

Annual Review 2003

Challenges and Opportunities

We are living in exciting times for architecture and for the RIBA. We have increasing beneficial influence on policy makers and the commissioners of architecture. We have become the natural partner of choice in a great variety of activities, including Architecture Week, with Arts Council England; the RIBA Annual Conference, with CMP Information; and our Building Futures programme with CABE. It is easy to see from a quick scan of this review how we are making inroads in so many areas, and how we are using the technology available to improve our service to members, clients and the public.

I am delighted that Tessa Blackstone accepted my invitation to chair the new RIBA Trust. The Trust's first tasks are the re-housing of the Drawings and Manuscript Collections to the V&A with the creation of the UK's first permanent architecture gallery, and the development of an education programme that uses this great new resource with that of the RIBA's Photographs Collection. The great challenge of raising the money for the move was given a tremendous boost by the Heritage Lottery Fund and other generous donations, leaving much still to be raised, but enabling plans to proceed with the opening of the galleries at the V&A in November 2004.

It is through national and regional media that we reach our greatest audience, and it is gratifying that our hit rate in this area has significantly increased, with yet more interest in the awards, and in particular in the broadcasting of the RIBA Stirling Prize programme by Channel 4. Architecture is news and we have earned our place as first stop for architectural comment. We shall continue to do all we can to increase exposure for the RIBA and for architecture by promoting events and celebrating good architecture.

The vital roles of research, policy and public affairs are being increasingly recognised, with our emphasis placed where we can make a practical difference, in such areas as sustainability, architectural education and diversity in the profession. It is important that the profession more closely reflects the society within which we all work.

Our Leeds-based competitions office continues to make strides. In recognition of the important work it does, the increasing potential for architectural

competitions, and the traps to clients and architects posed by unrecognised competitions, I asked a small group of distinguished practitioners, to conduct a study into the way forward for the service. The group's recommendations will begin to be implemented in 2004.

Services that support architectural practice are continuing to grow, with the most extensive Continuing Professional Development programme ever, made possible by our expanding CPD providers network, that brings together many areas of the construction industry as partners with the RIBA.

2003 will also be remembered as the year that we were faced with the financial challenge posed by the final salary pension scheme - a situation that hailed my accession to the presidency and forced us to consider our priorities. It is, however, proving the theory that, while any such challenge is not without pain, the challenge itself can produce creative solutions, both nationally and regionally that will enable us to carry out our principal purpose: advancing architecture.

On the business front I am delighted to see that we are continuing the steady increase in activity and profit from RIBA Enterprises, and their Newcastle based NBS. I congratulate their very effective teams for the vital role they play servicing the profession and industry with an efficient and progressive business that also gives essential financial support to our charitable purposes. Similarly we are making more extensive use of our HQ building at Portland Place, not only for a more adventurous programme of RIBA exhibitions and events, but also as an income generator from meeting and conference bookings.

2003 was indeed a year of challenges and opportunities. I took the helm half way through, and am grateful to my predecessor, Paul Hyett, for handing over some very solid foundations on which to build, and for the tremendous support I have received from the RIBA Council and from Richard Hastilow and his dedicated team.

We must continue to keep our eye on the main task of providing the necessary education, skills and circumstances so that we can deliver a built environment that is more beautiful, stimulating and environmentally responsible than that which we find today.

George Ferguson, President

Highlights of 2003

Architecture Gallery

The ar+d Emerging Architecture seminars gave a unique chance to hear architects from around the world.

RIBA Gallery hosted *Athenscape*, an exhibition and talks series about the transformation of Athens, with its signature new buildings and upgraded infrastructure.

150 students who had taken part in the education project Designs on Britain attended an awards ceremony at the RIBA.

RIBA Awards

19 new RIBA Honorary Fellows were presented with their certificates by Paul Hyett. The RIBA Annual Lecture was given by Channel 4's Director of Programmes Tim Gardam.

A record 70 RIBA Awards were announced at the Awards Dinner. The RIBA Stirling Prize (in association with *The Architects' Journal*), presented at Explore@Bristol, was watched on Channel 4 by 1.3 million viewers.

Rafael Moneo was awarded the 2003 Royal Gold Medal.

Communications

During Architecture Week, almost 1,000 practices gave design advice to the public and raised over £110,000 for Shelter through RIBA Architect in the House. 11 Habitat stores nationwide held 'architecture surgeries'. The RIBA/Evening Standard talks series offered inspirational advice to home-owners.

The RIBA Stirling Prize was featured on Radio 4's Today programme; the Housing Design Awards were featured on BBC2's Newsnight.

Membership & Client Services

RIBA Council approved the new Affiliate class of membership. 73% of Part 3 students joined the new Graduate class of membership in its first year.

The RIBA helped 8,700 clients to select an architect – an increase of 33% over 2002.

29 architectural competitions were launched by the RIBA – an increase of 80% on the previous year.

CPD

With membership of the RIBA CPD Providers' Network rising to 430 companies, income to the Institute reached record levels.

A change in the monitoring of CPD compliance from practices to individual chartered members enabled better planning of resources.

A new service to international members saw the launch of monthly CPD bulletins by email.

Education

The RIBA published research, carried out on its behalf by the University of West of England, into the poor representation of women in the profession. *Why Women Leave Architecture* has provided a catalyst for change across the RIBA.

The RIBA regained full responsibility for UK validation and modernised its procedures for visits to schools of architecture.

Work of the President's Medals' winners and nominated students was published in *Visions of the Future*.

Finance and Resources

For the 5th consecutive year, letting of rooms at 66 Portland Place achieved a year-on-year increase. Investment continued to upgrade public facilities and the exhibition space.

Library and Collections

Early Printed Books Catalogue 1478-1840: the catalogue of the British Architectural Library Early Imprints Collection won the Besterman/McColvin medal for an outstanding work of reference.

The archive of the late Professor Sir Leslie Martin (1908-2000) was given to the RIBA, the first time that an architect's archive has been accepted in lieu of tax.

Partnership Funding

£400,000 in cash sponsorship and sponsorship in kind was received to support the Institute's programmes of awards, conferences, exhibitions and other events.

The campaign to support the move of the RIBA Drawings and Manuscripts Collections to the V&A gained momentum with nearly £5m raised.

Policy & International Relations

Developed policy proposals to improve PFI and encourage better design in public procurement, and contributed to the Egan review and co-hosted events at Party Conferences. PIR delivered CABE-RIBA Building Futures and published *The Professionals' Choice* highlighting challenges over the next 20 years.

Events brought together public sector clients and architects to encourage higher standards in key sectors.

Led EU-US talks on developing a mutual recognition agreement for architects.

Practice

The Constructive Change exhibition *Do it Differently* toured the UK and coincided with the publication of *Building Better Buildings*.

Lectures were hosted with the Landscape Institute, Association of Consulting Engineers and Worshipful Company of Chartered Architects.

The department set up the Dispute Resolution Unit to deal with adjudication, arbitration and mediation.

For the first time the Annual Conference was held overseas.

Regional Network

Local activities, new *Architecture Review* publications and the provision of CPD, including a new CPD Club for northern regions, generated over £900,000 of additional income for the Regional Network.

The new Membership and Regions Committee now offers Regional Chairmen the opportunity to network with other Chairmen and local members.

Research and Development

Established (in November) to raise the profile of the RIBA in built environment research by acting as a brokerage between the architecture research community, the users, and those with a need for research and research funding mechanisms.

Summarised Financial Statements

For the year ended 31 December 2003

Notice of the RIBA AGM

The annual report of the Council of the RIBA will be presented for consideration at the Annual General Meeting, which will be held at 12.45 p.m. on Wednesday, 29 September 2004 at 66 Portland Place, London W1B 1AD.

Introduction by the Honorary Treasurer

2003 was another very busy year for the RIBA as you can see from the list of highlights included in this annual report. I am pleased to report that we have managed to achieve this activity while controlling costs and increasing revenues. Group turnover increased by 6.9% from the previous year (2002). This was largely due to another very successful trading year for RIBA Enterprises and the extra income from the rise in subscription rates which was used to fund the new research and development activity and to promote architecture through the establishment of RIBA Ltd (known as the RIBA Trust).

Members will notice that we have again decided to present abbreviated financial information this year. The full accounts, in the layout prescribed by the Charity Commission, have been produced and audited and copies are available from the Finance department for any member who would like to see this extra detail. The figures in these summary accounts have been extracted from the full accounts to show the most important areas. We have also included graphs illustrating the results and trends over the last few years and including the budget for 2004 where relevant.

In January 2003 the formal restructuring of the RIBA took place with the establishment of RIBA Professional Services Ltd, to look after member related activities including the through-life development of architects, RIBA Ltd (known as the RIBA Trust), to promote the benefits of good architecture to the public, and RIBA Holdings Ltd, to provide central services to the group. All these new companies are wholly owned, directly or indirectly through RIBA Holdings Ltd, by the RIBA and have boards elected by Council including Council members, RIBA members, non-executive members and executives.

The new companies and their boards were established to focus on those key areas of the RIBA's activities in order to improve the levels of service provided to members and other stakeholders. Much progress was made during 2003 and further benefits are anticipated in the future.

The pie charts clearly show the income growth including the importance of revenue earned by RIBA departments. For every £1 of membership subscription income, a further £3.33 is added from other sources; comprising £0.83 from other Institute income and £2.50 from RIBA Enterprises turnover.

In 2003 the RIBA reaped the rewards from its major investment in recent years with increased income from letting rooms and facilities in 66 Portland Place. Capital expenditure in 2003 was more modest involving smaller lighting projects and normal replacement of computer equipment and office furniture. The major investment was the start of building work at the Victoria and Albert Museum in the storage areas for the RIBA Drawings and Manuscripts collections. The costs of this project are being funded from a Heritage Lottery Fund grant of £3.27m together with donations and grants.

The analysis of how your subscription was spent in 2003 and the value of other income generated are based on the net costs of activities after taking into account the income earned. Consequently it shows the net expenditure, directly from your subscriptions, for all the major areas of the Institute.

The budget for 2004 - 2006 will again be difficult with yet more initiatives vying for limited resources but I am confident that we will rise to the challenge. This challenge is mainly as a result of the RIBA agreeing to increase its contributions to the RIBA staff final salary pension scheme in line with the actuarial recommendation. The scheme is closed to new members, but has suffered from falls in the equity markets in the same way as most other final salary schemes. The scheme was revalued at 1 January 2002 and was 98% funded, but this fell with stock market values in 2002 to a deficit of £ 5.7m. This was revised at 31 December 2003 under current accounting rules (FRS17) to show a slight improvement to a deficit of £5.3m. Investment values had improved by £2.3m but this was largely offset by increases in liabilities taking into account recently increased life expectancy figures. Contributions increased to £0.8m in 2003, rising in subsequent years to £1.379m by 2006 to achieve full funding in 12 years, the average remaining service of the current members of the scheme.

I would like to thank the members and staff of the RIBA, especially the Finance Committee, for their time and efforts in achieving such a successful result.

John Pringle, Honorary Treasurer

Summarised Financial Statements

For the year ended 31 December 2003

Statement of the responsibilities of Council

The members of the Council are trustees of the Institute. As such we are required by law to prepare accounts for each financial year which give a true and fair view of the state of affairs of the Charity, and of the surplus of the Charity for that period.

In the preparation of these accounts, we are required to:

- select suitable accounting policies and apply them consistently
 - make reasonable and prudent judgements and estimates
 - state whether applicable accounting standards and statements of recommended practice have been followed and give details of any departures
 - prepare the accounts on a going concern basis unless in our view the Charity will be unable to continue its activities.
- We are also responsible for:
- keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity
 - safeguarding the Charity's assets
 - taking reasonable steps for the prevention and detection of fraud
 - reviewing the risks affecting the Charity and setting up adequate procedures to minimise those risks.

Auditor's report to the Council Trustees and members of the RIBA

We have examined the summary financial statements.

Respective responsibilities of trustees and auditors

The trustees are responsible for the preparation of the summary financial statements. We have agreed to report to you on our opinion on the summarised financial statements' consistency with the full financial statements, on which we have reported to you.

Basis of opinion

We have carried out the procedures we consider necessary to ascertain whether the summarised financial statements are consistent with the full financial statements from which they have been prepared.

Opinion

In our opinion the summarised financial statements are consistent with the full financial statements for the year ended 31 December 2003, which we reported showed a true and fair view of the state of affairs of the Charity and its subsidiaries as at 31 December 2003 and of their incoming resources and application of resources in the year then ended and that they have been properly prepared in accordance with the Charities Act.

Horwath Clark Whitehill, Chartered Accountants and Registered Auditor

Balance Sheet 31 December 2003

	Group		RIBA	
	2003	2002	2003	2002
	£'000	£'000	£'000	£'000
Fixed assets				
Intangible assets	1,263	1,373	-	-
Tangible assets	13,269	12,724	12,656	12,322
Investments - in subsidiary undertakings	-	-	850	960
Investments - other	2,242	2,116	2,242	2,116
	16,774	16,213	15,748	15,398
Current assets				
Stocks and work in progress	617	667	24	28
Debtors	5,647	5,151	7,218	2,144
Cash at bank and in hand	4,526	3,547	2,107	1,886
	10,790	9,365	9,349	4,058
Creditors: amounts falling due within one year	(10,901)	(9,605)	(8,461)	(3,871)
Net current (liabilities)/assets	(111)	(240)	888	187
Total assets less liabilities	16,663	15,973	16,636	15,585
Creditors: amounts falling due after more than one year	(194)	(388)	-	-
Net assets	16,469	15,585	16,636	15,585
Represented by:				
Restricted funds	2,654	1,907	2,654	1,907
Endowment funds	2,078	1,955	2,078	1,955
Unrestricted funds:				
Revaluation reserve	7,555	7,619	7,555	7,619
General reserve	4,182	4,104	4,349	4,104
Total unrestricted funds	11,737	11,723	11,904	11,723
	16,469	15,585	16,636	15,585

Consolidated statement of financial activities for the year ended 31 December 2003

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2003	Total 2002
	£'000	£'000	£'000	£'000	£'000
Incoming resources					
Donations, legacies and similar income	-	821	1	822	111
Incoming resources from operating activities:					
Activities in furtherance of the Charity's objects:					
Subscription income	5,916	-	-	5,916	5,289
Regional income	977	-	-	977	967
Other head office income	2,926	14	-	2,940	3,06
	9,819	14	0	9,833	9,316
Activities for generating funds:					
Turnover of trading subsidiary	14,778	-	-	14,778	14,273
Investment income: Interest received and dividends	47	127	-	174	247
Total incoming resources	24,644	962	1	25,607	23,947
Resources expended					
Costs of generating funds:					
Trading company costs	13,634	-	-	13,634	12,887
Interest payable	25	-	-	25	22
Total costs of generating funds	13,659	0	0	13,659	12,909
Total incoming resources available for charitable application	10,985	962	1	11,948	11,038
Charitable expenditure					
Regional activities	2,287	-	-	2,287	2,420
Education	544	21	-	565	620
Practice Standards	898	-	-	898	863
Library	1,728	184	-	1,912	1,979
Membership	1,242	-	-	1,242	1,086
Public affairs	1,890	-	-	1,890	1,528
Policy and International	568	-	-	568	553
Support costs	1,640	-	-	1,640	1,489
Management and administration of Charity	174	10	-	184	143
Total charitable expenditure	10,971	215	0	11,186	10,681
Total resources expended	24,630	215	0	24,845	23,590
Net incoming resources before gains/losses on investments	14	747	1	762	357
Gains/(Losses) on investments	-	-	122	122	(241)
Net movement in funds	14	747	123	884	116
Retained profit brought forward	11,723	1,907	1,955	15,585	15,469
Retained profit carried forward	11,737	2,654	2,078	16,469	15,585

RIBA Enterprises Ltd, Chairman's Statement

I am pleased to report for the ninth consecutive year an increase in the profits after tax covenanted by your Company. The trading profit for 2003, before tax, increased by 4% to £1,572,703 (2002: £1,507,212). In addition to this, insurance commission of £179,300 was received by the Company (2002: £215,000). Turnover increased by 6% to £15,175,694 (2002: £14,332,734) and the trading profit margin was 10.4% (2002: 10.5%). This has resulted in a covenant of £1,737,538 (2002: £1,699,271). The growth in profits once again reflects the continuing success of the Company's strategy of product development, active marketing and promoting closer links between the diverse operating units of your Company. The covenanted profit is budgeted to continue at this level in 2004.

Your Company's core products, The National Building Specification, Product Selector and The Construction Information Service improved their dominance of the market and increased their profitability whilst we experienced a much more difficult trading environment for the Bookshops than in previous years.

During the year your Company has implemented a number of changes. The London and Newcastle Finance Departments have been combined and based in Newcastle, the Office Library Service Glasgow office has been closed and your Company has divested itself of its Newcastle-based printing unit. Also, The Joint Contracts Tribunal has given notice that it will not be renewing its publishing agreement with the Company. It is with regret that I advise you that these changes have resulted in a number of staff positions becoming redundant.

The Company's objective continues to be to develop a sound base for sustained profits growth by providing design guidance and information in both electronic and paper formats to all sectors of the construction industry. In pursuing this objective there is a strong electronic development programme in place for 2004 which should lead to increased future profit streams. Your Company now employs 232 staff (2002: 240) and acknowledges the very considerable achievements of our dedicated and highly skilled team.

Jonathan Newby's resignation was accepted in March 2004 following the receipt of an offer to manage the construction portfolio of CMPi. In his short time as Chief Executive Officer he oversaw a period of considerable improvement and consolidation and we thank him and wish him well. Richard Waterhouse has accepted the position and responsibility of Acting Chief Executive Officer and I and his colleagues wish him every success.

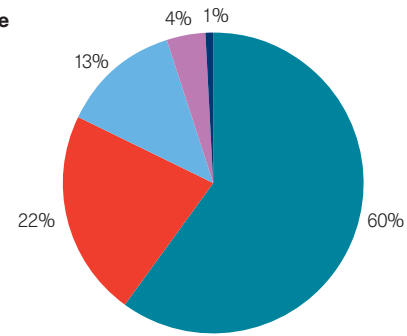
During 2003 M Horner (January) and A Clague (July) retired and J Owen (November) resigned from the Board. On your behalf, and that of all their colleagues, I take this opportunity to thank them for their most valuable contribution to the success of the Company over their years of service.

We look forward to welcoming RIBA Council members to RIBA Enterprises Ltd Annual General Meeting, which will be held at Portland Place in July 2004.

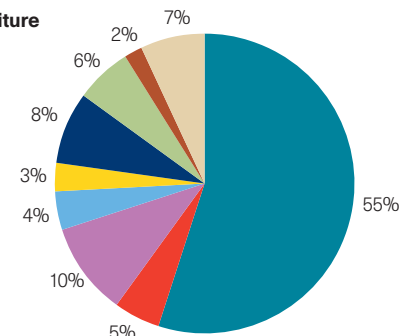
Clive Carr, Chairman

2002 Actual

RIBA Group Consolidated Income
Total £23,947K

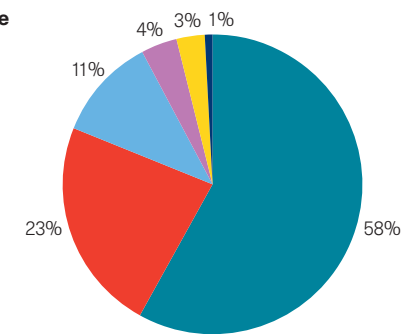


RIBA Group Consolidated Expenditure
Total £23,590K

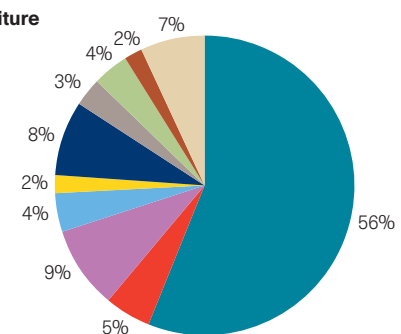


2003 Actual

RIBA Group Consolidated Income
Total £25,607K

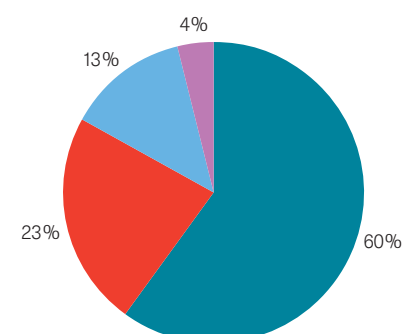


RIBA Group Consolidated Expenditure
Total £24,845K

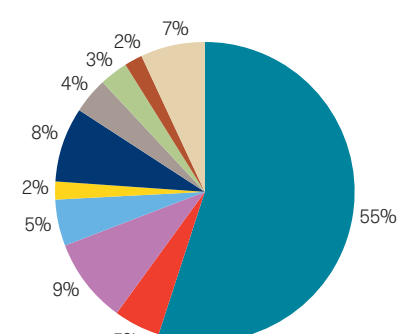


2004 Budget

RIBA Group Income Budget
Total £26,215K



RIBA Group Expenditure Budget
Total £26,215K



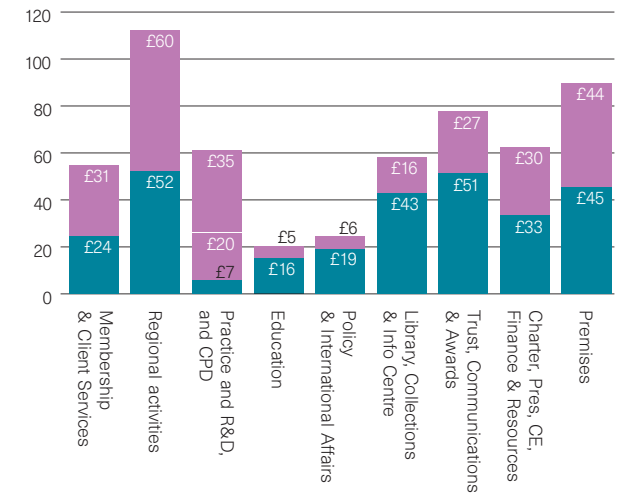
- RIBA Enterprises Sales
- Subscriptions
- Departmental Income
- Regional Income
- Grants & Donations
- Interest & Rent Receivable

- RIBA Enterprises Costs
- Membership
- Regional Activities
- Practice and R&D
- Education
- Library
- Trust
- Communications
- Policy & International Affairs
- Pres, CE, Finance & Resources

How the Institute spent its income per member

(Total spent per member £564)

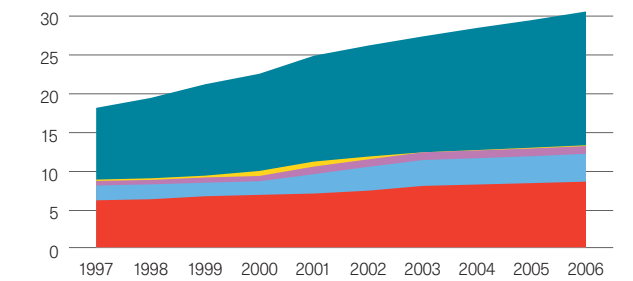
- Other Income (£274)
- Your Subscription (£290)



RIBA Group Income History 1997-2006 (£m)

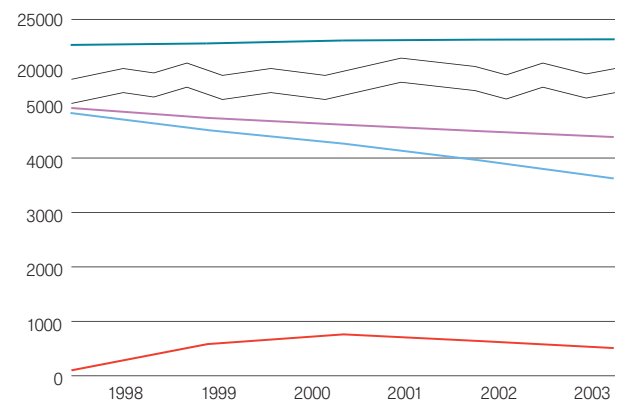
(Actual 1997-2003, Forecast 2004-2006)

- RIBA Enterprise Sales
- Grants, Interest & Rents
- Regional Income
- Departmental Income
- Subscriptions



RIBA Membership 1998-2003

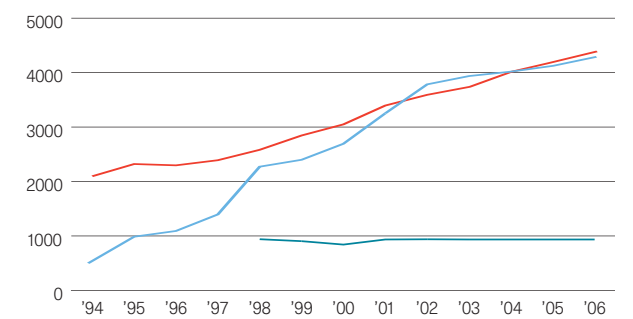
- Corporate
- Student
- International
- Subscriber



RIBA Group Free Reserves 1994-2006 (£K)

(Actual 1994-2002, Forecast 2003-2006)

- Target
- Free Reserves
- Regional Reserves



Council Members

Members who have served on the Council of the RIBA during the 12 months to 31 December 2003.

Honorary Officers

President

(Chairman of the RIBA Board)

Paul Hyett (until 30 June)
George Ferguson (from 1 July)

Immediate Past President (ex officio member of the RIBA Board)

Paul Hyett (from 1 July)

Honorary Secretary (ex officio member of the RIBA Board)

Robert Adam (until 30 June)
Michael Highton (from 1 July)

Honorary Treasurer (Chairman, Finance Committee, ex officio member of the RIBA Board)

John Pringle

Honorary Librarian (ex officio member of the Trust Board)

Tim Drewitt (until 30 June)
Gordon Kelly (from 1 July)

Vice President, Education (Chairman, Education Committee, ex officio member of the Professional Services Board)

Jack Pringle

Vice President, International Relations (Chairman, International Relations Committee)

John Wright (until 30 June)
Paul Hyett (from 23 July)

Vice President, Membership (Chairman, Membership & Regions Committee, ex officio member of the Professional Services Board)

Peter Trebilcock (until 30 June)
Aaron Evans (from 1 July)

Vice President, Practice (Chairman, Practice Committee and ex officio member of the Professional Services Board)

Richard Saxon

Chairman, Professional Services Ltd

Peter Trebilcock (until 30 June)
Jack Pringle (from 23 July)

Acting Chairman, RIBA Ltd (RIBA Trust)

John Lyall

Chairman, Disciplinary Committee

Rod Hackney

Nationally Elected Members

1999 Robert Adam
2001 George Ferguson
2002 William Gething

1999 Brian Godfrey
2001 Rod Hackney
2002 Jude Harris (two-year term)
2001 Tzena James
2001 Julian Owen
2002 Jack Pringle
2001 Alexander Reid
1999 Roger Stephenson
2002 Helen Taylor

Members who left seats on 30 June

2000 Scot Masker
2000 Iain Meek
2000 Alan Read
1997 Chris A Williamson

Members who took up seats on 1 July

2001 Valerie Owen (re-elected)
2002 Peter Phillips (re-elected)
2002 John Pringle
2002 Richard Saxon
2003 Sam Webb
2003 Clare Wright

Regionally Elected Members

East

1998 Chris J Heuvel
1998 Yasmin Shariff
2001 Adrian Dobson

East Midlands

1997 I Stuart Hendry (until 30 June)
2000 William Smedley (re-elected, but resigned in October)
2003 Douglas Sutherland (from 1 July)

London

1999 Marina Adams
1999 Simon Foxell
2002 Gus Alexander
2002 Graham Francis
2002 Andrew Hanson
2002 Gordon Kelly
2002 Chris Roche
2002 Jelena Tomic

North

1997 Clarence W Daly (until 30 June)
2001 George Oldham (re-elected)
2003 vacancy (from 1 July)

North West

1997 Robin A Hill (until 30 June)
1997 Peter J Trebilcock (until 30 June)
2003 Ian Beaumont (from 1 July)
2003 Alistair Sunderland (from 1 July)

South

2001 Michael Highton
2001 Andrew Klemz

South East

2001 Stephen Eastman
2001 Graham Whitehouse

1998 Guy C Thompson
1998 John A Wright

South West

1999 Michael Hickie
2002 Christopher Smith

Wessex

2002 Nick Child
2002 Aaron Evans

West Midlands

1999 Anthony Lloyd
2000 David Thorp

Yorkshire

1997 Prof. Peter F Smith (until 30 June)
1997 Gerard E Bareham (until 30 June)
2003 John Edmonds (from 1 July)
2003 David Smith (from 1 July)

Wales

1999 Richard Parnaby
2002 Ruth Reed

Scotland

(RIAS East)
2002 Douglas Read (RIAS North)
2001 Andrew Nicholl

Ulster

2001 John Cole

Overseas

1999 Olufemi Majekodunmi
2000 Peter MacNamara

Graduate Representative

vacancy

Student Representative

2002 Muhunthan Balasegaram (until 30 June)
2002 John Deffenbaugh (until 30 June)
2003 Nicholas Lister (from 1 July)
2003 Alexander Scott-Whitby (from 1 July)

Ex Officio Members

President, Royal Incorporation of Architects in Scotland
2001 Gordon Davies (until 30 June)
2003 Gordon Murray (from 1 July)

Additional Members

Completed their term of office on 30 June
2002 Claire Barton
2002 Tim Drewitt
2002 John Pringle
2002 Richard Saxon

Senior Staff of the Institute

Chief Executive
Richard Hastilow CBE

Deputy Chief Executive Executive Director, Professional Services
Baz Dickson

Director, RIBA Trust

Roula Konzotis
(from 1 October, for 11 months)

Director, Finance & Resources

Claire James

Director, British Architectural Library and Sir Banister Fletcher Librarian

Ruth Kamen

Director, Policy & International Relations

Ian Pritchard

Director, Practice

Keith Snook (until 2 November)
Richard Brindley RIBA
(from 3 November)

Director, Education

Leonie Milliner

Director, Communications

Roula Konzotis
(until 30 September)

Director, Research and Development

Keith Snook (from 1 April)

Regional Directors

Head of Regional Network

Alison Grant RIBA

East

Louise Todd

East Midlands

Gwen Cottrell (Regional Executive)

London

Stephen Robinson

North

Dawn French (Regional Executive)

North West

Belinda Irlam-Mowbray

South

Norman Roberts RIBA (until 5 May)
Linda Mills (from 6 May)

South East

Helen Wren

South West

Karen Ford (Regional Executive)

Wessex

Jane Pinnock

West Midlands

Clare Jenkins

Yorkshire

Emma England

Royal Society of Architects in Wales (RSAW)

Mary Wrenn

Royal Society of Ulster Architects (RSUA)

Frank McCloskey

Royal Incorporation of Architects in Scotland (RIAS)

Sebastian Tombs
(Secretary and Treasurer)