

2015

# ANNUAL REVIEW & ACCOUNTS



**CIOB**

THE CHARTERED INSTITUTE OF BUILDING



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\* THESE SECTIONS FORM PART OF THE REPORT OF THE TRUSTEES

## Reference and administrative details

Charity Number:	England & Wales Scotland	280795 SCO41725
Head Office:	1 Arlington Square, Downshire Way, Bracknell, Berkshire RG12 1WA (This is also the registered office of Englemere Limited)	
Auditors:	Grant Thornton UK LLP, Grant Thornton House, Melton Street, London NW1 2EP	
Bankers:	HSBC Bank plc, 70 Pall Mall, London SW1Y 5EZ	
Solicitors:	DAC Beachcroft LLP, 100 Fetter Lane, London, EC4A 1BN	
Investment Managers:	Brewin Dolphin, Investment Management Division, 5 Giltspur Street, London, EC1A 9BD Cazenove Capital Management Limited, 12 Moorgate, London EC2R 6DA	

Membership is more than a collection of people looking for a competitive advantage. We share a set of values that underpin what it means to be a Chartered professional

## PRESIDENT'S FOREWORD

**T**hroughout my professional life, I have always believed that the industry cannot function without a well-trained and skilled workforce; equally, well-trained managers and leaders must lead them. So I am extremely proud to be President of the Institute at an exciting time when skills are on everyone's agenda.

My predecessors have all played a part in moving the Institute forward so when I pass on the baton to the next president I will be acutely aware of how important the Institute is to both its members and the industry. The Institute should never just reflect on its past but must be very much about the future and during 2015 the Institute did just that by carrying out extensive work to set a course to 2020 and beyond.

Implementation of the 2020 Strategic Plan has begun and you will see early signs of this through the relaunch of the CBC schemes and the introduction of the Academy. This review explains our future plans more fully and they allow us to take advantage of the great opportunities for professional Chartered Construction Managers, in the broadest sense, wherever they operate in the world.

That was the reason why we have been rigorous in the implementation of the grade review. The response from members both Chartered and Non-Chartered has been terrific with significant levels of upgrading taking place to full Chartered Membership. The response from Non-Members has also been good. Over 500 have joined the Institute as applicants and we look forward to seeing them progress rather swiftly to Chartered Member.

And if any Non-Chartered Members are still in any doubt as to the value of upgrading, let me remind you of what I said in my previous letters to you: "You have unfinished business and you owe it both to yourself and to the industry to demonstrate that you are the best you can be."

But membership is more than a collection of people looking for a competitive advantage. We share a set of values that underpin what it means to be a Chartered professional.

The public role of the CIOB is the advancement of the science and practice of building and construction. We achieve that through our membership of



competent professionals working to a Code of Practice and an obligation to continually update their skills and knowledge. The Institute exists to benefit the public who use buildings, not just the people who produce them.

So as members we accept our public responsibility. The social role of construction is something we need to emphasise more fully. Construction is more than a mere industry – it is a fundamental part of society. That's why I am also very proud of the work the Institute has been doing around modern slavery and illegal working and the challenges they pose to our industry.

CIOB members really are 'influencers', shaping every aspect of the built environment in ways that contribute to the economy, society and culture - often for generations yet to come.

Also last year my predecessor reported on our move to London and how logical it was. That re-entry to London has been so successful that we have expanded our operation in the UK capital at the end of 2015 and more activity will come from our new office as time progresses.

2016 will prove to be another immense year for the Institute. I believe it to be in the good hands of the Board of Trustees – after all they have been chosen by you, the Members.

**CHRISTOPHER CHIVERS** FCIQB  
CIOB PRESIDENT 2015/16  
29 April 2016

Our members are well placed to make a significant difference to the eradication of worker exploitation either through slavery or illegal working in the same way they have been at the vanguard of making the industry a safer place to work

CHIEF EXECUTIVE'S REPORT

Each year I begin these reports setting out how much we have done and how things have changed. This report I suppose is no different. We change because the industry is changing and we have to anticipate the changes in the industry and be part of setting the agenda for change rather than playing catch up. It means taking risks and sometimes being at odds with the received wisdom, especially when the Institute acts as a critical friend within the industry.

What does not change though is the pursuit of fairness and excellence. Fairness in that nothing should stop anyone becoming a Chartered member of the CIOB if they put in the work and that our standards are not for compromise.

2015 saw the introduction of the most significant change in membership structure in 20 years. The decision to end entry to the incorporate grade from July 2015, led to a rush of people joining before the cut off. I am pleased to report that intake of applicant members was still strong in the second half of the year. Our intake of new members of all types stood at 2981 for the year, with a further 140 on their way to corporate membership, the highest for a number of years. 2015 also saw the highest number of professional reviews completed at 1013. We will continue to urge members who can upgrade to Chartered to do so. As a Chartered Institute, members feel quite strongly that membership should be predominantly Chartered.

2015 also saw the Institute settle into the second year of operating out of Bracknell and the London representative office. The latter has been so successful the Board of Trustees decided that we needed something more suited to the future needs of the Institute, so on 18th December the Institute relocated to the new London Office situated in Kingsway. The office has been designed to be flexible and will be a home for the CIOB Academy and CIOB Training and other external facing activities. We continue our utilisation of modern communications technology with members and staff throughout the world to make best use of the time they have available to support the Institute.

An important event in the calendar is the annual Members' Forum, held in Cambridge in July 2015. This event brings together members from all over the world to discuss the progress of the Institute and consider plans for the future. Members' Forum heartily endorsed the proposals set out in the Strategic Plan and the vision for the CIOB in 2020.

The proposals include the establishment of the previously mentioned Academy to create an in house professional development resource, additional professional certifications, improvements to CPD, the greater use of technology to deliver CIOB programmes, stronger employer engagement as part of our global growth



plan and further recognition of our qualifications and the value of the professional (and in our case Chartered) Construction Manager.

Members' Forum 2015 also saw the launch of the publication "Modern Slavery: the dark side of construction" to much acclaim from members and other stakeholders. This follows up on work done at Members' Forum 2014 in Qatar but also builds on work by the United Kingdom which is taking a leading role through the passing into law of the Modern Slavery Act 2015.

Our members are well placed to make a significant difference to the eradication of worker exploitation either through slavery or illegal working in the same way they have been at the vanguard of making the industry a safer place to work. This is why the Board of Trustees mandated CPD on illegal working in the UK construction industry. The idea of directed CPD is a first for the Institute, but it will not be the last as other core CPD topics are determined to be necessary for members.

We continue to publish some other well received research findings. In particular we published a report on the impact of migration in the UK construction industry and one on the value of professional bodies in general.

One of the key features of the latter report was the recognition of the relative uniqueness of the CIOB in that progression to Chartered status is open to anyone and is not restricted by education or social background. Our routes to Chartered Member continue to be validated externally so anyone can be confident that Chartered means Chartered and similarly comparable with other chartered qualifications. In modern day politicspeak this is called social mobility and inclusion; in CIOB speak it is called, you earn it, you get it.

CHRIS BLYTHE  
CHIEF EXECUTIVE  
29 April 2016

## REPORT OF THE TRUSTEES

The Trustees are pleased to present their report together with the financial statements of The Chartered Institute of Building (the Institute) for the year ended 31 December 2015.

This report and the financial statements comply with the relevant statutory requirements and those of the Royal Charter and Bye-Laws.

### Key Management Personnel

BOARD OF TRUSTEES 16 June 2014 – 21 July 2015		BOARD OF TRUSTEES 21 July 2015 – 10 July 2016	
<b>OFFICERS:</b>		<b>OFFICERS:</b>	
President: <b>Ghassan Aouad</b> FCIQB		President: <b>Chris Chivers</b> FCIQB	
Senior Vice President: <b>Chris Chivers</b> FCIQB		Senior Vice President: <b>Paul Nash</b> FCIQB	
Vice President: <b>Paul Nash</b> FCIQB		Vice President: <b>Rebecca Thompson</b> FCIQB	
Vice President: <b>Vacant</b>		Vice President: <b>Chris Soffe</b> FCIQB	
Chief Executive: <b>Chris Blythe</b>		Chief Executive: <b>Chris Blythe</b>	
<b>ELECTED TRUSTEES:</b>	<b>Expiry of Term</b>	<b>ELECTED TRUSTEES:</b>	<b>Expiry of Term</b>
Jamie Barrett FCIQB	2017	Jamie Barrett FCIQB	2017
E.Susan Brown MCIQB	2015	Nigel Croxford FCIQB	2018
Nigel Croxford FCIQB	2015	Ray Ford FCIQB	2017
Ray Ford FCIQB	2017	Paul Gandy FCIQB	2016
Paul Gandy FCIQB	2016	Christine Gausden FCIQB	2018
Henry Lamb FCIQB	2016	Henry Lamb FCIQB	2016
Gavin Maxwell-Hart FCIQB	2015	Gavin Maxwell-Hart FCIQB	2018
Michael Smith MCIQB	2017	Michael Smith FCIQB	2017
<b>SELECTED TRUSTEES:</b>	<b>Expiry of Term</b>	<b>SELECTED TRUSTEES:</b>	<b>Expiry of Term</b>
Michael Foy FCIQB	2017	Michael Foy FCIQB	2017
Philip Hynard FCIQB	2017	Philip Hynard FCIQB	2017
Jason Margetts FCIQB	2016	Jason Margetts FCIQB	2016
Kevin Sheridan FCIQB	2015	Stephen Lines FCIQB	2018

Biographies of current trustees can be found at [www.ciob.org/trustees](http://www.ciob.org/trustees).

The day to day management of the Institute is the responsibility of the Chief Executive supported by a Management Board of functional directors and staff. The Chief Executive is responsible to the Trustees for overseeing all operations of the Institute.

MANAGEMENT BOARD FOR 2015	
Chief Executive	<b>Chris Blythe</b>
Deputy Chief Executive	<b>Bridget Bartlett</b>
Finance Director	<b>Joanne Case</b> (until end of March 2015)
	<b>Stephen Chaytow</b> (acting)
Construction, Innovation & Development Director	<b>Saleem Akram</b>
Commercial Director	<b>Jacqueline Balian</b> (from February 2015)
Organisational Development Director	<b>Ray Ellison</b>
Operations Director	<b>Amy Gough</b> (from November 2015)

Biographies of current Directors can be found at [www.ciob.org/staff](http://www.ciob.org/staff).

## STRUCTURE, GOVERNANCE & MANAGEMENT

Because we are governed by our Royal Charter (granted in 1980) and Bye Laws, and registered as a charity in England and Wales (number 280795), and in Scotland (SCO41725), we have to do things in a certain way.

We are managed by a Board of Trustees, which meets four times a year and is informed by various governance committees, who help ensure that we do things properly. The Trustees and those of the Institute's Boards and Committees, give their time voluntarily and make a substantial contribution to the affairs of the Institute.

The main Governance Committees are Nominations, Audit and Risk, Resources and Remuneration. These Committees are formed of Trustees, with co-opted members to the Committees as required. In addition, we have a Members' Forum which is used as a consultative body to the Board of Trustees. The Forum is chaired by the President of the Institute.

Further information on our governance structure can be found at [www.ciob.org/about/governance](http://www.ciob.org/about/governance).

The Chairs of Committees from 2014 until 2016 were:		
	2014 - 2015	2015 - 2016
Nominations	Michael Foy FCIQB	Michael Foy FCIQB
Audit and Risk	Nigel Croxford FCIQB	Nigel Croxford FCIQB
Remuneration	Gavin Maxwell-Hart FCIQB	Gavin Maxwell-Hart FCIQB
Resources	Chris Chivers FCIQB	Paul Nash FCIQB

### Appointment of Trustees

Our Board of Trustees is made up of 16 Corporate Members. The Board can co-opt up to two members under Bye-Law 67. There were no co-options for the year of 2015.

The role of the Nominations Committee is to keep under review the composition of the Board of Trustees with specific reference to the competence, knowledge and integrity of the Board in the light of any defined needs. The Committee identifies potential new trustees for consideration, by the full Board of Trustees, and have oversight of the process for election and selection of new trustees.

The Board is comprised of eight persons elected by Chartered members. In addition, four persons are selected to the Board, by the Board, and four officers are then appointed by the Board.

Any Member or Fellow of the Institute can apply for a position of Trustee. The Nominations Committee assesses applications through a two stage process; a written application and a telephone interview. Following this, the committee can call for a ballot of corporate membership to elect a number of Trustees to the Board. There were three elected positions in 2014 and three elected positions once again in 2015.

After the election, the committee reviews the skills of the Board and selects members from a pool of successful applicants to fill any missing competencies or skills. In 2015 one person was selected. Trustees are eligible for re-election if two consecutive terms have not been served. Nominations Committee oversee an annual review of the Trustees.

### Trustee Induction and Training

Each member of the Board undertakes induction training, consisting of a comprehensive briefing by the Chief Executive & Institute Secretary with emphasis placed on the legal status and the responsibility of a Trustee. In addition, all new Trustees have a thorough introduction with directors and key staff.

An induction pack is provided to each Trustee containing the Institute's Royal Charter and Bye-Laws, Regulations and reference documents relating to the role of Trustee from the Charity Commission. This is updated as required throughout the year and updates are provided to the Trustees.

### Related Parties

The Institute has two wholly owned trading subsidiaries; details of which are shown in notes 6 & 7 to these financial statements.

Englemere Building Services (Chongqing) Co Limited is registered in the Peoples' Republic of China and provides the Institute's services for members in China.

Englemere Limited manages conferences and other events on behalf of the Institute and provides certain benefit services to members. The profits of Englemere Limited are transferred by gift aid to the Institute.

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## STRUCTURE, GOVERNANCE &amp; MANAGEMENT

**Risk Management**

The trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity and are satisfied that systems are in place to manage exposure to the risks.

The trustees delegate day to day oversight and management of risk to the Institute's key management personnel.

Risks are mitigated in the following manner. A risk register is produced identifying the principal risks to the achievement of the institute's plans and objectives as set out in the corporate plan. Regular monitoring of performance and risk management takes place through a number of mechanisms, with the oversight of the Audit and Risk Committee.

In addition the risk register is used to draw up our internal audit programme which our internal auditors BDO LLP carry out. The Internal Audit plan is agreed by the Audit and Risk Committee on behalf of the trustees.

After due consideration, the trustees summarise and describe here the main risks and uncertainties which faced the Institute and its subsidiary operations in 2015, together with the approach to management and mitigation:

The review and implementation of changes to the membership grades and the impact that would have on both income and new membership was identified. To mitigate any fall out the institute undertook an extensive communication programme including a personal letter from the President to the affected members. As a result indications are that the renewal rate for members has not been adversely impacted.

2015 also saw the implementation of significant system changes to run alongside the grade review. The major risk here was our ability to bill our members correctly. Tight project controls ensured that we met all our billing objectives.

There is the perennial issue of the uncertainties that exist when operating globally. The nature of the risks varies but includes political, exchange rate fluctuation as well as ethical. These could all have an impact on the institute's reputation which underpins the qualification. Appropriate measures are in place to ensure the effects of these risks is minimised, for example, billing in sterling.

The above are examples of a proactive approach to risk management required to deliver our objectives. We will continue to use the risk register process, which forces a systematic appraisal of risk.

**Executive Remuneration and Pay Policy**

Per FRS 102 SORP, para 1.51, the Institute is obliged to set down the arrangements which it has adopted for setting the pay and remuneration of the charity's Key Management Personnel. This is to include any benchmarks, parameters or criteria used in setting pay.

In order to undertake these duties effectively and independently, the Institute has convened a remuneration committee ("Remco"), which meets periodically to consider and determine on matters related to setting of pay policy. It is comprised of Trustees and the Chief Executive of the Institute.

The purpose of Remco is annually to approve the following year's salary levels and Executive Bonus Scheme targets for the CIOB Senior Management Team (SMT) pursuant to the recommendations submitted to Remco by the CEO. The committee members also have the duty to set the level of salary and Executive Bonus Scheme for the CEO.

The Remco continually seeks to ensure that the pay policy follows the principles of fairness and good practice. They benchmark remuneration against the comparable market using independent advisors.

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## PRINCIPAL OBJECTIVES

THE INSTITUTE PROMOTES FOR THE PUBLIC BENEFIT, THE SCIENCE AND PRACTICE OF BUILDING AND THE ADVANCEMENT OF PUBLIC EDUCATION IN THE SCIENCE AND PRACTICE OF BUILDING, INCLUDING RESEARCH.

**OUR VISION**

To lead and inspire excellence in the built environment

**OUR MISSION**

To provide a platform to enable industry to consistently achieve excellence

**OUR PURPOSE**

To represent, train, develop and continuously support excellent leaders in the industry

**OUR VALUES**

To strive for excellence in everything we do; respectfully, honestly and with the highest degree of integrity

**OUR KEY OBJECTIVES FOR 2015 WERE:****EMPLOYERS**

Increase our value to employers, through relevant professional development that support business development.

**INDIVIDUALS**

Ensure that the Institute is at the heart of a career in construction management.

**LEADERSHIP**

Raise the awareness of the global construction management discipline through Government and public affairs engagement in UK and overseas.

**INNOVATION**

Put the web at the centre of the business and building on the successful launch of the CPD portal. Further develop e-learning and e-assessment capability.

**ORGANISATIONAL DEVELOPMENT**

Develop our organisation's people and processes to be fit for purpose.

## 2015 OBJECTIVE: EMPLOYERS

In 2015 we set ourselves the target to achieve 2945 new members and in fact 3069 people joined the Institute in the year. A spike in interest was, in part at least, caused by changes to the membership grades which were introduced in the year.

The previous decline in student numbers was halted in 2015 and we achieved an increase in student memberships of 1.4%. It is intended to build on this performance in 2016.

Training Partnerships also became increasingly popular in 2015 with a 25% growth in the number of companies participating which reached 424 by the end of the year. We welcomed our first Training Partnerships in both Australia and China.

### New rules and logos for CBCs

After feedback from scheme members and employers, the Employer Engagement Committee developed new rules and Code of Conduct which were rolled out to Chartered Building Companies and Chartered Building Consultancies (CBCs) in 2015. The new CBC scheme rules demonstrate to employers and clients alike that to be a Member of our CBC scheme is the kite mark of excellence and the corporate membership scheme of choice. We have strengthened the scheme and raised standards, making CBCs more credible, through compliance with a more stringent Code of Conduct and more rigorous procedures.

A new more robust approach to approvals was also instituted with a new Member Approvals Panel put in place to vet applications and the number of CBCs did see a slight decline but overall the aim is to increase the value of the CBC brand to both participants and the public. Therefore a new logo was developed incorporating the CIOB brand, to emphasise the CBC's association with the CIOB this was supported by new web pages and marketing collateral. Next year, a key benefit for CBCs will be the publication of an online directory which prospective customers can search by locality and specialism.



New logos for our Chartered Building Company and Consultancy scheme

## 2015 OBJECTIVE: INDIVIDUALS

One of the most significant changes to the Institute in recent years was the 2015 review of the grade structure. The changes were designed to encourage members to upgrade to Chartered status. As part of this change the Associate and Incorporated grades of membership were closed to new entrants. Those applying for membership are now admitted as Applicants or Students until they achieve Chartered Status. There was a major communication programme to let members know about the changes.

All the indications are that the initiative has been a success with over 3000 people starting applications in the months following the change. We also introduced retired grades of membership (Ret MCIOB, Ret FCIOB) to help distinguish those members who are now retired.

In addition the movement of members from Non-Chartered to Chartered status has continued to be demonstrated through our graduation ceremonies. In 2015 one of these events was held at the QEII centre in London and attracted more than 100 recipients.

Part of this success is due to the efforts we have made to help members upgrade. A new and more engaging format was developed for membership workshops run by our branch network and by head office staff. We have also improved our proactive approach to identify those who appear to have the experience or qualifications necessary for Chartered status and invite them to workshops. This focus has attracted 1000 members to more than 50 workshops across the year.

This year we saw the highest ever number of people upgrade to MCIOB with 1013 taking this important step. That represents a 33% increase when compared to previous figures. Whilst the traditional industry report route remains the most popular other chartered routes to membership such as the Chartered Membership Programme and the graduate Professional Development Programme also showed increased levels of completions to MCIOB. The most eminent grade of membership, Fellowship, has also seen over 300 members upgrade to join over 3,500 other FCIOBs.



New members graduation ceremony held at the QEII Conference Centre in London

## 2015 OBJECTIVE: INDIVIDUALS

### Improved responsiveness to members

One of our key targets for 2015 was to ensure that the Members' Forum performs a representative function for Members, and that they are fully informed about the annual event and can input into it. So we launched a Members' Forum induction pack that made clear to Member representatives their responsibilities and how the role engages and informs the wider membership. Outgoing Member representatives provided induction training for new members.

To improve the Forum's transparency and connectivity we developed a new website that contains all the information presented at the Forum, and gives access to the stories and views emerging from the agenda.

We have also significantly enhanced our presence and activity in London by relocating from 50 Broadway to more spacious and better suited premises at 9 Kingsway. This new facility is public facing with fully enabled media meeting rooms, a Board Room and a back office to support hot desks.

The new offices have state of the art communications technology that will be used for our training programmes and the Academy. It also creates an appropriate setting for our members who are at the forefront of developing superbly effective buildings.

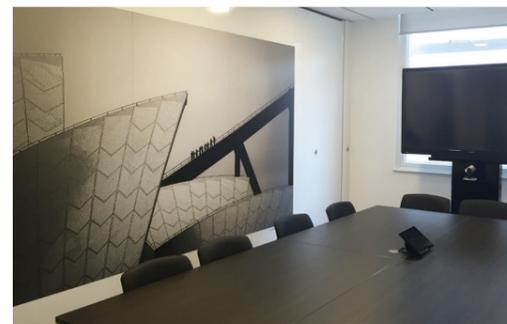
### The new Fellowship Standard

New Fellowship standards have been developed during the year with the objective of providing a benchmarked construction leadership standard which will be valued by employers. The aim is to position Fellowship at level 7/8 of the UK regulated qualifications framework. We have been working closely with UK NARIC (the national agency for the recognition and comparison of international qualifications and skills) who will be carrying out this benchmarking.

The first tranche of ten pilot applications has been completed in 2015 and the results of this pilot will inform two further pilots to be carried out in 2016. The benchmarking work is being undertaken during this pilot stage and is scheduled for completion in November 2016. The new Fellowship process will provide a direct route into the grade for senior professionals in both industry and academia.



Launch of our new microsite for Members Forum (<http://membersforum.ciob.org>)



Interior photos of 9 Kingsway, our new office in London

## 2015 OBJECTIVE: INDIVIDUALS

### Building on engagement with 14 to 19 year olds

In the light of the considerable and growing skills shortages in construction, not least in construction management, a great deal of effort in 2015 went into promoting construction as a viable and rewarding career choice to school children.

We participated in the development of the CITB's Go Construct website designed to show careers in construction in a positive light and as a result of CIOB's influence the site offers an insight into professional as well as trades careers in construction.

The CIOB also launched an exciting construction challenge for school pupils in collaboration with My Kinda Future. The challenge is based on a leisure centre building project and is aimed at 14-19 year olds studying in over 4,000 schools and colleges in the UK. The challenge will culminate in an award ceremony at the Lowry Centre in Manchester in which each member of the winning team will be presented with £100 and the opportunity to shadow an industry professional. UK based branch staff will receive a training session on how to promote the challenge to schools and this training will be available as a recorded session for Novus members to use. More information on the challenge can be found by googling My Kinda Crowd.

Our partnership with Class of Your Own, which delivers the Design Engineer Construct qualifications in the school curriculum, continued. We adopted a school as part of the Class of Your Own initiative and have supported the entry of the Design Engineer Construct programme onto the Scottish Qualifications Credit Framework. We have also part-funded Barratt Homes' House Builder app, a game which encourages young people to take up a career in construction. The game will be launched in 2016. Visits have been made to schools by members and there will be a schedule of branch manager visits to promote our schools challenge.

CIOB has also been instrumental in creating a qualification endorsement process for construction qualifications in schools through our work chairing the industry's 14-19 standards committee. This includes a number of stakeholders such as CIOB, ICE, RICS, awarding organisations, employers and representatives from further and higher education. Our input has been key to writing these standards and has ensured that BIM and other digital systems are referenced throughout in order to appeal to and attract young people.

The CIOB has continued to work with consortia of contracting organisations to develop professional and degree apprenticeships providing attractive routes into professional roles for young people.

### Increasing the range of providers of CIOB qualifications

The CIOB has created a qualification valued across the higher education sector and two universities are now delivering the Chartered Membership Programme which helps experienced professionals who may not hold formal qualifications achieve Chartered Membership of the CIOB. This programme now provides a seamless route to Chartered Membership and 2015 saw numbers registering on the programme increase from just over 100 to 270.

During 2015 CIOB also established a partnership with a Russell Group university for the creation of online learning for both members and non-members. The groundwork for the platform has been completed and a module on professionalism and ethics has been initiated. It is expected that this online training module will be ready in 2016.



Construction Manager of the Year Dennis Wilson at his National Theatre project in London

## 2015 OBJECTIVE: INDIVIDUALS

### Recognising the best in construction

Where excellence exists it should be shouted about and the CIOB is proud to host many of the industry's leading awards that recognise the best in construction. Forty years on from when it started, The Construction Manager of the Year Awards still sets the benchmark for the finest construction management in the UK.

The 2015 winner, Dennis Wilson, earned the coveted Construction Manager of the Year title for his standout performance on the £48 million National Theatre rebuild and refurbishment. Competing against some of the UK's most talented construction professionals, he beat 69 other finalists and nine other gold medallists. Dennis' five star performance and outstanding leadership mark him out as one of the most tenacious, versatile and talented leaders working in construction today.

The CIOB International Innovation and Research Awards have been running for the last ten years and this year received 163 entries from 18 different countries. The CIOB International Outstanding Achievement Award also recognised four talented individuals in 2015.

CIOB Scholarships were awarded to 46 recipients during the year. Working with partners such as NHBC and the Worshipful Company of Constructors the CIOB has continued to back scholars as they research new ideas that will have a tangible impact in the industry.

CIOB has engaged construction students to help them fulfil their potential as they pursue a career in construction. The next generation will have to be innovative, commercially savvy and become leaders in their field. In our Global Student Challenge the contestants run a construction company in a simulated environment using technology developed by Loughborough University. This takes classroom learning onto a different level, pits students from different countries against each other, and puts them in simulated real life scenarios testing their knowledge, team work and decision making.

Student Challenge started off as a UK initiative but has since spread to become a truly global competition. Forty teams from universities all over the world started out in the 2015 competition and by July six had reached the finals in Hong Kong. Congratulations go to Team Saltire from Glasgow Caledonian University who scooped the £2,000 cash prize.



Team Saltire from Glasgow Caledonian University, winners of the 2015 Global Student Challenge

## 2015 OBJECTIVE: LEADERSHIP

**Policy and public affairs have become an increasingly important focus for CIOB during 2015. The new governance structure of a dedicated Policy Board means members now have a direct say in how we engage with policymakers to ensure the voice of our members is heard. Strong, evidence-based research has seen our profile raised further and we have been in regular contact with parliamentarians, across all parties, throughout the year.**

We gauged the political landscape and did not shy away from contentious issues; a report detailing the vital role migration plays in the industry was released in March just as the debate surrounding immigration in the UK was heating up, while July saw the launch of our 'Dark Side of Construction' report, which shone a light on human rights abuses in construction. The report outlined the many forms of slavery and bonded labour that exist worldwide, though also highlighted case studies where positive measures have been taken.

Engagement did not stop there. We surveyed 2,000 members of the public and over 150 MPs for their perceptions on the value of professional bodies and professionals. The report found that professional bodies in the UK offer significant value to society in five areas that top current social and political agendas: productivity, social mobility, governance and ethics, international development and policy formation. The study found that professional bodies play an unsung role in promoting trust in society and creating value in ways that score high on the current political agenda. The report was launched at the political party

conferences, in which we held three events, including one in collaboration with the Royal Institution of Chartered Surveyors (RICS).

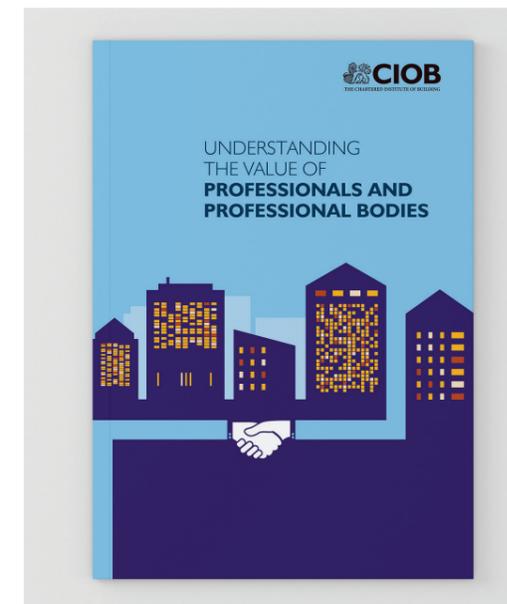
We also surveyed our members in a report exploring the impact of the ageing population on the workforce and built environment. Six years on from the initial study, the research highlights the crucial role the built environment has to play in terms of improving the lives of older people.

Last year we submitted evidence to multiple Government committees and Enquiries, presenting evidence to a commission of parliamentarians and industry experts on the importance of housing quality.

We also presented CIOB members' views on the proposed apprenticeship levy, solid wall insulation and tackling exploitation in the labour market.

Separately, we sponsored the influential Global Construction 2030 report. Its main findings cite that China, US and India will drive global construction growth to 2030; accounting for 57% of all global growth in the construction and engineering market by 2030. This provides us with the intelligence to identify regions for growth and where the CIOB can advance knowledge of the construction management profession.

The increased significance of our work over the year has seen key stakeholders, including the Home Office and other Government committees begin to approach us for information and advice.



CIOB Understanding the Value of Professionals and Professional Bodies report



Nick Boles MP, Minister of State for Skills talking at the CIOB Parliamentary Reception in Westminster

## 2015 OBJECTIVE: INNOVATION

Behind the scenes at the CIOB we have been undertaking a technology development programme that upgrades a number of our business systems and processes.

This work has begun and the enhancements will not only enable members to communicate better with the Institute, but also create a more efficient system for those applying for membership, upgrading or wanting to transact with us in other ways. It will give members greater freedom to tailor the service they want from us and open up the door to our knowledge and the connections that can be made across membership.

Our CPD portal now boasts more than 12,200 registered users from across the industry, where CIOB members are joined by RICS, RIBA, CIAT, ICE and CIBSE professionals who, according to our research in 2015, are extremely happy with the service. Over 90% of users would recommend the service to a colleague and there are now 145 individual pieces of CPD content available with more being added each week. Which is why, on average, 2,000 CPD sessions are taken each month.

Launched in partnership with UKCG, Constructing Excellence and major service providers in the industry, the CIOB's award-winning BIM+ online channel is a free professional resource focussed on Building Information Modelling. Almost 12,000 BIM specialists a month digest the latest news, learning and knowledge published on the portal – making it the most successful resource on the subject anywhere and with growing support amongst other professional bodies, suppliers and professionals.

As we increase the value of our online offer so we see higher levels of engagement. The average user on our main website www.CIOB.org spends 4.5 minutes reading 7 pages per visit. And with more than 570,000 visits CIOB.org is going from strength to strength. In total we produce 14 websites ranging

from specific portals that promote our awards to campaign sites and information led sites. By the end of the year CIOB online had been visited more than 1.9 million times which is an increase of 400,000 on the previous year.

Two of our other top performing websites, Construction Manager magazine online and Global Construction Review, both attracted more than 450,000 visits each across the year and cemented their position as leading titles in the sector. The printed version of CM is the largest circulation monthly magazine in the UK construction industry and attracts advertisers that range from Ford and Vauxhall to Velux and Wienerberger.

Our growth in social media continues with almost 27,500 members in our main LinkedIn group and 22,000 followers on Twitter. Our increased visibility attracts members and other stakeholders to have direct conversations with us and to keep in touch with what we are doing.

2015 also saw the development of a new programme for the Bowen Jenkins Legacy Research Fund, bequeathed to us by a former Fellow of the CIOB, which sponsors research of the built environment.

Our launch attracted 57 applications from 12 countries. Following assessment by 22 experts in the field six of the best applications were selected.

Driving forward our best practice publications, a CIOB working group completed the Code of Practice for Programme Management in the Built Environment which will be published in 2016, along with our Code for Estimating Practice. We have also updated and refined the second edition of the CIOB Complex Projects Contracts which has now been renamed as the Time and Cost Management Contract.

**£44,000** **570,000** **27,500**

Awarded through Queen Elizabeth II Jubilee Funds

Visits to CIOB.org

Members on LinkedIn

**22,000**

Twitter followers

**2,000**

CPD sessions taken each month

## 2015 OBJECTIVE: ORGANISATIONAL DEVELOPMENT

Modernising our operations has led to significant cultural change for the Institute and its staff. New ways of flexible working have been facilitated by our technology improvements throughout the year. During 2015 we also successfully relocated our London office. This has given us a suitable space in the capital to facilitate the delivery of our new services.

Our Investors in People Silver award continues to recognise our ongoing commitment to the leadership, management and development of our people.

Over the course of the year, we directly employed an average of 121 staff, which breaks down by region as 105 in the UK and Ireland, 1 in Africa, 13 in Asia-Pacific and 2 in the Middle East. Of the 121 staff, 82 are full-time and 40 are part-time, with the majority (104) female.

### Diversity

CIOB is involved in a number of campaigns that promote diversity. In March we supported the RIBA led #SeeMeJoinMe campaign to celebrate and support a more diverse and inclusive construction industry. Raising the profile of a career in construction to women who are looking for a new challenge. This was launched to coincide with International Women's Day.

In partnership with ITN Productions we have produced a film that highlights not only the success stories but the barriers that exist in attracting women into construction. This content will be used in our 2016 diversity campaigning. We continue to support industry platforms like the Women in Construction Awards that help promote female achievement in a male dominated industry.

We are keen to encourage entrants into the construction industry from all walks and stages of life, so in July we promoted the role that ex-servicemen and women can play in construction's future. Our Armed Forces campaign called on the industry to look at military leavers as potential management recruits, and invited those leaving the armed forces to think about a career in construction as their next step.

The CIOB provides routes to Chartered Construction Management for those with military experience. Next year we will enhance this campaign by working with BuildForce an industry campaign that attracts military leavers with construction employers.

With 19% of the construction workforce set to retire in the next five to ten years, our Ageing Populations report found that employers need to review job descriptions to attract and retain older workers.

### Environmental Performance

Having committed through our Carbon Action 2050 initiative to monitor, manage and improve our environmental performance, the relocation to modern premises resulted in a huge decrease in our energy and carbon output in 2014. We have built on this throughout 2015 by again decreasing our total energy use for our HQ office compared to 2014, this time by 7.4%. Therefore our total energy use stood at 114,635kWh, equivalent to 413 gigajoules.

Using the Carbon Trust's conversion factors, this means our head office carbon footprint is equivalent to 56,659kg of CO<sub>2</sub>. And in terms of our carbon dioxide emissions per m<sup>2</sup> per year, this is now equivalent to 66kgCO<sub>2</sub>/m<sup>2</sup>/yr. This means our head office is currently performing well above the good practice benchmark for a modern air-conditioned office as defined by the Chartered Institution of Building Services Engineers' (CIBSE) Guide F.

Our new London office, like our Bracknell head office has achieved SKA gold rating for its refurbishment.

## PLANS FOR FUTURE PERIODS

**To help our members and others achieve excellence in Construction Management. Through the creation of excellent training, knowledge and certification.**

We have listened to what members have said about the challenges they face. They want to be equipped with the latest advanced knowledge that can make a real difference in their work right now and over the course of a career.

In 2016 our first wave of training will be launched starting with courses on Building Information Modelling and quickly followed up with training across a range of topics including estimating, building performance, sustainability and many others.

**To grow the number of Chartered members to increase the pool of expertise available to the construction industry.**

Over the next year the CIOB will invest £750,000 to grow and improve our services to members. This investment comes from operational efficiencies over the past years.

We want to help members and the rest of the industry raise competence levels so that the quality of the built environment continues to improve; by ensuring that our qualifications achieve a standard of excellence and that they are rigorous and uniform wherever you are in the world.

By 2020 we want to have helped 6,000 non-chartered members upgrade to full chartered status. With the reformed Professional Review and its improved objectivity and fairness we are now reaching out to our ACIOB and ICIOB members to give them the support and advice they need to complete their membership.

In the coming year we aim to benchmark Fellowship at the highest possible level. This should inspire and offer extra encouragement for members looking to upgrade.

**To help everyone in construction develop their careers, regardless of their starting point. Pursue online learning and reinvigorate our research capacity to deliver high quality CPD, journals and publications.**

CIOB represents a wide range of specialisms and expert knowledge which we believe can be better shared across membership. Our Special Interest Groups are one such channel of expertise and through their development a suite of high quality CPD packages will be produced so that members can get access to learning produced specifically with them in mind.

Sourcing the very best information and insight also extends into our research agendas. The CIOB creates and endorses many leading technical reports. In 2016 these will start to be turned into online learning through our successful CPD Portal. There is also a need to

be clearer on what CPD means to us and why it's important to members.

That includes what counts as CPD. To that end we will produce and communicate a new policy that will tackle any grey areas.

**To embed the value of Chartered Construction Manager and raise awareness of the industry. Develop products for industry clients including conferences and training.**

While campaigning to highlight the interest and rewards of management careers in construction we will be differentiating between all construction managers, who are at the heart of delivering projects, and Chartered Construction Managers who are the best educated, well trained, highly competent and sought after of all.

**Restructure the Institute to maximise efficiency utilising the latest technology to improve our effectiveness.**

One of the largest strategic change projects the Institute has ever undertaken is now in its implementation phase.

The Future of the Local CIOB (One CIOB) project began back in early 2014 and has involved extensive independent research and consultation with members. Its approval by the Board of Trustees marks a step-change in our approach to meeting the needs of our members and addressing our strategic goals.

Improvements will be made to our local model throughout 2016 and beyond ensuring members' views and attitudes are formally represented at Members' Forum - the Trustees' strategic sounding board. Longer term, the improvements will ensure that local priorities match those of the Institute so that we are seen as a partner of choice for employers, academia and government across the globe.

We recognise the importance of keeping our internal IT systems up to date to ensure that we can continue to provide a leading membership experience that matches expectations.

Over the past two years, we have made significant investment into our technology and systems to ensure they are always available and are ready to support our long term objectives, and this year is no exception.

Our major initiative is to deliver a fit for purpose membership system that integrates with our members portal and internal systems so that we can provide a seamless and enjoyable experience for members.

We expect the core system upgrade to be completed by the end of 2016. This will become an ongoing program to ensure we remain current and continue to drive an exceptional membership journey.

## CIOB ACADEMY

### IN RECENT YEARS THE CIOB HAS INTRODUCED AN ARRAY OF NEW INITIATIVES WHICH HAVE PROVIDED A SOUND QUALITY ASSURANCE FRAMEWORK FOR OUR EDUCATION AND STANDARDS

These initiatives position us well to deliver learning formally and to act as a catalyst for professional development across the industry regardless of whether participants are in membership or not.

What we see is Further Education and Higher Education providers moving away from delivering industry relevant courses as they have become more constrained by the pressures of league tables, grant funding reductions and income generation. They are not driven by labour market needs and as a result, we see an escalation of the skills gaps with new graduates who are not job ready, requiring further investment from their employers.

To meet this need, the CIOB Academy aims to be the centre of excellence for professional education in construction and the built environment and the industry's provider of choice. The Academy will be virtual and learning can be tailored to make it as appropriate for participants as possible. It will utilise a mixture of face to face and online learning blended to enable the optimum use of available resources.

Already we have been invited to contribute to on-site academies for large regeneration projects in London and some learning delivery will take place in those locations, as well as at our London office.

By providing professional education we want to help technical staff develop their managerial capabilities. For those who have non-construction related qualifications we will enable them to convert their knowledge and talents so that they can help the industry plug the skills shortage. For those in middle management we want to progress their competence to take on strategic roles and prepare them for Board level positions.

Unlike many other executive education programmes in the market the Academy will be rooted in the context of construction, delivered with employer input and in places include on-site live learning. In addition we will create specialist education and training that will lead to CIOB certification and create competent persons registers, so that the industry has confidence that it is recruiting the right people with the right skills for a range of specialist occupations.

## FINANCIAL REVIEW

The attached audited financial statements are in a format to comply with the Charities Act Accounting Rules, Financial Reporting Standard (FRS) 102 and Charities Statement of Recommended Practice (SORP) Accounting & Reporting by Charities 2015. The trustees are responsible for the preparation and approval of this report.

The financial statements show that the Unrestricted General Fund has increased in the year by £352k (2014:£3,055k). This is comprised of £130k gain on investment and £222k surplus (including tax) on ordinary activities. The previous year's result was substantially increased by the final instalment related to the disposal of Englemere (£2,313k) and overall, the result for 2015 seems lower by comparison. However, when prior year incoming resources are adjusted to remove the amount related to the sale, the above surplus of £222k for 2015 compares with an equivalent surplus of £586k in the prior year.

A review of the 2014 reserves has been carried out as part of the transition to FRS 102. This review has required the implementation of a new policy in respect of employee leave accrued but not yet taken. This holiday pay accrual has reduced the comparative reserves of £23k (see note 1b in the accounting policies). £3k has been added to the accrual in the current year and this will be reviewed annually in future.

At £10,051k, total resources expended showed an 8.5% increase on 2014 (£9,253k), explained by the increased level of ongoing project expenditure. The financial statements also include the results and net assets of the Institute's Branches, Centres and Groups throughout the world where material. The Institute has two operating subsidiaries and both returned profits in 2015:

- Englemere Ltd showed a small profit before taxation of £6k (2014: £6k profit). However, the company is expected to continue to trade profitably in future years.
- Englemere Building Consultancy Services (Chongqing) Co Ltd made an operating surplus of £51k (2014: £40k).

Capital expenditure for the group during the year amounted to £426k (2014: £56k). This mostly related to the refurbishment project for the new lease for the relocated London presence at Kingsway which was occupied from mid-December 2015.

### Reserves

The directors have recently reviewed the reserves policy and confirm that there are no changes required at this time. The main elements of the policy are summarised here.

The current reserves policy is considered necessary in order to ensure that the Institute continues to provide services to members, to gain new members, to enhance the standing of the Institute and to support the built environment during increasingly uncertain times.

The Trustees, in establishing the General Reserve, consider it prudent to hold reserves sufficient to:

- fund the Institute's long term strategic objectives, including developing and extending our services to chartered members
- cover six months operational costs to ensure no reduction in service to members in the event of a sudden loss in income
- cover any unexpected additional costs and
- cover the Institute's long term non-cancellable leases and contractual commitments

The level of free reserves, i.e. the value in excess of fixed assets balances, designated and restricted funds in total is currently £10,195k (2014: £10,068k) as at the 2015 year end.

Per current CIOB reserves policy, the target for reserves at 31 December 2015 was £10,800k (2014: £8,700k). This calculation is based on a proportion of operational, lease, IT and project expenditure per the current budget and policy. The conclusion is that this is a reasonable position, being within 10% of the present target.

The current level of reserves are judged to be in line with current policy but the Trustees will continue to monitor the position to ensure that the Institute has sufficient reserves going forward. Given the changes described above, there would need to be material deviation from policy sustained over a longer period of time to require corrective action. Once the current period of investment in the business is complete (by year 3 of the present Corporate Plan), reserves are expected to be replenished from business as usual activities.

The Institute also retains a bequests and scholarship designated reserves fund. The Institute's general, designated and restricted funds are believed to be sufficient to meet its obligations as they fall due.

## FINANCIAL REVIEW

### Investment Performance

The Institute's investments are held in externally managed investment portfolios in accordance with the powers contained in the Institute's Bye-Laws. Investment is in accordance with the Trustees Act 2000. The instruction to the Investment Managers is a long term investment strategy which is balanced in nature with a remit to pursue a growth policy as market conditions may allow.

The overarching investment strategy is to invest in order to receive a return which would be used to further the aims and objectives of the Institute as laid down by the Royal Charter, and support the Institute's long term strategic objectives.

The Board believes that the investments are achieving these objectives, underlined by the positive result for 2015, despite the continuing volatility of market conditions. A meeting is held bi-annually with the Investment Managers to monitor performance. The Institute's Restricted Fund, the Queen Elizabeth II Jubilee Fund, was again in surplus for the year as a result of the unrealised gain on the investment portfolio which was re-valued at 31 December 2015. After disbursements in respect of awards, the value of the fund at 31 December 2015 was £214k (2014: £248k).

## TRUSTEES' RESPONSIBILITIES STATEMENT

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

The Charities Act 2011 and regulations made thereunder, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) require the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland, which give a true and fair view of the state of affairs of the charity and the group and of the incoming resources and application of those resources, including the income and expenditure of the group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain both the charity's and group's transactions and disclose with reasonable accuracy at any time the financial position of the charity and the group and enable them to ensure that the financial statements comply with:

- the Charities Act 2011 and regulations made thereunder;
- the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and
- the provisions of the trust deed.

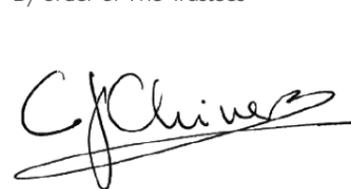
The trustees are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees confirm that:

- so far as each trustee is aware, there is no relevant audit information of which the charity's auditor is unaware and
- the trustees have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

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

By order of The Trustees



**Chris Chivers FCIQB**  
President  
29 April 2016



**Nigel Croxford FCIQB**  
Trustee  
29 April 2016

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE CHARTERED INSTITUTE OF BUILDING

We have audited the financial statements of The Chartered Institute of Building for the year ended 31 December 2015 which comprise the group and parent charity balance sheets, the group charity statement of financial activities, the group statement of cash flows, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

This report is made solely to the charity's trustees, as a body, in accordance with Section 154 of the Charities Act 2011 and section 44(1)(c) of 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 its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

### Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement, set out on page 24, the trustees are responsible for the preparation of the financial statements which give a true and fair view. We have been appointed as auditor under sections 151 of the Charities Act 2011 and 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with regulations made under those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

### Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 31 December 2015 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

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

We have nothing to report in respect of the following matters where the Charities Act 2011 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the parent charity has not kept sufficient and proper accounting records; or
- the parent charity's 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.



**Grant Thornton UK LLP**  
Statutory Auditor, Chartered Accountants  
London  
2 June 2016

Grant Thornton UK LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (SOFA)**

INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2015

	Note	Unrestricted Funds 2015 £000	Restricted Funds 2015 £000	Designated Funds 2015 £000	Total Funds 2015 £000	Total Funds Restated 2014 £000
<b>Income from:</b>						
<b>Charitable Activities</b>						
Member Subscriptions	2	7,777			7,777	7,337
Examinations and other fees	3	817			817	815
Chartered Building Company Scheme	4	243			243	263
Englemere Chongqing Ltd	6	377			377	366
<b>Other Trading Activities</b>						
Trading Turnover: Englemere Ltd	7	246			246	356
Investments	10	216	4	6	226	164
Other income	11	551			551	2,893
<b>Total Incoming Resources</b>		<b>10,227</b>	<b>4</b>	<b>6</b>	<b>10,237</b>	<b>12,194</b>
<b>Expenditure on:</b>						
<b>Charitable activities</b>						
Qualifications for Employers, Careers in Construction, Members & Prospective Members	12	(1,124)	(51)	(9)	(1,184)	(1,308)
Innovation & Leadership	13	(3,073)			(3,073)	(2,187)
	14	(1,606)			(1,606)	(2,109)
	15	(3,043)			(3,043)	(2,993)
<b>Cost of raising funds</b>						
Trading activities	7	(240)			(240)	(350)
Branch expenditure		(905)			(905)	(380)
<b>Total</b>		<b>(9,991)</b>	<b>(51)</b>	<b>(9)</b>	<b>(10,051)</b>	<b>(9,327)</b>
<b>Net income / (expenditure)</b>						
<b>before investment gain / (loss)</b>		<b>236</b>	<b>(47)</b>	<b>(3)</b>	<b>186</b>	<b>2,867</b>
Unrealised gain / (loss) on investment assets	21	130	6	(2)	134	189
<b>Net income / (expenditure)</b>		<b>366</b>	<b>(41)</b>	<b>(5)</b>	<b>320</b>	<b>3,056</b>
Tax on surplus from trading subsidiary		(2)			(2)	(1)
Transfers between funds	8,9 & 27	(12)	1	11	--	--
<b>Net movement in funds</b>		<b>352</b>	<b>(40)</b>	<b>6</b>	<b>318</b>	<b>3,055</b>
<b>Reconciliation of funds:</b>						
Total funds brought forward	8,9 & 27	10,990	259	395	11,644	8,589
<b>Total funds carried forward</b>	<b>8,9 &amp; 27</b>	<b>11,342</b>	<b>219</b>	<b>401</b>	<b>11,962</b>	<b>11,644</b>

This Consolidated SOFA incorporates the income and expenditure account together with the statement of total recognised gains and losses for the year.

All incoming resources were from continuing activities and the notes on pages 31 to 47 form part of these financial statements.

## CONSOLIDATED BALANCE SHEET

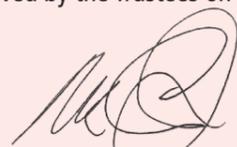
(GROUP AND INSTITUTE) AS AT 31 DECEMBER 2015

	Note	2015		2014	
		Group	Institute	Group Restated	Institute Restated
		£000	£000	£000	£000
<b>Fixed assets:</b>					
Tangible fixed assets	19	1,147	1,145	922	919
Investment in subsidiary undertakings	20	-	11	-	11
Other investments	21	10,473	10,473	10,153	10,153
<i>Total fixed assets</i>		<u>11,620</u>	<u>11,629</u>	<u>11,075</u>	<u>11,083</u>
<b>Current assets:</b>					
Debtors	22	944	950	614	636
Cash at bank and in hand	23	3,141	2,653	2,878	2,609
<i>Total current assets</i>		<u>4,085</u>	<u>3,603</u>	<u>3,492</u>	<u>3,245</u>
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	24	3,568	3,312	2,748	2,671
<i>Net current assets</i>		<u>517</u>	<u>291</u>	<u>744</u>	<u>574</u>
<b>Total net assets less current liabilities</b>		<b>12,137</b>	<b>11,920</b>	<b>11,819</b>	<b>11,657</b>
<b>Total net assets less current liabilities:</b>					
Provision for liabilities and charges	26	175	175	175	175
<b>Total net assets</b>	<b>26</b>	<b><u>11,962</u></b>	<b><u>11,745</u></b>	<b><u>11,644</u></b>	<b><u>11,482</u></b>
<b>The funds of the charity:</b>					
General fund	8,9 & 27	11,342	11,125	10,990	10,828
Designated funds	8,9 & 27	401	401	395	395
<i>Total unrestricted funds</i>		<u>11,743</u>	<u>11,526</u>	<u>11,385</u>	<u>11,223</u>
Restricted income funds	8,9 & 27	219	219	259	259
<i>Total charity funds</i>		<u>11,962</u>	<u>11,745</u>	<u>11,644</u>	<u>11,482</u>

The financial statements were approved by the Trustees on 29 April 2016



President  
Chris Chivers FCI0B  
CIOB President 2015/16



Trustee  
Nigel Croxford FCI0B

## CONSOLIDATED STATEMENT OF CASH FLOWS

(GROUP AND INSTITUTE) FOR THE YEAR ENDED 31 DECEMBER 2015

	Note	2015		2014	
		Group	Institute	Group Restated	Institute Restated
		£000	£000	£000	£000
<b>Reconciliation of cash flows from operating activities:</b>					
Net income before investment gain	8 & 9	186	129	2,890	2,845
Depreciation of property, plant and equipment	19	200	200	208	207
Investment income	10	(226)	(226)	(164)	(164)
Surplus on disposal of property	11	-	-	(2,313)	(2,313)
(Increase) / decrease in debtors		(330)	(314)	81	40
Increase / (decrease) in creditors		820	641	(202)	(116)
<b>Net cash provided by operating activities</b>		<b><u>650</u></b>	<b><u>430</u></b>	<b><u>500</u></b>	<b><u>499</u></b>
<b>Cash flows from investing activities:</b>					
Purchases of property, plant and equipment	19	(426)	(426)	(55)	(55)
Receipts from sale of property		-	-	2,313	2,313
Receipts from sale of investments		-	-	14	14
Payment to acquire investment	21	(186)	(186)	(2,817)	(2,817)
Payment to acquire tangible fixed assets in subsidiary		(1)	-	(1)	-
Receipt of investment income	10	226	226	164	164
<b>Net cash used in investment activities</b>		<b><u>(387)</u></b>	<b><u>(386)</u></b>	<b><u>(382)</u></b>	<b><u>(381)</u></b>
<b>Net increase in cash &amp; cash equivalents</b>		<b>263</b>	<b>44</b>	<b>118</b>	<b>118</b>
Cash and cash equivalents brought forward		2,878	2,609	2,760	2,491
<b>Cash and cash equivalents carried forward</b>		<b><u>3,141</u></b>	<b><u>2,653</u></b>	<b><u>2,878</u></b>	<b><u>2,609</u></b>

**I. ACCOUNTING POLICIES**

The principal accounting policies adopted, judgements and key sources for estimating uncertainty in the preparation of these financial statements are as follows:

**a) Basis of preparation**

The Institute is a public benefit entity as defined under Financial Reporting Standard 102 (FRS 102).

The year ended 31 December 2015 is the first in which it has prepared accounts under this standard, with its date of transition being 1 January 2014. Using the historical cost convention, these accounts are prepared in compliance with:

- FRS 102, as applicable in the UK & Ireland
- Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with:
  - FRS 102
  - the Charities (Accounts and Reports) 2008 Regulations from the Charities Act 2011
  - Charities Accounts (Scotland) Regulations 2006

The Institute’s financial statements have been prepared to give a “true and fair” view. As a result, they depart from the above 2008 Regulations to the extent required and permitted by The Charities Commission in respect of a “true and fair view”. This permission allows the adoption of the revised FRS 102 related SORP issued on 16th July 2014, rather than the earlier April 2005 version, still referred to in current regulations, but which has since been withdrawn.

**b) Reconciliation with previous Generally Accepted Accounting Practice**

In preparing the accounts, the trustees considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 any restatement of comparative items was required. At the date of transition, an additional accrual for holiday pay entitlement was provided.

A transitional adjustment was recognised for short-term compensated absence arising from the entitlement of Institute employees to paid annual leave. At date of transition this comprised leave brought forward together with the entitlement arising and due in year but not taken. A restatement for the prior year of £23k was made, with an additional charge of £3k in 2015. No other transitional restatement was required.

	Group 2014 £000	Institute 2014 £000
Group and Institute as at 31 December 2014, as restated	11,667	11,505
Accrual for employee holiday pay, per FRS 102	(23)	(23)
Restated Group and Institute as at 31 December 2014	11,644	11,482

**c) Preparation of accounts on a going concern basis**

The trustees are of the opinion that there are no scenarios which are likely to arise which would call into question the continued operation of the Institute within at least 12 months from the date of signature of these accounts. These statements have therefore been prepared on a going concern basis, showing at a group level:

- Total Income for the year of £10,237k (2014: £12,194k) and
- Net Income of £320k (2014: £3,056k)

**d) Consolidation**

The group financial statements include a SOFA, balance sheet and cash flow. Together they consolidate the results of the Institute and its wholly-owned trading subsidiaries, Englemere Limited and Englemere Building Consultancy Services (Chongqing) Co Limited on a line by line basis.

**e) Estimates and judgements**

Management are required to make judgements and estimates that affect the application of policies and reported amounts of assets and liabilities, income and expenses. These estimates and associated assumptions are based on both historic experience and current factors that are believed to be reasonable under the circumstances. The results form the basis of current judgements about, for example, any impairment to the carrying values of assets that are not readily apparent from other sources. This also applies to the implementation of reserves policy. For the current year, management considers that any further income from development of residual land linked to the Englemere estate disposal is delayed until 2016 at the earliest.

**f) Income**

Income is recognised when the charity has entitlement to the funds and accounted for on an accruals basis. In particular, subscription income for 2016 received in advance during 2015 is deferred until the criteria for income recognition are met.

**g) Fund accounting**

The Institute maintains three classes of funds:

- Unrestricted funds is the most substantial category and holds reserves available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been identified for any specific purpose.
- Designated Funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.
- Restricted funds are funds which may only be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. Details of all material restricted funds at the year-end are disclosed as a note to the financial statements.

Transfers between unrestricted funds and designated funds occur when the Trustees approve either funds to be designated for a specific purpose, or where remaining designated funds are no longer required and are released to unrestricted funds.

**h) Branches & Centres**

The activities and funds of the Institute's branches etc. established by the Institute are regarded as those of the Institute itself and are incorporated in the SOFA for current and prior periods as appropriate.

**i) Resources expended and basis of cost allocation**

All expenditure is included in these accounts on an accruals basis and is recognised when there is a legal or constructive obligation to pay for such expenditure:

- Costs incurred to maintain and develop the objectives of the Institute are attributed directly to charitable activities.
- Costs that are not allocated to these activities are included within the cost of generating funds in the SOFA. These back office support costs include, finance, personnel, payroll and governance. They are apportioned across the activities to which they relate on the basis of cost percentage.
- Governance costs are part of support costs and include items such as external audit, legal advice for Trustees and the cost of Trustee meetings.
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**j) Defined contribution pension scheme**

The Institute operates a defined contribution pension scheme and the costs in relation to this scheme are charged to the income and expenditure account (within the SOFA) as they are incurred.

**k) Leases**

Operating lease payments are charged to the SOFA when due. There were no assets held under finance leases. Lease incentives are spread over the duration of the lease.

**l) Tangible Fixed Assets & Depreciation**

Tangible fixed assets costing more than £2,500 are capitalised at cost. Depreciation is provided to write off the cost of tangible fixed assets over their estimated useful lives. The annual depreciation rates used are as follows:

Furniture, fixtures and fittings	10% (life of lease)
Equipment including computers	25%
Membership database	20%

**m) Investments**

The Institute's investment portfolio is managed by external investment managers and is stated at market value. Gains and losses on individual investments within each portfolio are treated as unrealised whilst the proceeds remain within the managed fund. Investments in subsidiary undertakings are held at cost.

**n) Foreign currency funds and transactions**

Assets, liabilities and transactions recorded in foreign currencies are translated into sterling at the rates of exchange at the balance sheet date.

**o) Debtors**

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

**p) Cash at bank and in hand**

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

**q) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**r) Financial instruments**

The Institute 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 fair value. There is no loan funding in the Institute balance sheet.

**2. MEMBERSHIP SUBSCRIPTIONS**

	Total 2015 £000	Total 2014 £000
Renewals	7,329	6,991
New Members	448	346
<b>Total</b>	<b>7,777</b>	<b>7,337</b>

## NOTES TO THE FINANCIAL STATEMENTS

**3. EXAMINATIONS AND OTHER FEES**

	Total 2015 £000	Total 2014 £000
Membership Fees & Certification	393	467
Interview Income	166	147
Examinations & Education Income	242	181
Other	16	20
<b>Total</b>	<b>817</b>	<b>815</b>

**4. CHARTERED BUILDING COMPANY SCHEME**

	Total 2015 £000	Total 2014 £000
Chartered Building Company Fees	180	195
Chartered Building Consultancy Fees	60	64
Joining fees	3	4
<b>Total</b>	<b>243</b>	<b>263</b>

Membership dues received in advance of the year to which they relate are held as deferred income in the balance sheet and released in January of the following year. CBC subscriptions are also booked as deferred income and then released to income over the length of membership.

**5. REPORTING FINANCIAL PERFORMANCE OF THE INSTITUTE & GROUP**

The Consolidated SOFA includes the results of the Institute's two wholly owned subsidiaries:

- Note 6: Englemere Building Consultancy Services (Chongqing) Co Ltd
- Note 7: Englemere Ltd

The Group and Institute SOFAs are set out, with comparatives, by fund in notes 8 and 9.

**6. ENGLEMERE BUILDING CONSULTANCY SERVICES (CHONGQING) CO LTD**

Englemere Building Consultancy Services (Chongqing) Co Ltd is a wholly-owned subsidiary, incorporated in the People's Republic of China, through which the Institute manages its Chinese charitable activities.

**Profit & Loss Account of Englemere Building Consultancy Services (Chongqing) Co Limited**

	2015 £000	2014 £000
Turnover	377	366
Cost of sales	(326)	(326)
Operating Profit	51	40
Retained loss brought forward	172	132
Profit retained by subsidiary	223	172

## NOTES TO THE FINANCIAL STATEMENTS

**Balance Sheet of Englemere Building Consultancy Service (Chongqing) Co Limited**

	2015 £000	2014 £000
Fixed Assets	3	3
<i>Current Assets:</i>		
Debtors	15	12
Cash at bank & in hand	387	228
	<u>405</u>	<u>243</u>
Creditors: amounts falling due within one year	(172)	(61)
	<u>233</u>	<u>182</u>
Capital and Reserves		
Share Capital	10	10
Profit & Loss Account	223	172
	<u>233</u>	<u>182</u>

**7. ENGLEMERE LTD**

Englemere Ltd is a wholly owned subsidiary company, incorporated in England and Wales. It arranges and manages conferences together with other events on behalf of the Institute and also provides member benefit services to members. As the company's profits are covenanted to the Institute, no corporation tax is payable other than small sums in respect of any expenses not allowable for tax.

Englemere Ltd's directors during 2015 were Christopher Laing, Christopher Blythe, Geoffrey Wright and Robert Heathfield.

**Profit & Loss Account of Englemere Limited**

	2015 £000	2014 £000
Turnover	246	356
Cost of sales	(232)	(347)
Gross Profit	14	9
Other operating charges	(8)	(3)
Operating Profit	6	6
Taxation	(2)	(1)
Profit after taxation	4	5
Profits covenanted to parent charity	-	-
	<u>4</u>	<u>5</u>
Retained profit brought forward	(10)	(15)
Loss retained by subsidiary	(6)	(10)

**Balance Sheet of Englemere Limited**

	2015 £000	2014 £000
<i>Current Assets:</i>		
Debtors	94	78
Cash at bank & in hand	99	41
	<u>193</u>	<u>119</u>
Creditors: amounts falling due within one year	(198)	(128)
	<u>(5)</u>	<u>(9)</u>
Capital and Reserves		
Called up share capital	1	1
Profit & Loss Account	(6)	(10)
	<u>(5)</u>	<u>(9)</u>

**8. CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT), YEAR ENDED 31 DECEMBER 2015 – WITH COMPARATIVES BY FUND**

	Note	Unrestricted Funds 2015 £000	Restricted Funds 2015 £000	Designated Funds 2015 £000	Total Funds 2015 £000	Unrestricted Funds 2014 Restated £000	Restricted Funds 2014 Restated £000	Designated Funds 2014 Restated £000	Total Funds 2014 Restated £000
<b>Income from:</b>									
<i>Charitable Activities</i>									
Member Subscriptions	2	7,777			7,777	7,337			7,337
Examinations and Other Fees	3	817			817	815			815
Chartered Building Company Scheme	4	243			243	263			263
Englemere BSC Chongqing Ltd	6	377			377	366			366
<i>Other Trading Activities</i>									
Trading Turnover: Englemere Ltd	7	246			246	356			356
Investments	10	216	4	6	226	154	6	4	164
Other income	11	551			551	2,893			2,893
<b>Total</b>		<b>10,227</b>	<b>4</b>	<b>6</b>	<b>10,237</b>	<b>12,184</b>	<b>6</b>	<b>4</b>	<b>12,194</b>
<b>Expenditure on:</b>									
<i>Charitable Activities</i>									
Qualifications for Employers	12	(1,124)	(51)	(9)	(1,184)	(1,268)	(33)	(7)	(1,308)
Careers in Construction	13	(3,073)			(3,073)	(2,187)			(2,187)
Members & Prospective Members	14	(1,606)			(1,606)	(2,109)			(2,109)
Innovation & Leadership	15	(3,043)			(3,043)	(2,993)			(2,993)
<i>Costs of Raising Funds</i>									
Trading Activities	7	(240)			(240)	(350)			(350)
Branch Expenditure		(905)			(905)	(380)			(380)
<b>Total</b>		<b>(9,991)</b>	<b>(51)</b>	<b>(9)</b>	<b>(10,051)</b>	<b>(9,287)</b>	<b>(33)</b>	<b>(7)</b>	<b>(9,327)</b>
<b>Net Income / (Expenditure) before Investment gain / (loss)</b>		<b>236</b>	<b>(47)</b>	<b>(3)</b>	<b>86</b>	<b>2,897</b>	<b>(27)</b>	<b>(3)</b>	<b>2,867</b>
Unrealised gain/(loss) on investment assets		130	6	(2)	134	177	5	7	189
<b>Net Income / (Expenditure)</b>		<b>36</b>	<b>(41)</b>	<b>(5)</b>	<b>320</b>	<b>3,074</b>	<b>(22)</b>	<b>4</b>	<b>3,056</b>
Tax on Surplus from Trading Subsidiary	7	(2)			(2)	(1)			(1)
Transfers between funds	27	(12)	1	11	--	3		(3)	--
<b>Net Movement in Funds</b>		<b>352</b>	<b>(40)</b>	<b>6</b>	<b>318</b>	<b>3,076</b>	<b>(22)</b>	<b>1</b>	<b>3,055</b>
<b>Reconciliation of Funds:</b>									
Total Funds brought forward	27	10,990	259	395	11,644	7,914	281	394	8,589
<b>Total Funds carried forward</b>	<b>27</b>	<b>11,342</b>	<b>219</b>	<b>401</b>	<b>11,962</b>	<b>10,990</b>	<b>259</b>	<b>395</b>	<b>11,644</b>

**9. STATEMENT OF FINANCIAL ACTIVITIES, YEAR ENDED 31 DECEMBER 2015 (INSTITUTE ONLY, WITH COMPARATIVES BY FUND)**

	Note	Unrestricted Funds 2015	Restricted Funds 2015	Designated Funds 2015	Total Funds 2015	Unrestricted Funds 2014 Restated £000	Restricted Funds 2014 Restated £000	Designated Funds 2014 Restated £000	Total Funds 2014 Restated £000
<b>Income from:</b>		£000	£'000	£'000	£000	£000	£000	£000	£000
<i>Charitable Activities</i>									
Member Subscriptions	2	7,777			7,777	7,337			7,337
Examinations and Other Fees	3	817			817	815			815
Chartered Building Company Scheme	4	243			243	263			263
<i>Other Trading Activities</i>									
Investments	10	216	4	6	226	154	6	4	164
Other income	11	551			551	2,893			2,893
<b>Total</b>		<b>9,604</b>	<b>4</b>	<b>6</b>	<b>9,614</b>	<b>11,462</b>	<b>6</b>	<b>4</b>	<b>11,472</b>
<b>Expenditure on:</b>									
<i>Charitable Activities</i>									
Qualifications for Employers	12	(1,124)	(51)	(9)	(1,184)	(1,268)	(33)	(7)	(1,308)
Careers in Construction	13	(3,073)			(3,073)	(2,187)			(2,187)
Members & Prospective Members	14	(1,606)			(1,606)	(2,109)			(2,109)
Innovation & Leadership	15	(2,717)			(2,717)	(2,667)			(2,667)
<i>Cost of Generating Funds</i>									
Branch Expenditure		(905)			(905)	(380)			(380)
<b>Total</b>		<b>(9,425)</b>	<b>(51)</b>	<b>(9)</b>	<b>(9,485)</b>	<b>(8,511)</b>	<b>(33)</b>	<b>(7)</b>	<b>(8,651)</b>
<b>Net Income / (Expenditure) before Investment gain / (loss)</b>		<b>179</b>	<b>(47)</b>	<b>(3)</b>	<b>129</b>	<b>2,851</b>	<b>(27)</b>	<b>(3)</b>	<b>2,821</b>
Unrealised gain/(loss) on investment assets		130	6	(2)	134	177	5	7	189
Transfers between funds		(12)	1	11	--	3		(3)	--
<b>Net Income / (Expenditure)</b>		<b>297</b>	<b>(40)</b>	<b>6</b>	<b>263</b>	<b>3,031</b>	<b>(22)</b>	<b>1</b>	<b>3,010</b>
<b>Reconciliation of Funds:</b>									
Total Funds brought forward	27	10,828	259	395	11,482	7,797	281	394	8,472
Total Funds carried forward	27	11,125	219	401	11,745	10,828	259	395	11,482

## NOTES TO THE FINANCIAL STATEMENTS

**OTHER INCOME AND EXPENDITURE (GROUP) WITH COMPARATIVES BY FUND**

	Unrestricted Funds 2015 £000	Restricted Funds 2015 £000	Designated Funds 2015 £000	Total Funds 2015 £000	Unrestricted Funds 2014 Restated £000	Restricted Funds 2014 Restated £000	Designated Funds 2014 Restated £000	Total Funds 2014 Restated £000
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**10 INVESTMENT INCOME AND INTEREST**

Income from investment portfolios	206	4	6	216	147	6	4	157
Interest receivable from cash on deposit	10			10	7			7
Total	216	4	6	226	154	6	4	164

**11 OTHER INCOMING RESOURCES**

Project income	26			26	18			18
International local income	75			75	99			99
Surplus on sale of fixed assets	-			-	2,313			2,313
Branch income from external sources	246			246	226			226
Other income	204			204	237			237
Total	551	-	-	551	2,893	-	-	2,893

## EXPENDITURE

**12 QUALIFICATIONS FOR EMPLOYERS**

Awards & research	391	50	7	448	375	31	6	412
Adjudication & disciplinary	69			69	126			126
Governance and other costs	664	1	2	667	767	2	1	770
Total	1,124	51	9	1,184	1,268	33	7	1,308

**13 CAREERS IN CONSTRUCTION**

Members Information Service	890			890	885			885
CBC Scheme	37			37	265			265
Members Education, Exams & governance	2,146			2,146	1,037			1,037
Total	3,073	-	-	3,073	2,187	-	-	2,187

**14 MEMBERS AND PROSPECTIVE MEMBERS**

	1,606	-	-	1,606	2,109	-	-	2,109
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**15 INNOVATION AND LEADERSHIP**

Members' development (inc. governance)	2,717			2,717	2,667			2,667
Englemere Building Consultancy Services (Chongqing) Co Ltd	326			326	326			326
Total (Group)	3,043	-	-	3,043	2,993	-	-	2,993

## NOTES TO THE FINANCIAL STATEMENTS

**16. APPORTIONMENT OF MANAGEMENT AND ADMINISTRATION COSTS**

	Qualifications for Employers	Careers in Construction	Members	Innovation & Leadership	Total	Total
	2015	2015	2015	2015	2015	2014
	£000	£000	£000	£000	£000	£000
Staff Costs	195	503	263	441	1,402	1,495
Support Costs	56	145	76	127	404	211
Other Costs	272	705	369	617	1,963	1,919
Governance*	22	57	30	50	159	159
<b>Total</b>	<b>545</b>	<b>1,410</b>	<b>738</b>	<b>1,235</b>	<b>3,928</b>	<b>3,784</b>

Support and governance costs are apportioned across the activities to which they relate on the basis of percentage of overall direct cost.

	2015	2014
	£000	£000
* Governance costs comprise:		
- Audit	38	40
- Trustee expenses reimbursed	10	18
- Other governance (staff costs)	111	101
	<b>159</b>	<b>159</b>

**17. STAFF COSTS**

	Total	Total
	2015	2014
	£000	£000
Salaries	3,249	3,249
National Insurance Costs	280	292
Pension	176	201
Group Staff Costs	3,705	3,742
Charged to the Benevolent Fund Ltd & trading subsidiaries	(53)	(153)
<b>Institute Staff Costs</b>	<b>3,652</b>	<b>3,589</b>

	2015	2014
	No.	No.
The average Institute number of employees including part time employees	121	121

The average group number of employees	127	127
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The number of employees whose emoluments were over £60,000, in bands, was as follows:

£70,000 - £79,999	1	2
£80,000 - £89,999	-	1
£90,000 - £99,999	-	1
£100,000 - £109,999	2	-
£110,000 - £119,999	1	1
£130,000 - £139,999	1	-
£140,000 - £149,999	-	1
£160,000 - £169,999	1	-

The Key Management Personnel comprise the trustees (see note 18 below) and directors of the Institute. The total remuneration and benefits received by the executive team was £740k. (£562k). There are adequate systems in place to manage expenses and these do not form part of remuneration.

In respect of the above employees, contributions for the year into a defined contribution pension scheme totalled £52,128 (2014: £49,737) with retirement benefits accruing for 6 directors (2014:5).

Compensation amounts of £14,794 were paid during the year, in accordance with Institute policy.

**18. TRUSTEES**

The Institute's Trustees, receive no remuneration from the Institute for trustee related duties. Their travel and other expenses reimbursed during the year for attending Council meetings amounted to £10,165 (2014: £17,545). No trustee waived their entitlement to reimbursement. A list of the Trustees who received reimbursement of expenses is shown on page 8.

Professional Indemnity & Trustee Liability insurance was provided during 2015 at a cost of £6,970 (2014: £7,197).

**19. TANGIBLE FIXED ASSETS**

## Institute and Group

	Furniture & equipment £000	Membership Database £000	Total £000
<b>Cost or valuation</b>			
At 1 January 2015	1,146	335	1,481
Additions during the year	426	-	426
<b>At 31 December 2015</b>	<b>1,572</b>	<b>335</b>	<b>1,907</b>
<b>Depreciation</b>			
At 1 January 2015	323	239	562
Provided during the year	158	42	200
<b>At 31 December 2015</b>	<b>481</b>	<b>281</b>	<b>762</b>
<b>Net book value</b>			
At 31 December 2015	1,091	54	1,145
At 31 December 2014	823	96	919

The fixed assets of the subsidiary of £3k (2014: £3k) are included in the Balance Sheet on page 28.

## NOTES TO THE FINANCIAL STATEMENTS

## 20. INVESTMENT IN SUBSIDIARY UNDERTAKINGS – INSTITUTE

	Total 2015	Total 2014
1,000 ordinary shares of £1 each in Englemere Limited (formerly Englemere Services Limited)	1	1
10,000 ordinary shares of £1 each in Englemere Building Consultancy Services (Chongqing) Co Ltd	10	10
	<u>11</u>	<u>11</u>

Both the above subsidiaries are wholly owned by the Institute, being consolidated into the Group SOFA and Balance Sheets. Further details may be found at notes 6 and 7 above.

The Institute also has three wholly owned subsidiary undertakings formed in 1995 which have not commenced to trade. The names of the companies are: Institute of Constructors Limited, Institute of Construction Limited, Institute of Construction Engineers Limited. The issued share capital of each company is £2. All of them are registered in England and Wales.

## 21. OTHER INVESTMENTS – GROUP AND INSTITUTE

	Total £000
<b>At market value</b>	
1 January 2015	10,153
Net additions and distributions re-invested	186
Change in market value	134
31 December 2014	<u>10,473</u>
<b>At cost</b>	
1 January 2015	9,611
Net Additions / (Disposals)	248
December 2015	<u>9,859</u>

The following investments represented more than 5% of the market value for the Institute's managed investment portfolio at 31st December 2015:

Equity Income Trust for Charities	7.8%
Trojan Income Fund	7.7%
Majedie UK Equity Fund	8.0%

The managed investment portfolios were invested as at 31 December 2015 as follows:

	Market value £000	Cost £000
UK Bonds	607	613
Overseas Bonds	499	505
UK Equities	4,328	4,131
Overseas Investments	2,542	2,199
Portfolio Funds	821	790
Property Funds	518	586
Other Investments	1,000	877
Cash	158	158
<b>Totals</b>	<u>10,473</u>	<u>9,859</u>

Total Investments at market value of the managed investment portfolio include £214k (2014: £248k) of those related to a Restricted Fund, the Queen Elizabeth II Jubilee Fund.

## NOTES TO THE FINANCIAL STATEMENTS

## 22. DEBTORS

	2015		2014	
	Group £000	Institute £000	Group £000	Institute £000
Trade debtors	160	98	119	78
Amount owed by trading subsidiary	-	113	-	113
Other debtors	251	248	166	165
Prepayments & accrued income	533	491	329	280
	<u>944</u>	<u>950</u>	<u>614</u>	<u>636</u>

## 23. CASH AT BANK &amp; IN HAND

	2015		2014	
	Group £000	Institute £000	Group £000	Institute £000
Cash at bank and in hand	3,141	2,653	2,878	2,609

## 24. CREDITORS FALLING DUE WITHIN ONE YEAR

	2015		2014	
	Group £000	Institute £000	Group Restated £000	Institute Restated £000
Trade creditors	401	344	83	78
Tax & social security	112	87	94	74
Other creditors	292	250	257	237
Amounts owed to CIOB Benevolent Fund	8	8	3	3
Accruals and deferred income	2,755	2,623	2,311	2,279
<b>Total</b>	<u>3,568</u>	<u>3,312</u>	<u>2,748</u>	<u>2,671</u>

In the transition to FRS 102, prior year creditors were restated to add £23k for the holiday pay accrual.

## 25. DEFERRED INCOME

	2015		2014	
	Group £000	Institute £000	Group £000	Institute £000
Deferred income as at 1st January	1,947	1,947	2,015	2,015
Income received and deferred	2,456	2,456	1,947	1,947
Taken to SOFA	(1,947)	(1,947)	(2,015)	(2,015)
<b>Total</b>	<u>2,456</u>	<u>2,456</u>	<u>1,947</u>	<u>1,947</u>

## NOTES TO THE FINANCIAL STATEMENTS

**26. PROVISION FOR LONG TERM LIABILITIES AND CHARGES**

Provisions relate to dilapidations on leasehold properties where CIOB has a contractual obligation to bear such costs. The provision for these costs is based on the results of an internal review.

	2015		2014	
	Group	Institute	Group Restated	Institute Restated
	£000	£000	£000	£000
Dilapidations provision	(175)	(175)	(175)	(175)
Reserves brought forward as at 1 January	11,842	11,680	8,764	8,647
Restated reserves, as at 1 January	11,667	11,505	8,589	8,472

**27. MOVEMENT OF FUNDS**

	Unrestricted Funds				Restricted Funds				Totals
	General (Group)	Bowen Jenkins	Other designated	Total Designated	QE II Jubilee	Sir Ian Dixon	Sir Peter Shepherd	Total Restricted	
See notes below	A	B	B		Ca	Cb	Cb		
	£000	£000	£000	£000	£000	£000	£000	£000	£000
As at 1 Jan	10,990	375	20	395	248	8	3	259	11,644
Income	10,357	6		6	10			10	10,373
Expenditure	(9,993)	(2)	(9)	(11)	(44)	(5)	(2)	(51)	(10,055)
Transfers	(12)	11		11		1		1	-
As at 31 Dec	11,342	390	11	401	214	4	1	219	11,962

## Notes

- A **General Fund:** This is the Institute's main fund, used to further its general charitable objectives.
- B **Designated Funds:** Bowen Jenkins and other designated funds are unrestricted bequests whose use is specified by the Trustees. Funding is available for expenditure on scholarships and other activities as decided upon by the Board of Trustees each year. These reserves are represented by a mixture of the CIOB's portfolio investment and cash.
- C **Restricted Funds:** Assets held in respect of the following restricted income funds are sufficient to meet the Institute's obligations:
- The Queen Elizabeth II Jubilee Fund provides research scholarships and awards. These will make a practical and lasting contribution towards the improvement of standards in building practice and education. The funds are invested to allow scholarships from income and capital growth.
  - Sir Ian Dixon and Sir Peter Shepherd funds both offer scholarships to students, the latter specifically to those from overseas. Funds held as cash.

## NOTES TO THE FINANCIAL STATEMENTS

**28. NET ASSET ANALYSIS, BY FUND**

The fund balances described in Note 27 above were represented by the following assets as at 31 December:

Category of fund	2015				2014 Restated			
	£000 Unrestricted	£000 Designated (Incl Bowen Jenkins)	£000 Restricted (Incl Jubilee)	£000 Total	£000 Unrestricted	£000 Designated (Incl Bowen Jenkins)	£000 Restricted (Incl Jubilee)	£000 Total
Tangible fixed assets	1,147			1,147	922			922
Other investments	9,869	390	214	10,473	9,530	375	248	10,153
Cash at bank and in hand	3,125	11	5	3,141	2,847	20	11	2,878
Other net current assets / liabilities	(2,624)			(2,624)	(2,134)			(2,134)
Provisions	(175)			(175)	(175)			(175)
Totals	11,342	401	219	11,962	10,990	395	259	11,644

**29. LEASING COMMITMENTS**

The group's future minimum operating lease payments expire as follows:

	Land and Buildings	
	Total	Total
	2015	2014
	£000	£000
Within one year	358	152
Between one and five years	1,434	609
Over five years	1,040	574
Totals	2,832	1,335

**30. CAPITAL COMMITMENTS**

The group had no capital commitments as at 31 December 2015.

