by £375k (4.25%) compared to the budget for the year. Extrapolating this drop for a further 5 months to May 2021, the total year on year fall would be £583k (6.6%) of budget.

##### *Expenditure*

The reforecast shows a reduction in costs of £304k (3.4%) compared to the budget for the year. Again extrapolating the saving for a further 5 months to May 2021, the saving year on year is £473k (5.3%) of budget.

##### *Staffing*

The level of staff costs remains unchanged from budget. To mitigate the impact during the Covid-19 lockdown, filling current vacancies have been deferred while a number of staff have been furloughed and their continued cost is supported by claiming the 80% job retention rebate from the government.

The overall position is a deficit of £75k against budget and a deficit of £110k, year on year.

Predicting the impact of Covid-19 is inherently uncertain, however, reforecast represents best estimates based on information at the time, which broadly assumes lockdown measures and significant business disruption until the end of the summer. Further a range of scenarios based on longer term disruption have been performed and all indicate the group has sufficient liquid funds. Additional information on the potential impact of Covid-19 on IOSE can be found within the Trustees Annual Report.

##### *Capital expenditure*

The expenditure for 2020 of £435k is forecast to proceed as planned as well as the programme of projects for the period to May 2021.

##### *Cash flow*

Factoring in likely reduction in receipts from reduced income and the reduced payments to suppliers, the cash position is predicted to decrease by £661k to £2,200k compared to the opening balance for the year of £2,861k and £328k compared to the budget. The predicted position at the end of May 2021 is forecast to be £1,839k, a further fall of £361k.

##### **Pension Asset**

To reflect the accounting surplus on its (1973) Pension and Life Assurance Scheme, a pension asset is reflected in the accounts, for both the year-ending 31 December 2019 (£598,000), and year-ending 31 December 2018 (£513,000). The amounts noted above are as shown on the Balance Sheet, page A4, under the heading 'Pension scheme funding surplus'.

##### **Basis of consolidation**

The financial statements include the consolidation of IStructE Limited, Structural Engineers Registration Limited (wholly owned subsidiaries of the Institution) and IStructE FZ LLC (a subsidiary of IStructE Ltd) on a line by line basis. The financial statements of a connected charity, The Benevolent Fund, has not been included within the group consolidation. In addition, the overseas subsidiary IStructE (Asia-Pacific) Limited has not been consolidated as its activities were considered not to be material.

The activities of the international regional groups, together with their assets and liabilities, are not consolidated as being immaterial.

##### **Income**

All income is recognised in the Statement of Financial Activities when the conditions for receipt have been met and receipt is probable. The following accounting policies are applied to income:

##### **Members' subscriptions and fees**

Member's subscription and fees due are treated as income when receivable. Amounts received in respect of future years are carried forward in the accounts as deferred income until the relevant subscription year.

**Donations and grants**

Donations and grants are included in the financial statements when the conditions of receipt have been met.

**Fees received for charitable services**

These represent amounts receivable in respect of goods or services provided during the year. Income is recognised when in the year in which the event takes place. Any amounts received for future years are carried forward in the accounts as deferred income until the events take place.

**Investment income and gains**

Investment income, including any tax recoverable thereon, is included in the financial statements in the year in which it is receivable.

**Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably and includes irrecoverable Value Added Tax. Expenditure has been allocated on the basis indicated below:

**Cost of raising funds**

This cost category includes the cost of books sold and the operating costs of the two trading subsidiaries.

**Charitable activities**

This includes all expenditure directly related to the objects of the charity.

**Membership and qualification activities**

This comprises the costs involved in providing support and services to the members of the Institution.

**Technical & professional learning and development**

This comprises the costs related to the advancement and development of structural engineering.

**Other charitable activities**

This comprises the costs of training members and events.

**Support costs**

These costs represent the staffing and associated costs of finance, IT, and the general building and administration costs in supporting the operational activities for which the charity is responsible and governance costs. Governance costs include external audit, legal advice to the Trustees and costs associated with the Board. These are allocated as detailed in Note 3. The method of allocating support costs based on headcount changed in 2018 from using FYE (full year equivalents) to full-time posts, irrespective of whether these posts are filled by permanent or temporary staff. It is considered this method will give a fairer distribution of costs and lead to less fluctuation from year to year because of the mix of employment types.

**Fund accounting**

The charity maintains various types of funds as follows:

**Permanent endowment funds**

These funds have been received by the Institution with specific restrictions on their use within the objectives of its Royal Charter and from which the income arising is available for fulfilment of those objectives. These funds comprise various prize funds.

**Restricted funds**

These funds have been received by the Institution with specific restrictions on their use within the objectives of its Royal Charter.

**Unrestricted funds**

These are available for the Institution to pursue its objectives under its Royal Charter and comprise:

**Designated funds**

Designated funds are amounts which have been put aside at the discretion of the Trustees. General unrestricted funds represent funds which are expendable at the discretion of the Trustees in the furtherance of the objects of the charity under its Royal Charter.

**General fund**

This represents the undesignated accumulated surpluses from funds available for the general objectives of the Institution.

**Intangible assets**

The assets in this category contain the historical cost less amortisation to date of the Institution's websites. The cost is written off on a straight-line basis at 16.67% per annum.

**Tangible fixed assets**

Fixed assets are stated at historical cost less depreciation. Equipment renewals due to technological changes are charged to the Statement of Financial Activities. Depreciation is provided at rates calculated to write off the costs less land and estimated residual value on a straight-line basis over their estimated useful lives as follows:

Freehold premises 2% per annum on cost

Computers 33.3% per annum on cost  
 Furniture and equipment 16.67% per annum on cost

#### Investments in subsidiaries

Investments in subsidiaries are shown at cost.

#### Stock

Finished stock and work in progress relates to technical publications and is stated at the lower of cost and net realisable value. Cost comprises the price of purchasing, compilation, printing and binding.

#### Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments.

#### Pension contributions

The Institution operates two pension schemes as follows:

##### Contributory final salary scheme

This scheme provides benefits based on final pensionable salary. The scheme was closed during 2002 and future pension arrangements were provided through a group personal pension plan. The assets of the final salary scheme are invested and are totally separate from those of the Institution. Contributions to the scheme are charged to income and expenditure to spread the cost over the employees' working lives with the Institution. These contributions are determined by a qualified actuary on the basis of triennial valuations using the projected unit method. In accordance with FRS102 a Pension surplus is recognised under certain conditions.

This scheme is being accounted for under FRS102, with the annually calculated notional surplus on the funding of the scheme shown in the accounts as a designated fund entitled "Pension Reserve" which is added to unrestricted funds in the balance sheet.

##### Group personal pension plan

The plan provides benefits based on contributions made and investment returns. The plan commenced during 2002 following the closure of the final salary scheme. Both the Institution and employees contribute to this plan. The assets of the plan are held in individual policies for each employee and invested and are totally separate from those of the Institution. Contributions to the plan are charged to income and expenditure as incurred. During 2015, new and existing employees who are not in the plan were automatically enrolled unless they have exercised their right to opt out.

#### Leases

Rental costs under operating leases are charged to the Statement of Financial Activities in equal amounts over the periods of the lease.

#### Financial instruments

The Institution only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. This is referred to in Note 13.

#### Current and deferred tax

The tax expense for the year comprises current and deferred tax. The current tax charge is calculated on all taxable income on the basis of tax rates and laws that have been enacted at the reporting date. Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date

## 2. Investment income

	2019	2018
	£'000	£'000
Bank interest	9.5	3.9

### 3. Analysis of Support and Governance Costs

<i>Basis of allocation</i>	Management	Legal & finance	Information technology	Governance	Total support and governance costs	Direct costs	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	<i>Head count</i>	<i>Head count</i>	<i>Head count</i>	<i>Head count</i>			
Charitable trading	30.9	6.9	9.0	7.5	54.3	63.7	118.0
Trading subsidiaries	185.3	41.2	54.3	44.8	325.6	1,374.7	1,700.3
Membership & qualification activities	768.9	170.8	225.3	186.0	1,351.0	2,154.0	3,505.0
Technical & professional learning & development	253.2	56.3	74.2	61.3	445.0	648.2	1,093.2
Other charitable activities	188.4	41.8	55.2	45.6	331.0	760.0	1,091.0
<b>Total</b>	<b>1,426.7</b>	<b>317.0</b>	<b>418.0</b>	<b>345.2</b>	<b>2,506.9</b>	<b>5,000.6</b>	<b>7,507.5</b>

#### Comparative figures for 2018

<i>Basis of allocation</i>	Management	Legal & finance	Information technology	Governance	Total support and governance costs	Direct costs	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	<i>Head count</i>	<i>Head count</i>	<i>Head count</i>	<i>Head count</i>			
Charitable trading	34.6	6.4	11.0	7.6	59.6	59.3	118.9
Trading subsidiaries	180.1	33.3	57.3	39.4	310.1	1,346.7	1,656.8
Membership & qualification activities	828.0	153.1	263.4	181.2	1,425.7	2,244.8	3,670.5
Technical & professional learning & development	249.4	46.1	79.3	54.6	429.4	563.4	992.8
Other charitable activities	204.4	37.8	65.0	44.7	351.9	744.0	1,095.9
<b>Total</b>	<b>1,496.5</b>	<b>276.7</b>	<b>476.0</b>	<b>327.5</b>	<b>2,576.7</b>	<b>4,958.2</b>	<b>7,534.9</b>

### 4. Net income for the year is stated after charging

	2019 £'000	2018 £'000
Auditors' remuneration		
For audit services	23.0	22.4
For taxation services	2.8	2.8
Depreciation of fixed assets	347.8	321.4

## 5. Information regarding employees, trustees and key management personnel

The average number of staff employed by the Institution throughout the year was 59 (2018: 57) split across the below functions.

Function	2019	2018
Charitable trading	1	1
Trading subsidiaries	6	6
Membership and qualification	22	24
Technical and professional learning and development	7	7
Other charitable activities	6	5
Support and governance	17	14
<b>Total</b>	<b>59</b>	<b>57</b>

Staff costs comprise:

	2019 £'000	2018 £'000
Salaries	2,593.6	2,532.5
Permanent health Insurance	44.3	42.6
Social security costs	279.9	279.8
Pension costs	257.1	272.7
Staff welfare, training and recruitment	267.0	312.7
	<u>3,441.9</u>	<u>3,440.3</u>

The number of employees whose total emoluments amounted to £60,000 or above for the year is as follows:

	2019	2018
£ 60,000 - £ 70,000	2	1
£ 70,001 - £ 80,000	-	1
£ 80,001 - £ 90,000	1	2
£ 90,001 - £100,000	1	1
£100,001 - £110,000	1	-
£170,001 - £180,000	1	1

All staff in this category are members of the Institution group personal plan. Pension contributions of £37,302 were paid in respect of these employees.

The Board is drawn from the membership of the Institution. No Trustee received any remuneration for their duties as Trustees (2018: none). Trustees are reimbursed for travelling expenses whilst engaged on the activities of the Institution.

Reimbursements were made as follows:

	£'000
Reimbursed in 2019 to 11 members of the Board	88.0
Reimbursed in 2018 to 11 members of the Board	89.9

The breakdown of costs incurred for each Trustee is listed below.

Trustee	Country of Residence	Travel & Subsistence Incurred	Professional Review Fees	Total
J Kindregan (President)	Ireland	32.3	-	32.3
G Bell	USA	0.7	-	0.7
C F Chung	Hong Kong	11.4	-	11.4
J Entwistle	United Kingdom	3.2	-	3.2
S Jagnarine-Azan	Trinidad	13.8	-	13.8
D Knight	United Kingdom	0.4	-	0.4
V Martin	United Kingdom	0.7	-	0.7
D McQuillan	United Kingdom	5.3	-	5.3
A Ratnaker-Nene	India	11.0	0.7	11.7
M Visser	South Africa	8.0	-	8.0
F Wainwright	United Kingdom	0.5	-	0.5

In their capacity as members of the Institution Trustees are obliged to pay annual subscriptions due to the Institution. Trustees are entitled to take advantage of the services offered by the Institution and its subsidiary companies, on the same terms offered to all members or to the general public.

Where Trustees or their connections provide services to, or utilise any other services or facilities of the Institution, the amounts paid to or charged by the Institution and based on either:

Standard rates paid by the Institution to members and non-members alike for services such as lecturing; or  
Rates negotiated on behalf of the Institution, independently of the member involved, by the Board or their delegated committee, based on competitive tenders or general rates.

The key management personnel of the parent charity, the Institution, comprise the Trustees, the Chief Executive Officer, Company Secretary and Director of Regulations (left the post in 31.07.2019), Deputy Chief Executive and the Chief Operating Officer. The total employee benefits of the key management personnel were £428,389 (2018: £574,003).

## 6. Fixed Assets

Consolidated and Charity

	Freehold Premises	Computers	Furniture and Equipment	Total
	£'000	£'000	£'000	£'000
<b>Cost</b>				
Balance at 1 January 2019	9,527.9	660.6	180.6	10,369.1
Additions	-	4.2	1.9	6.1
Disposals	-	-	-	-
Balance at 31 December	<u>9,527.9</u>	<u>664.8</u>	<u>182.5</u>	<u>10,375.2</u>
<b>Accumulated Depreciation</b>				
Balance at 1 January 2019	605.3	601.8	123.3	1,330.4
Charge for year	148.6	42.7	28.5	219.8
Disposals	-	-	-	-
Balance at 31 December	<u>753.9</u>	<u>644.5</u>	<u>151.8</u>	<u>1,550.2</u>
<b>Net Book Value</b>				
At 31 December 2019	<u>8,774.0</u>	<u>20.3</u>	<u>30.7</u>	<u>8,825.0</u>
At 31 December 2018	<u>8,922.6</u>	<u>58.8</u>	<u>57.3</u>	<u>9,038.7</u>

All tangible fixed assets are used in the activities of the Institution. In previous years website costs were included under this heading. Due to the nature and size of these assets, it was considered better to introduce the new heading of intangible assets and include them there. The trading subsidiaries do not own any tangible fixed assets. Audited accounts of the trading subsidiaries are filed with the Registrar of Companies.

## 7. Investments in subsidiaries

The group has the following subsidiary trading companies:

Subsidiary undertaking	Principal activities	Net Assets	Share capital held
IStructE Ltd	Various commercial activities	See note 8	£100
Structural Engineers Registration Ltd	A registration service to engineers in Scotland and Jersey	See note 8	£1
IStructE (Asia Pacific) Ltd	To support the Institution's activities in the area	£0k	£100
IStructE FZ LLC	To support the Institution's activities in the UAE	See note 8	£28.2k
Structural Safety Ltd	Provision of structural safety reporting schemes	£0k	-
CROSS-AUS Ltd	Provision of structural safety reporting schemes in Australia	Nil	-
Institution of Construction Engineers	Not trading	Nil	-
Association of Construction Engineers	Not trading	Nil	-

IStructE Ltd and Structural Engineers Registration Ltd are 100% subsidiaries of the Institution and incorporated in the UK. Subsidiaries activities have been consolidated into the Institution's financial statements. As a general policy, the trading companies' gift aid all their taxable profits to the charity. IStructE (Asia Pacific) Ltd is incorporated in Hong Kong.

IStructE FZ LLC is a Branch office of IStructE Ltd.

Structural Safety Ltd is a company limited by guarantee and is jointly owned by the Institution of Structural Engineers and the Institution of Civil Engineers. There was no activity during the year.

CROSS-AUS Ltd is a company limited by guarantee and is a wholly-owned subsidiary of the Institution of Structural Engineers.

## 8. Results and net assets of trading subsidiaries

	IStructE Ltd £'000	SER Ltd £'000	IStructE Asia Pacific Ltd £'000	CROSS- AUS Ltd £'000	IStructE FZ LLC £'00	Total £'000	2018 £'000
Turnover	891.8	1,292.5	42.8	3.7	8.2	2,239.0	2,176.7
Cost of sales	(392.4)	(612.7)	-	-	-	(1,005.1)	(978.5)
Gross profit	499.4	679.8	42.8	3.7	8.2	1,233.9	1,198.2
Administrative expenses	(449.5)	(269.4)	(33.7)	(2.8)	(0.4)	(755.8)	(780.0)
Operating profit before tax	49.9	410.4	9.1	0.9	7.8	478.1	418.2
Amount donated to the Institution	-	(191.0)	-	-	-	(191.0)	(160)
	49.9	219.4	9.1	0.9	7.8	287.1	258.2
Corporation tax	-	-	-	-	-	-	(46.8)
Amount retained by the subsidiary	49.9	219.4	9.1	0.9	7.8	287.1	211.4
Fixed assets	28.2	-	-	-	-	28.2	28.2
Current assets	279.9	366.7	38.6	1.2	36.0	722.4	692.1
Current liabilities	(258.1)	(147.3)	(8.6)	-	-	(414.0)	(499.2)
Net assets and funds	50.0	219.4	30.0	1.2	36.0	336.6	221.1

## 9. Stock

	2019 £'000	Group 2018 £'000	2019 £'000	Charity 2018 £'000
Finished goods	5.2	2.4	5.2	2.4
Work in progress	-	2.6	-	2.6
	5.2	5.0	5.2	5.0

## 10. Debtors

	2019 £'000	Group 2018 £'000	2019 £'000	Charity 2018 £'000
Debtors in respect of charitable services	133.6	95.5	46.8	19.5
Amounts due from subsidiary undertakings	-	-	195.8	210.1
Other debtors and prepayments	326.6	273.9	300.4	259.7
Other taxation and social security	28.5	27.6	28.5	27.6
	488.7	397.0	571.5	516.9

## 11. Creditors: Amounts falling due within one year

	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Mortgage falling due within one year	117.6	135.4	117.6	135.4
Creditors	344.2	333.0	271.3	221.9
Other creditors	215.5	177.1	220.4	171.0
Accruals	120.1	162.4	91.9	142.1
Corporation tax	-	-	-	-
Deferred income	1,896.1	1,809.3	1,843.9	1,767.9
Other taxation and social security	127.3	127.2	92.7	92.0
	2,820.8	2,744.4	2,637.8	2,530.3

The corporation tax charge of £46,800 has been removed from the comparative figures for 2018 as tax is not required to be provided for so long as gift aid is paid by the subsidiary companies within 9 months of the year end. For further information, refer to note 18 Taxation.

## 12. Creditors: Amounts falling due after one year

	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Mortgage falling due after one year	1,280.2	782.5	1,280.2	782.5

## 13. Financial instruments

The Institution only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Loan is repayable as follows:

	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Within one year	117.6	135.4	117.6	135.4
Between one and two years	122.2	142.0	122.2	142.0
Between two and five years	1,158.0	469.4	396.0	469.4
After five years	-	171.1	762.0	171.1
	1,397.8	917.9	1,397.8	917.9

In November 2019, the Board approved an extension to the loan, increasing it to £1.4m, which equals the amount borrowed in 2014. The loan is for 5 years but has a 10- year profiling, which explains why it is fully repayable at the end of 5 years, although rather than a balancing payment, at the end of the 5 years, an additional 5 years will be added to the loan in line with the profile agreed with Barclays Bank. The rate of interest is fixed at 3.86% for the first 5 years, to be repaid in equal instalments until December 2025. At the end of the 5<sup>th</sup> year the rate of interest will be re-negotiated on the amount outstanding for the final 5 years. The purpose of the loan is to finance the business transformation projects planned over the next 5 years. The loan is secured by a first charge on the Institution's 47-58 Bastwick Street property. The ratio for the loan to property is 16.0% (2018: 9.6%).

## 14. Movement in permanent endowment funds

	1 January 2019	Income	Expenditure	31 December 2019
	£'000	£'000	£'000	£'000
Prize funds	31.2	0.1	-	31.3

	1 January 2018	Income	Expenditure	31 December 2018
	£'000	£'000	£'000	£'000
Prize funds	34.0	-	2.8	31.2

## 15. Movement in restricted funds

	1 January 2019 £'000	Income £'000	Gift /transfer of assets £'000	Expenditure £'000	31 December 2019 £'000
Research fund	65.3	16.2	-	15.7	65.8
Prize funds	2.5	-	-	-	2.5
EEFIT fund	25.4	3.2	-	4.5	24.1
Young Structural Eng. Competition	110.3	0.3	-	-	110.7
Structural Safety	23.8	135.4	-	137.0	22.1
Fib(UK)	29.8	22.9	-	18.1	34.6
Barret Prize Fund	3.6	-	-	-	3.6
Pai Lin Li Travel Awards	12.7	-	-	4.1	8.6
Alsop Fund	14.1	-	-	3.5	10.7
	287.5	178.0	-	182.9	282.6

	1 January 2018 £'000	Income £'000	Gift /transfer of assets £'000	Expenditure £'000	31 December 2018 £'000
Research fund	70.5	23.9	-	29.1	65.3
Prize funds	2.5	-	-	-	2.5
EEFIT fund	25.6	3.9	-	4.1	25.4
Young Structural Eng. Competition	110.2	0.1	-	-	110.3
Structural Safety	20.6	95.1	-	91.9	23.8
Fib(UK)	23.3	25.4	-	18.9	29.8
Barret Prize Fund	-	-	3.6	-	3.6
Pai Lin Li Travel Awards	-	-	14.7	2.0	12.7
Alsop Fund	-	-	16.1	2.0	14.1
	<u>252.7</u>	<u>148.4</u>	<u>34.4</u>	<u>148.0</u>	<u>287.5</u>

#### Purpose of restricted funds

Name	Purpose
Research fund	This fund has the objectives of raising and applying funds for the purpose of enabling research to advance the art, science, and practice of structural engineering.
Prize funds	These funds were raised for specific educational prizes.
EEFIT fund	This fund is used to support the activities of the Earthquake Engineering Field Investigation Team.
Young Structural Engineer Competition	This fund will be used for competitions for young Structural Engineers.
Structural Safety	This fund is used to finance the scheme of Confidential Reporting on Structural Safety and the Standing Committee on Structural Safety.
Fib(UK)	This fund is to be used for the administration of the UK fib group.
Barret Prize Fund	This fund is used to award a prize to the winner of the Young Structural Engineers' International Design Competition.
Pin Lin Li Travel Awards	The fund is used to award travel bursaries for young engineers wishing to spend 4 to 6 weeks abroad studying current practice or trends related to the use of any construction material in the field of structural engineering.
Alsop Fund	The purpose of the fund is to support educational bursaries through Starfish Zambia.

#### 16. Movement in designated funds

	1 January 2019 £'000	Income £'000	Transfers £'000	Expenditure £'000	31 December 2019 £'000
<b>Designated funds</b>					
Prize funds	9.7	-	-	-	9.7
Employee pensions fund	280.8	-	79.2	-	360.0
Bastwick Street fund	5,408.1	-	-	219.8	5,188.3
England Registration fund	100.0	-	-	-	100.0
Digital Transformation	225.0	-	(114.2)	-	110.8
Bastwick Street Maintenance fund	65.0	-	35.0	-	100.0
Development Fund	-	-	615.3	-	615.3
	<u>6,088.6</u>	<u>-</u>	<u>615.3</u>	<u>219.8</u>	<u>6,484.1</u>

	1 January 2018 £'000	Income £'000	Transfers £'000	Expenditure £'000	31 December 2018 £'000
<b>Designated funds</b>					
Prize funds	9.7	-	-	-	9.7
Employee pensions fund	280.8	-	-	-	280.8
Bastwick Street fund	5,630.2	-	-	222.1	5,408.1
England Registration fund	100.0	-	-	-	100.0
Digital Transformation	225.0	-	-	-	225.0
Bastwick Street Maintenance fund	65.0	-	-	-	65.0
	<u>6,310.7</u>	<u>-</u>	<u>-</u>	<u>222.1</u>	<u>6,088.6</u>

Funds are designated for the following purposes:

Name	Purpose	Period to be used
Prize fund	Donated funds to provide educational and examination prizes.	When required
Employee pension fund	This fund was designated in 2001 to set aside for ongoing costs which are calculated on a triennial basis.	When required
Bastwick street fund	This is to recognise the accounting profit after the sale of the leasehold of 11 Upper Belgrave Street, London. Being used to offset annual depreciation charges on Bastwick street.	When required
England registration fund	Established in 2014 to fund the work required to investigate the setting up of a Structural Engineer Registration scheme in England.	When required
Digital transformation	This is to fund future digital projects.	When required
Bastwick street maintenance fund	Setup to fund the future maintenance work at Bastwick Street.	When required
Development fund	This is to fund a replacement for the Institution's CRM, IT hardware, software upgrades and other development projects.	Next 5 years

## 17. Analysis of assets and liabilities between funds for the year ended 31<sup>st</sup> December 2019

	Unrestricted Funds £'000	Restricted Funds £'000	Permanent Endowment Funds £'000	Total 2019 £'000
Intangible assets	680.1	-	-	680.1
Tangible fixed assets	8,825.0	-	-	8,825.0
Current assets	3,555.9	282.6	31.3	3,869.8
Current liabilities	(2,820.8)	-	-	(2,820.8)
Long-term liabilities	(1,280.2)	-	-	(1,280.2)
Pension Scheme Funding Surplus	598.0	-	-	598.0
<b>Total net assets</b>	<u>9,558.0</u>	<u>282.6</u>	<u>31.3</u>	<u>9,871.9</u>

## Comparative analysis for the year ended 31<sup>st</sup> December 2018

	Unrestricted Funds £'000	Restricted Funds £'000	Permanent Endowment Funds £'000	Total 2019 £'000
Intangible assets	559.3	-	-	559.3
Tangible fixed assets	9,038.7	-	-	9,038.7
Current assets	2,621.8	287.5	31.2	2,940.5
Current liabilities	(2,744.4)	-	-	(2,744.4)
Long-term liabilities	(782.5)	-	-	(782.5)
Pension Scheme Funding Surplus	513.0	-	-	513.0
<b>Total net assets</b>	<u>9,205.9</u>	<u>287.5</u>	<u>31.2</u>	<u>9,524.6</u>

## 18. Taxation

The Institution is a charity within the meaning of Part 1 Schedule 6 Finance Act 2011. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2011 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Following an update to FRS 102 in December 2017, a provision of £46,800 for corporation tax was recognised in the 2018 financial statements on the undistributed reserves in the subsidiary companies. The reserves were paid as gift aid to the Institution within 9 months of the year so there was no tax to pay. As a result of the triennial review of FRS 102, the corporation tax provision on the 2018 undistributed reserves has been reversed. In addition, no provision for corporation tax has been made in the 2019 financial statements as the expectation is that the undistributed reserves will be paid as gift aid within 9 months of the year end.

19. Consolidated statement of financial activities – comparative figures  
Year ended 31 December 2018

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Permanent Endowment Funds £'000	2018 Total £'000
<b>Income</b>					
Donations and legacies		34.0	23.8	-	57.8
<b>Income from trading activities</b>					
Gross income from charitable trade		133.2	-	-	133.2
Trading subsidiaries' income		2,162.6	-	-	2,162.6
<b>Income from charitable activities</b>					
Membership and qualification activities		4,860.3	-	-	4,860.3
Technical & professional learning and development		-	124.3	-	124.3
Other charitable activities		238.4	-	-	238.4
Investment income	2	3.5	0.3	0.1	3.9
<b>Total income</b>		<u>7,432.0</u>	<u>148.4</u>	<u>0.1</u>	<u>7,580.5</u>
<b>Expenditure</b>					
<b>Cost of raising funds</b>					
Cost of charitable trading	3	118.9	-	-	118.9
Trading subsidiaries costs		1,656.8	-	-	1,656.8
<b>Charitable activities</b>					
Membership and qualification activities	3	3,670.5	-	-	3,670.5
Technical & professional learning and development		844.8	148.0	-	992.8
Other charitable activities		1,093.0	-	2.9	1,095.9
<b>Total expenditure</b>		<u>7,384.0</u>	<u>148.0</u>	<u>2.9</u>	<u>7,534.9</u>
<b>Net income/(expenditure) before tax</b>	18	48.0	0.4	(2.8)	45.6
Corporation tax		(46.8)	-	-	(46.8)
Tax relief in respect of gift aid		46.8	-	-	46.8
<b>Net income/(expenditure) after tax</b>		<u>48.0</u>	<u>0.4</u>	<u>(2.8)</u>	<u>45.6</u>
Actuarial gain/(loss) on final salary pension scheme	21	167.0	-	-	167.0
Gift of assets from IOSE Educational Trust	23	-	34.4	-	34.4
<b>Net movement in funds for the year</b>		<u>215.0</u>	<u>34.8</u>	<u>(2.8)</u>	<u>247.0</u>
<b>Reconciliation of funds</b>					
Total funds brought forward		8,990.9	252.7	34.0	9,277.6
<b>Total funds carried forward</b>		<u>9,205.9</u>	<u>287.5</u>	<u>31.2</u>	<u>9,524.6</u>

All the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

## 20. Operating lease commitments

At the year end the group and the Charity had total commitments under non-cancellable operating leases of £0 relating to equipment. (2018: £0).

## 21. Pension schemes

### Final salary pension scheme

The Institution contributes to the Institution of Structural Engineers (1973) Pension and Life Assurance Scheme at rates set by the Scheme Actuary and advised to the Trustees by the Scheme Administrator. In accordance with FRS102 the scheme is accounted for as a defined benefit scheme. This scheme is accounted for under FRS102, with the annually calculated notional surplus or deficit on the funding on the scheme shown in the accounts as a designated fund entitled "Pension Reserve" which is deducted from unrestricted funds in the balance sheet. The trustees believe that the scheme currently meets statutory minimum funding requirements. The contributions made by the employer over the financial year have been £120,000. In addition, £85,696 was paid directly in respect of charges for the management of the scheme. The scheme is now paid up and following a triennial valuation of the scheme carried out as at 31 December 2013 the Institution agreed to continue contributions of £20,000 per month, payable since January 2011, until 31 March 2018 (inclusive) in order to make up the deficit disclosed at the valuation. A triennial valuation as at 31 December 2016 has been completed and following this the Institution has agreed to pay contributions of £10,000 a month from April 2018. The Trustees note that the deficit or surplus calculated under FRS102 can vary greatly from year to year depending on the assumptions made at the valuation date. In accordance with FRS102 a Pension surplus is recognised under certain conditions.

The assumptions which had the most significant effect on the results of the valuation are those relating to the return on investments and the discount rate used to derive the net present value of the scheme liabilities. The assets of the scheme have been included within this year's accounts at open market value as at the year end and the liabilities have been calculated using the following actuarial assumptions.

	31 December 2019 % per annum	31 December 2018 % per annum	31 December 2017 % per annum
Rate of discount	2.05	2.80	2.45
Inflation (RPI)	3.05	3.45	3.45
Inflation (CPI)	2.35	2.55	2.55
Allowance for revaluation of deferred pensions of CPI or 5% p.a. if less with a minimum of 3% p.a.	3.00	3.00	3.00
Allowance for pension in payment increases of RPI or 5% p.a. if less, minimum 3% p.a.	3.60	3.80	3.80
Allowance for commutation of pension for cash at retirement	Nil	Nil	Nil

The mortality assumptions adopted at 31 December 2019 imply the following life expectancies:

	2019 Years	2018 Years
Male retiring at age 65 in 2019	21.8	21.8
Female retiring at age 65 in 2019	23.6	23.7
Male retiring at age 65 in 2039	23.1	22.8
Female retiring at age 65 in 2039	25.2	24.9

Present values of plan liabilities, fair value of assets and deficit:

	2019 £'000s	2018 £'000s	2017 £'000s	2016 £'000s	2015 £'000s
Fair value of plan assets	8,036	7,172	7,373	7,326	6,284
Present value of plan liabilities	7,438	6,659	7,177	7,269	6,205
Surplus/(deficit) in scheme	598	513	196	57	79
Unrecognised surplus	598	513	196	57	57
Defined Benefit asset / (liability) to be recognised	-	-	-	-	-

**21. Pension schemes (continued)**

Reconciliation of opening and closing balances of the present value of the scheme liabilities:

	Year Ending 31 December 2019 £'000s	Year Ending 31 December 2018 £'000s
Scheme liabilities at start of period	6,659	7,177
Interest cost	183	173
Actuarial losses (gains)	825	(471)
Benefits paid, death in service insurance premiums	(229)	(220)
Liabilities Extinguished on Settlements	-	-
Plan liabilities at end of period	<u>7,438</u>	<u>6,659</u>

Reconciliation of opening and closing balances of the fair value of scheme assets:

	Year Ending 31 December 2019 £'000s	Year Ending 31 December 2018 £'000s
Fair value of scheme assets at start of period	7,172	7,373
Expected return on scheme assets	199	180
Actuarial gains / (losses)	774	(311)
Contributions by employer	120	150
Benefits paid, death in service insurance premiums	(229)	(220)
Assets distributed on settlements	-	-
Fair value of scheme assets at end of year	<u>8,036</u>	<u>7,172</u>

The actual return on the scheme assets over the period ending 31 December 2019 was (£973,000).

Total expense recognised in the statement of financial activities:

	Year Ending 31 December 2019 £'000s	Year Ending 31 December 2018 £'000s
Net Interest cost	-	-
Losses (gains) on settlements	-	-
<b>Total expense recognised in the statement of financial activities</b>	<u>-</u>	<u>-</u>

Other Comprehensive Income:

	Year Ending 31 December 2019 £'000s	Year Ending 31 December 2018 £'000s
Return on plan assets (excluding amounts included in net interest cost) – gain / (loss)	774	(311)
Experience gains and losses arising on the plan liabilities: Amount of (loss) / gain	5	(1)
Effects of changes in the demographic and financial assumptions underlying the present value of the plan liabilities: Amount (loss) / gain	(830)	472
Effect of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost) – gain (loss)	16	7
<b>Total amount recognised in other comprehensive income within the statement of financial activities – (loss) / gain</b>	<u>(35)</u>	<u>167</u>

**Pension Asset**

To reflect the accounting surplus on its (1973) Pension and Life Assurance Scheme, a pension asset is reflected in the accounts, for both the year-ending 31 December 2019 (£598,000), and year-ending 31 December 2018 (£513,000).

These amounts are shown on the Balance Sheet, page A4, under the heading 'Pension scheme funding surplus'.

## 21. Pension schemes (continued)

### Assets:

	Year Ending 31 December 2019	Year Ending 31 December 2018	Year Ending 31 December 2017
	£'000s	£'000s	£'000s
Corporate Bonds	-	-	1,943
Government Bonds	-	-	348
Index Linked Gilts	-	-	1,270
Liability Driven Investments	986	981	-
Cash	11	6	600
Insurance Policy	3,202	2,979	3,312
Diversified Growth	2,178	1,827	-
Absolute Return Bonds/Credit	1,659	1,379	-
<b>Total assets</b>	<b>8,036</b>	<b>7,172</b>	<b>7,373</b>

### Analysis of the sensitivity to the principal assumption of the value of the plan liabilities:

Assumption	Change in assumption	Approximate impact on scheme liabilities
Discount rate	Decrease by 0.1% p.a.	Increase by 2%
Rate of inflation	Increase by 0.1% p.a.	Increase by 2.0% (of inflation-linked liabilities)
Rate of mortality	1 year increase in life expectancy	Increase by 2%

The best estimate of contributions to be paid by the Institution to the scheme for the period beginning after 31 December 2019 is £120,000 per annum and is based on the current arrangement in place between the Institution as employer and the Pension Trust who manage the scheme. This will be reviewed in line with the next triennial valuation due during 2020 at which time the impact of COVID-19 on the schemes assets will be re-assessed.

## 22. Related party transactions

### IStructE Ltd

The company undertakes activities relevant to the profession of structural engineering which either the Institution of Structural Engineers as a charity is unable to undertake or which can be more effectively conducted through the company. Key activities are the sale of advertising space in the institutions journal, acting as an agent to sell the Institutions technical publications, and selling sponsorship for Institution events.

	2019 £'000	2018 £'000
Sales	10.9	8.7
Purchases	4.8	-
Management charges from the Institution of Structural Engineers	432.5	404.1
Intercompany balance (Debtor)	149.3	128.7

### Structural Engineers Registration Limited

The company promotes and manages schemes for the registration of individuals and organisations engaged in the certification of structures in Scotland and Jersey.

	2019 £'000	2018 £'000
Management charges from the Institution of Structural Engineers	231.7	267.2
Charitable donations to the Institution of Structural Engineers	191.0	160.0
Intercompany balance (Debtor)	46.5	81.4

### IStructE (Asia Pacific) Ltd

The purpose of the company is to facilitate and support the activities of the regional groups in the Asia Pacific area..

	2019 £'000	2018 £'000
Grant from the Institution of Structural Engineers	14.4	14.1

### IStructE FZ LLC

The purpose of the company is to facilitate and support the activities of the regional group in the United Arab Emirates.

	2019 £'000	2018 £'000
Grant from the Institution of Structural Engineers	6.2	-

**CROSS-AUS Ltd**

The purpose of the company is provide structural safety reporting on schemes in Australia.

	2019 £'000	2018 £'000
Grant from the Institution of Structural Engineers via the Australia Regional Group	3.7	1.9

**23. Intangible assets**

Consolidated and Charity	
	Websites £'000
<b>Cost</b>	
Balance at 1 January 2019	766.4
Additions	248.6
Disposals	-
	<u>1,015.0</u>
Balance at 31 December	<u>1,015.0</u>
<b>Amortisation</b>	
Balance at 1 January 2019	207.1
Charge for year	127.8
Disposals	-
	<u>334.9</u>
Balance at 31 December	<u>334.9</u>
<b>Net Book Value</b>	
At 31 December 2019	<u>680.1</u>
At 31 December 2018	<u>559.3</u>

All intangible fixed assets are used in the activities of the Institution. In previous years these assets were included under fixed assets but have are now reported separately because of their size and nature. The trading subsidiaries do not own any intangible fixed assets. Audited accounts of the trading subsidiaries are filed with the Registrar of Companies.

**24. Analysis of changes in net debt**

	At the 1 <sup>st</sup> January 2019 £'000	Cash flows £'000	Other non- cash changes £'000	At 31 <sup>st</sup> December 2019 £'000
<b>Cash and cash equivalents</b>				
Cash	2,538.5	837.4	-	3,375.9
<b>Borrowings</b>				
Debt due within one year	(135.4)	135.4	(117.6)	(117.6)
Debt due after one year	<u>(785.5)</u>	<u>(612.3)</u>	117.6	<u>(1,280.2)</u>
	<u>(920.9)</u>	<u>(476.9)</u>	-	<u>(1,397.8)</u>
<b>Total</b>	<u>1,617.6</u>	<u>360.5</u>	-	<u>1,978.1</u>

**25. Subsequent Event**

Since the end of 2019, the main risk to the Company is the uncertainty surrounding the Covid-19 pandemic. See Section 1 Accounting Policies, Basis of Preparation, and additional information on the potential impact of Covid-19 within the Trustees Annual Report.

There are no indicators that the carrying value of assets recognised within the financial statements are now overstated as a result of Covid-19.