



# Contents

## Corporate governance statement

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Constitutional framework  
Office Holders  
Council  
Management Board  
Remuneration Sub-Committee  
Chief Executive  
Audit and Risk Committee  
Nominations Committee  
Executive staff and volunteers  
Corporate and Social Responsibility  
Diversity  
Risk management  
Audit and Risk Committee  
Management Board  
Chief Risk Officer Quarterly Report  
Control functions  
Annual Accounts

1

## Attendance lists

---

Council  
Management Board  
Audit and Risk Committee  
Nominations Committee  
Remunerations Sub-Committee

11

## Accounts

---

Consolidated statement and statement of comprehensive income  
Statement of comprehensive income for the year ended 28 February 2018  
Consolidated statement of financial position as at 28 February 2018

14



# Corporate governance statement

## Constitutional framework

The Council of the Institute and Faculty of Actuaries (IFoA) has ultimate authority for the governance, control and strategic direction of the IFoA. Council has delegated certain powers to various Boards and Committees and the IFoA's Chief Executive (with established reporting lines) as prescribed under a List of Reservations and Delegated Authorities set out in the IFoA's Governance Manual.

The main Board and Committee structure is set out below.

The IFoA follows the provisions of the UK Corporate Governance Code 2016, issued by the Financial Reporting Council, to the extent appropriate.

In accordance with Bye-law 54 of the IFoA's constitution, the IFoA will give its members at least 60 days' notice for an Annual General Meeting (AGM) which must be held within 15 months of the previous AGM.

## Office Holders

Under the IFoA's constitution, Council decides who serves as the two Office Holders – the President and President-elect. The outgoing President is invited to become the Immediate Past President. The President-elect, President and Immediate Past President will normally serve for a term of one year in each role. In March 2018, Council elected John Taylor as the President-elect from 28 June 2018.

## Council

Council is elected by voting members (Fellows, Associates and Honorary Fellows), in accordance with the governing documents (Charter, Bye-laws, Rules and Regulations). In addition, Council may co-opt up to three additional members of Council to fill casual vacancies. Each member of Council will normally serve for a term of three years before being required to stand for re-election and must stand down for a year after two terms. A certain number of members of Council representing the General and Scottish Constituencies retire annually in accordance with Bye-law 8. Elections to elect new members to the Council take place during May and June each year. Any Fellow or Associate may stand as a candidate for the constituency of which they are a member.

At the date of publication, Council comprises 22 members serving the General Constituency and eight members serving the Scottish Constituency. None of the members of Council receive remuneration for services to the IFoA, other than reimbursement of out-of-pocket expenses and, very rarely, payments on a normal commercial basis.

Council considers strategy and policy. In the last financial year, Council met seven times. The President, as Chair of Council, monitors the attendance of members of Council. The record of attendance is listed on page 11.

In the year, the main topic under consideration by Council from a Governance perspective has been the Governance Structure of the Board and Committees. It approved the plan at its meeting in January 2018 following extensive consultation with Council, the Executive and members of existing boards and committees. The purpose of this review was to be more agile in supporting areas of growth and new opportunities, increasing collaboration, cross-cutting organisational and practice issues, and operational effectiveness and efficiency. In the light of this review, the responsibilities of the International Board have been reallocated to the new Markets Development Board and to the Policy and Public Affairs Board; the Awards Committee has been disbanded and its responsibilities shared between the Policy and Public Affairs Board and the Research and Thought Leadership Board; and the Education Board has been re-established as the Lifelong Learning Board.

Deep dive reviews of each of the IFoA's Corporate Boards will be conducted by the Council at a strategic level and the Management Board at operational level on a rolling annual basis. A schematic diagram of the governance structure is contained on page 3.

At the start of each Council meeting, Council members are asked to declare any conflicts specific to any item on the agenda for that meeting.

## Council 2017/2018



**From the back row, left to right:**

Michael Tripp, Paul Sweeting, Jules Constantinou, Nico Aspinall, Lee Faulkner, Stephen Cunningham, Kelvin Chamunorwa, Alan Rae, Derek Cribb (Chief Executive), Keith Jennings, Colin Wilson, Colum D'Auria, Tan Suee Chieh, Chantal Bray, Edwin Sheaf, Dermot Grenham, Matt Saker, Malcom Slee, Patrick Lee, Alan Watson, Perry Thomas, Andrew Hitchcox, Hilary Salt, Louise Pryor, Bruce Porteous, Haijing Wang, John Taylor, Marjorie Ngwenya, Kartina Thomson, Elliot Varnell. (Not pictured: Andrew Slater).

## Management Board

Alan Whalley was appointed as the Chair of Management Board in June 2013 and reappointed for a further term of 3 years in 2016. The Chair of Management Board is reimbursed at the rate of £25,434.50 per annum (linked to the Ministry of Justice's fees for court and tribunal appointments, representing 50% of the expected time commitment of one day each week).

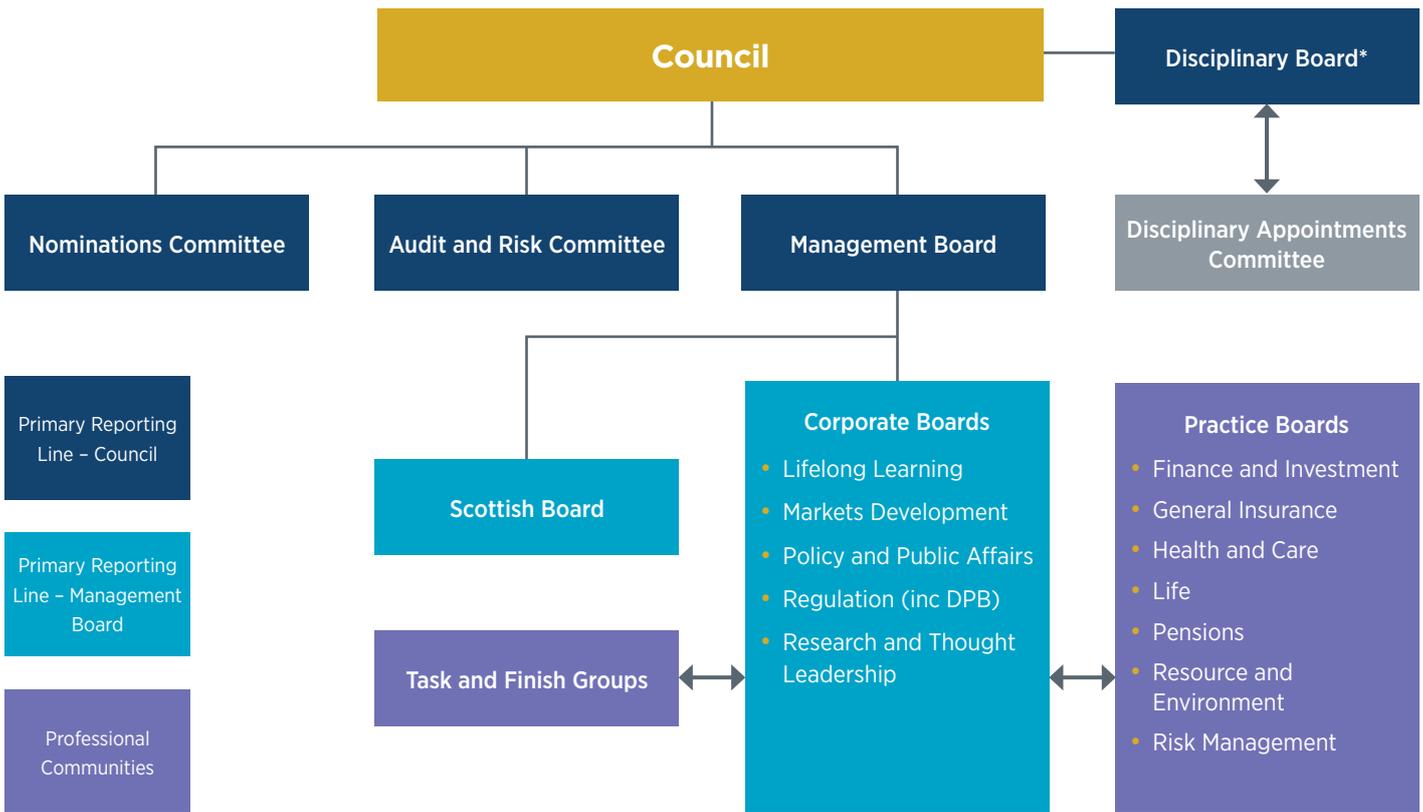
Management Board currently comprises a Chair, who is an actuary but is independent of both Council and the Executive, an independent non-executive member, three ex officio appointments (the President, President-elect and the Chief Executive), three further Council members, and two Executive Directors nominated by the Chief Executive.

Under delegated authority, in accordance with the List of Reservations and Delegated Authorities and the strategy set by Council, Management Board has oversight responsibility for the operation and management of the IFoA, the implementation of Council's strategy and, in addition, holds the Executive accountable for its management and operational activities. In particular, Management Board has oversight responsibility for matters related to the development and implementation of the IFoA's strategy, corporate plan, policy and operational plans, and all matters related to the organisation's resources. The Chair of Management Board issues updates to Council after each Management Board meeting and attends

Council meetings at the invitation of the President, in her capacity as Chair of Council. Members of Management Board undertake an annual effectiveness review and any significant issues are reported to Council.

The non-executive Management Board members review, on behalf of Council, the objectives and the achievements of the Chief Executive.

Management Board met 12 times in the last year. The record of attendance is listed on page 12.



\*While the Disciplinary Board is accountable to Council, for reasons of independence it operates at arm's length

### Remuneration Sub-committee

The Remuneration Sub-committee is a sub-committee to the Management Board to review and agree the remuneration package of the Chief Executive. The Sub-committee is chaired by Bronwen Curtis, a lay member with remuneration committee experience who is also an independent non-executive member of Management Board. It also comprises the President, the Chair of Management Board and an independent non-executive member. The Remuneration Sub-committee has met three times in the last year and all members attended.

### Chief Executive

The Chief Executive is appointed by Management Board and contributes to the development of strategy and creates operational plans to deliver it. He is responsible for the executive management and administration of the IFoA and is supported by Directors who report directly to him. The Chief Executive is accountable to Management Board (and thereby to Council) for the delivery of the agreed strategy and operational plans and setting the priorities for the IFoA's executive management team.

### Audit and Risk Committee

The Audit and Risk Committee provides oversight to ensure that the IFoA adopts a sound approach to financial management and reporting and that key risks are identified and addressed. It is chaired by a lay Chair, Iraj Amiri, a qualified accountant, and reports to Council.

The Committee has an oversight role and gives its views to management on the financial statements, external and internal audits, risk management and internal controls, governance matters and other ad hoc issues. BDO LLP is appointed as the IFoA's internal auditors.

The Committee considers and approves their annual internal audit plan in advance. The internal auditors have conducted audits in accordance with the plan. Actions from internal audits undertaken by BDO LLP are reported on at each Committee meeting together with their opinion.

Haysmacintyre is the IFoA's appointed external auditors. The Committee meets the external auditors annually to review and discuss their plan, scope of audit work, quality control processes and independence. The Committee was content that these were satisfactory and approved the audit plan for the year. The external auditors' performance of their duties was considered by the Committee at the year end and it had no concerns. Following a full procurement exercise, the Committee has recommended that the IFoA reappoint Haysmacintyre as its external auditors for a further term.

The Committee formally reports to Council on an annual basis, usually in May. The Chair attends these annual meetings in order to present the annual report from the Committee to Council and to be on hand to answer any queries Council may have. In addition, the Committee reports to Management Board on any significant matters identified by the Committee after each Committee meeting.

The Committee ensures that the IFoA adopts a sound approach to financial management and reporting and that key risks are identified and addressed. During the financial year a continued focus has been on providing oversight of the IFoA's risk management and other governance processes.

Audit and Risk Committee met four times in the last year. The record of attendance is listed on page 12. The Committee undertakes an annual review of its effectiveness.

### Nominations Committee

The Nominations Committee is responsible for overseeing appropriate succession planning and makes recommendations to Council on retirements from Council, the process for appointing the President-elect and succession planning for other appointments. The Nominations Committee met five times in the last year. The record of attendance is listed on page 13.

### Executive staff and volunteers

The IFoA values a diverse workforce and is committed to building an inclusive culture that promotes equal opportunity, fairness and transparency and prevents all unlawful and unfair discriminations. Additionally, a fair, open and transparent process which encourages diversity is in place for volunteers wishing to serve on IFoA boards and committees. The Executive staff work closely with the Chairs to support their implementation of this process.

The Governance Manual and Volunteer Information Pack (VIP) provide guidance and support. Executive staff are updated regularly on developments through the organisation's VIP Champions forum and through the intranet. Additionally volunteer engagement is monitored annually through a volunteer satisfaction survey, the results of which are reported to the Chief Executive, the Executive Directors and Management Board.

All people-related policies are updated in line with changes in employment law and professional employment legal advice is used to ensure appropriate compliance.

Executive salaries are benchmarked against market salary levels, as assessed by an independent external provider. The IFoA runs an annual performance management process which includes appraisal, objective setting and personal development planning.

The process encourages managers to meet regularly with their team members on a one-to-one basis and there is a mid-year review to check progress. Training needs are ascertained from the personal development plans and the IFoA offers a variety of learning interventions to address the areas identified.

A staff forum meets regularly to give employee representatives a further opportunity to be consulted and involved, and feeds back employee views directly to the Chief Executive, Directors, and Head of Human Resources. Additionally, employee engagement is monitored annually through a staff survey, the results of which are reported to the Chief Executive, the Directors and Management Board.

### Corporate and Social Responsibility

The IFoA sponsors a number of events which are used to promote the work of actuaries to school and university students, including by way of example the following UK events:

- **UK Maths Trust – Junior, Intermediate and Senior Maths Challenges:** this event reaches over 700,000 students and involves students answering questions of increasing difficulty that aim to stimulate mathematical thinking beyond the main schools curriculum. The IFoA logo is on application forms, question papers and certificates awarded to the top 40% of participants.
- **Enterprising Mathematics in Scotland:** this event involves around 300 schools and colleges in regional rounds and 69 for the final with 276 children between 14 and 16 competing throughout the day in four varied and challenging rounds for the prestigious title of EMiS champions 2017.

In January 2017, the IFoA set up an Environmental Management System Project to create the IFoA's Environmental Policy and to formulate and manage an EMS. An EMS is a systematic approach to managing an organisation's impact on the environment. It provides a framework for controlling and improving an organisation's environmental impact.

In order to put these principles into practice we will work through a three-phase programme;

- **Phase one:** Review and seek improvement of our UK offices, including domestic travel, as part of our built environment.
- **Phase two:** Create an environmental and ethical procurement guide for staff within the Procurement Policy, review the sustainability of our clients and suppliers in the UK and overseas, making them aware of our EMS Policy and encouraging them to adopt sound sustainable business practices and ensure future suppliers meet, or are willing or intend to meet, our sustainability goals through updated procurement practice.
- **Phase three:** review the offices and business processes of our overseas subsidiaries and our international transportation activities.

We strive to:

- comply with all relevant environmental legislation
- encourage internal customers to review their consumption of goods and materials in order to reduce wastage
- specify, whenever possible and reasonably practicable, the use of environmentally sound materials and products
- empower staff to purchase from environmental and ethical suppliers as preference though policy and procurement processes
- explore opportunities for recycling materials as appropriate; and
- address barriers to entry so that small to medium enterprises and local suppliers are encouraged to bid for appropriate work.

### Diversity

With members in 110 countries around the world, we represent a diverse global community. We understand and take seriously the important role we play in enabling change in the profession and supporting our members. As such, we launched our diversity strategy in February 2016, which formalises our commitment to ensuring diversity and inclusion in the profession.

The strategy, which focuses on diversity within our membership, includes our commitment to publish an Annual Diversity Action Plan, to set out the priorities for the year.

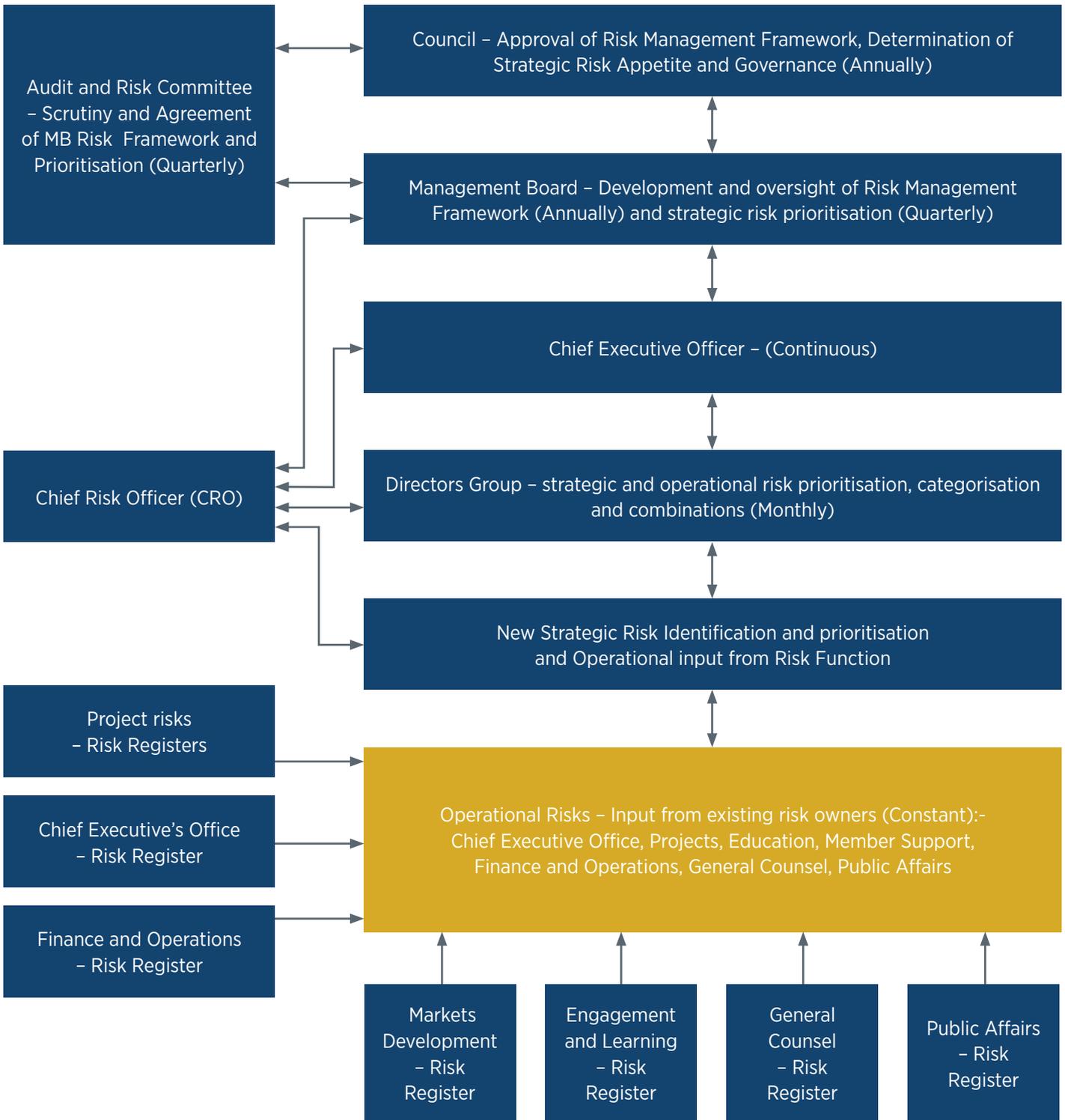
### Risk Management

Council, in conjunction with Management Board and the Executive, has established and implemented a Risk Management Framework to identify, evaluate and manage the significant risks faced by the IFoA on an ongoing basis. This is illustrated, in outline, on the next page.

Council reviews the operation of the Risk Management process on an annual basis. During this review it considers the adequacy of the overall risk management policies and processes in place throughout the organisation and assures itself that they are relevant and appropriate to the needs of the organisation. It also reviews the extant Strategic Risk Register for the IFoA, the activities being undertaken to mitigate these risks, the outcomes of the Risk Management activities for the previous year and sets an appropriate level of Risk Appetite going forward – that is the acceptable limit of risk that Management Board and Executive may adopt in their day-to-day Risk Management activities.

In this way Council reviews, endorses and delegates the specific Risk Management policies and processes which will be adopted by Management Board and Executive staff in all day-to-day Risk Management activities.

### Schematic approach to Risk Governance



## Audit and Risk Committee

Risk is a major part of the Committee's remit. Please see the earlier section relating to the Committee for further details.

## Management Board

The IFoA has a rigorous Risk Management Framework which is managed with engagement from members and internally under the stewardship of the Chief Risk Officer. Three strategic risks were identified in 2017. These have been reviewed alongside the key operational risk of non-delivery relating to the 2018/19 Corporate Plan, and as our direction of travel remains consistent, so do our risks.

Our strategic risks are described by way of an 'unacceptable outcome'. It is the view of the IFoA's leadership that these outcomes put at risk the sustainability of the IFoA and consequently its delivery of the Charter objectives. We therefore require regular review of these risks as described in the Risk Management Framework.

The Risk Management Framework requires quarterly review by Management Board, and the annual review by Council, of strategic risks to ensure that the risk of the IFoA being unable to deliver its Charter objectives is actively reviewed and managed. Management, mitigation or accepting risk is in line with our 'Risk Appetite' statement. The Corporate Plan was reviewed with a clear line of sight to the following unacceptable outcomes: lack of demand for actuarial science, loss of ability to regulate, and failure to maintain quality leading to potential reputational damage.

The risk management process also captures risks at two other levels, operational risks and project risks.

All Executive staff are responsible for risk management in their day-to-day roles. Each business unit is responsible for identifying and managing their own bottom-up operational risks on an ongoing basis. These business unit risks form part of directorate risk registers.

The essential linkage between these strands of risk management processes is provided by the Central Risk Management Team led by the Chief Risk Officer (CRO) who reports directly to the Chief Operating Officer. The CRO also has an independent reporting line direct to the Chair of the Audit and Risk Committee and the Chair of the Management Board with a further independent right of access directly to the President.

This team is responsible for providing risk management information, advice and guidance to all parts of the IFoA, acting as a 'Clearing House' for the evaluation of all Operational, Project and Strategic Risks and conducting research to identify potential new risks arising from market and other external developments. It is also responsible for ensuring that the ongoing assessment of risks is linked directly with project developments and the Corporate Plan.

## Chief Risk Officer Quarterly Report

As an example of best Corporate Governance practice, the IFoA has prepared a report on the Principal Risks and Uncertainties facing the organisation in the same format as for 'entities' covered by the recent changes in Company Law.

This document forms part of the 'Strategic Report and Directors Report' and is in line with the Financial Reporting Council (FRC) reporting guidelines

It contains the IFoA's assessment of the principal risks towards the achievement of the objectives contained in the Royal Charter and the achievement of key strategic and operational objectives.

These are risks which, if they were to materialise, could have a significant impact upon the successful achievement of these key institutional objectives. As such, the IFoA has identified and implemented appropriate mitigating activities to help monitor and control the potential impact of these risks. Details of these mitigating activities are shown in the following table.

Principal Risks	Mitigating Activities
<p><b>Lack of demand for actuarial science</b></p>	<p>We hold regular discussions with stakeholders to ensure that the education syllabus remains relevant and we are currently conducting a full review to renew the syllabus.</p> <p>We communicate the rationale for all regulatory initiatives clearly to ensure that the reasons behind them are transparent and help to demonstrate the positive regulatory benefits for members.</p> <p>We promote the actuarial skill set to society, business and Government and encourage our actuaries to be more adaptable about working in developing non-traditional areas of actuarial services.</p> <p>The new Certified Actuarial Qualification (CAA) was introduced in 2014 to provide a wider range of appropriate professional qualifications for those employed in the broader field of Actuarial Services. In conjunction with this, we also re-badged the Associate level qualification.</p> <p>We continuously review our levels of membership benefits and services to ensure that our offer remains competitive and supportive to meeting the developing needs of the actuarial profession and providing a supportive environment.</p>
<p><b>Loss of ability to self-regulate</b></p>	<p>We continuously review our professional standards framework to ensure that coverage remains appropriate for regulatory purposes.</p> <p>We have developed and implemented a formal Quality Assurance Scheme for actuarial organisations wishing to demonstrate a commitment to regulatory excellence and to obtain our formal badge of accreditation.</p> <p>We seek to demonstrate our credentials as a forward-thinking, engaged and relevant professional body and, as such, to work effectively with all our regulatory stakeholders, including the FRC.</p>
<p><b>Failure to maintain quality leading to potential reputational damage</b></p>	<p>The strategic review of the qualification process is designed to ensure standards are maintained.</p> <p>The Actuaries' Code requires actuaries to be professionally competent in what they do and there is also a requirement to meet continuing professional development (CPD) requirements which, in turn, are developed by experienced practitioners.</p> <p>We review the regulatory framework on a continuous basis to ensure that there are no regulatory gaps.</p> <p>We maintain engagement with key stakeholders and contribute to the development of research and thought leadership to promote the profession and maintain standards.</p>

Principal Risks	Mitigating Activities
<p><b>Failure to deliver Corporate Plan</b></p>	<p>We regularly review both the content of the Corporate Plan and progress towards the achievement of the Corporate Plan objectives.</p> <p>We conduct horizon scanning to identify any new internal or external factors which might impact upon our ability to meet our Strategic or Corporate Plan objectives.</p> <p>We ensure that effective management controls and processes are in place across all parts of the organisation, together with appropriate Business Continuity Plans for disaster recovery.</p> <p>We ensure that insurance policies are reviewed annually for comprehensiveness and that Banking, Investment, Reserves and other financial control policies are approved and implemented.</p> <p>We have a robust staff performance appraisal system linked to the delivery of the Corporate Plan and our corporate values. We regularly update our staff policies to reflect new legislation and review our reward package on an annual basis.</p>

**Control functions**

Council, through Management Board and Audit and Risk Committee, has oversight responsibility for the systems of internal control and their effectiveness. Such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives. They can therefore only provide reasonable and not absolute assurance against material misstatement or loss.

Key elements in the system of internal control during the last financial year providing assurance were:

- Delegation**  
The overall objectives were agreed by Council, which assigned oversight responsibility to Management Board. There is a clear organisational structure, detailing lines of authority and control responsibilities. There are defined revenue and capital spend authorisation limits in place. There is a published scheme of delegations in place.

- Budgets**  
Detailed annual budgets were prepared by the Executive staff and approved by Management Board. Actual results are compared to approved budgets on a monthly basis and reported to Management Board. Revised annual forecasts are also prepared and reported quarterly.
- Competence**  
Executive staff skills are maintained and reviewed by both a formal recruitment process and a performance development system. Together, they provide regular opportunities for feedback on performance and identify training and development needs.
- Gift register**  
A register of gifts and hospitality is maintained which lists all offers of gifts or hospitality offered to volunteers or members of the Executive by commercial entities.

- Review**  
Council, through reports from Management Board and the Audit and Risk Committee, review the effectiveness of the IFoA's system of internal control in operation during the financial year.

In addition, the external auditors, Haysmacintyre, and internal auditors, BDO LLP, provide assurances on the effectiveness of internal controls.

## Annual accounts

Council has delegated to Management Board the responsibility to approve and sign the annual accounts for each financial year. These give a true and fair view of the state of affairs of the IFoA and of the surplus or deficit for the period.

In addition to the statutory accounts, summary financial information is provided at pages 14-15.

Council has also delegated responsibility to the Management Board to select suitable accounting policies and to apply them consistently, taking into account the views and advice of the Audit and Risk Committee.

In reviewing the financial statements on behalf of Council, and taking note of the advice of the Audit and Risk Committee, Management Board is satisfied that:

- judgements and estimates are reasonable and prudent;
- applicable accounting standards have been followed; and
- the financial statements have been prepared on a going concern basis.

Council, through the Management Board and the Executive staff, was responsible for ensuring proper accounting records were kept, which disclose the financial position of the IFoA, and for safeguarding the assets of the IFoA by taking reasonable steps to prevent and detect fraud and other irregularities.

# Attendance lists

## Attendance lists for the financial year 1 March 2017 to 28 February 2018

### Council

Marjorie Ngwenya (President-elect to June 2017 President from June 2017)	5/5
Jules Constantinou ^ (President-elect from June 2017)	4/5
Colin Wilson (Immediate past President from June 2017)	4/5
Alan Rae ^	5/5
Alan Watson ^	5/5
Andrew Hitchcox	5/5
Andrew Slater	4/5
Bruce Porteous +^	2/3
Chantal Bray	5/5
Charles Cowling *	2/2
Colum D'Auria	4/5
Cynthia Yuan *	1/2

Deborah Cooper *	2/2
Dermot Grenham +^	3/3
Edwin Sheaf	5/5
Ellen Yang ^*	1/2
Elliot Varnell	2/5
Feifei Zhang ^*	2/2
Fiona Morrison *	1/2
Haijing Wang	3/5
Hilary Salt	4/5
John Taylor ^	5/5
Kartina Thomson +	3/3
Keith Jennings ^	4/5
Kelvin Chamunorwa	5/5
Lee Faulkner +	3/3

Louise Pryor	5/5
Malcolm Slee	5/5
Marian Elliott ^*	1/2
Mark O'Reilly *	2/2
Martin Potter *	2/2
Matt Saker	5/5
Michael Tripp +	3/3
Nico Aspinall +	3/3
Patrick Lee	5/5
Paul Sweeting +	3/3
Perry Thomas +	3/3
Stephen Cunningham ^	5/5
Tan Suee Chieh +	3/3

^ Scottish Constituency

+ Elected in June 2017

\* Retired from Council in June 2017

## Management Board

Alan Whalley	Chair	12/12
Bronwen Curtis (lay member)	Independent lay member	6/7
Marjorie Ngwenya	President-elect to June 2017 President from July 2017	12/12
Jules Constantinou	President-elect from July 2017	5/7
Colin Wilson	President until June 2017	4/5
Alan Watson	Leader of Scottish Board	12/12
Edwin Sheaf	Council Member	11/12
Patrick Lee	Council Member	12/12
Derek Cribb (CEO)	Chief Executive	11/12
Anne Moore (COO)	Chief Operating Officer	12/12
Ben Kemp (General Counsel)	General Counsel	12/12

### Council members who attended as observers:

John Taylor on 22/3/17

Alan Rae on 20/6/17

Stephen Cunningham on 20/6/17

Hilary Salt on 7/12/17

## Audit and Risk Committee

Iraj Amiri	Lay Chair	4/4
Andrew Hitchcox	Council Member	4/4
Irene Robinson	Independent Member	1/1
Alan Rae	Council Member	4/4
Rebecca Joyce	Independent Member	2/2

### Nominations Committee

Fiona Morrison	Immediate Past President to June 2017	1/1
Colin Wilson	President to June 2017 Immediate Past President from June 2017	4/4
Marjorie Ngwenya	President-elect to June 2017 President from July 2017	4/4
Kelvin Chamunorwa	Council Member	3/4
Marian Elliott	Council Member	1/1
Haijing Wang	Council Member	2/4
Jules Constantinou	President-elect from June 2017	2/3
Colum D'Auria	Council Member	2/2

### Remuneration Sub-Committee

Alan Whalley	Chair to April 2017, Chair of Management Board	3/3
Bronwen Curtis	Lay Member, Chair from April 2017	3/3
Colin Wilson	President to June 2017	1/1
Marjorie Ngwenya	President from June 2017	2/2
Stephen Cahill	Independent Member	3/3

## Consolidated statement and statement of comprehensive income

	2018		2017	
	Group £000	IFoA £000	Group £000	IFoA £000
<b>Revenue</b>				
Subscriptions and other operating income	14,400	13,133	13,426	12,209
Pre-qualification learning and development	17,137	10,140	17,206	10,117
Post-qualification learning and development	3,238	3,238	3,310	3,310
	<b>34,775</b>	<b>26,511</b>	<b>33,942</b>	<b>25,636</b>
<b>Expenditure</b>				
Employment costs	(10,676)	(10,354)	(10,479)	(10,232)
Other operating charges	(25,109)	(17,240)	(24,695)	(16,620)
	<b>(35,785)</b>	<b>(27,594)</b>	<b>(35,174)</b>	<b>(26,852)</b>
<b>Operating (Loss)</b>	<b>(1,010)</b>	<b>(1,083)</b>	<b>(1,232)</b>	<b>(1,216)</b>
Finance and other income	242	235	122	122
Profit on disposal of financial assets	525	525	636	636
Exceptional Items	-	-	(587)	(587)
Share of losses of Joint Venture	(282)	-	-	-
<b>(Loss) before tax</b>	<b>(525)</b>	<b>(323)</b>	<b>(1,061)</b>	<b>(1,045)</b>
Taxation	(218)	(202)	(18)	(18)
<b>(Loss) for the year</b>	<b>(743)</b>	<b>(525)</b>	<b>(1,079)</b>	<b>(1,063)</b>

## Statement of comprehensive income for the year ended 28 February 2018

	2018		2017	
	Group £000	IFoA £000	Group £000	IFoA £000
(Loss) for the year	(743)	(525)	(1,079)	(1,063)
<b>Other Comprehensive Income</b>				
Unrealised gain on revaluation of investments	2	2	694	694
Reclassification on disposal of available for sale assets	(506)	(506)	(545)	(545)
Removal of pension asset	-	-	-	-
Movement in Deferred Tax for the year	48	48	(153)	(153)
Actuarial gain / (loss) recognised in the retirement benefits scheme	-	-	530	530
<b>Other comprehensive (expenditure) / income for the year net of tax</b>	<b>(456)</b>	<b>(456)</b>	<b>526</b>	<b>526</b>
<b>Total comprehensive income for the year</b>	<b>(1,199)</b>	<b>(981)</b>	<b>(553)</b>	<b>(537)</b>

## Consolidated statement of financial position as at 28 February 2018

	2018		2017	
	Group £000	IFoA £000	Group £000	IFoA £000
<b>Non-current assets</b>				
Property, plant and equipment	1,516	1,516	2,043	2,043
Intangible assets	220	220	232	232
Available for sale financial assets	8,781	8,781	9,087	9,087
Historical assets	1,184	1,184	1,183	1,183
Investment in associate	513	795	495	495
	<b>12,214</b>	<b>12,496</b>	<b>13,040</b>	<b>13,040</b>
<b>Current assets</b>				
Inventories	15	15	12	12
Trade and other receivables	3,081	1,403	3,828	2,144
Current retirement benefit asset	-	-	2,107	2,107
Cash and cash equivalents	15,749	14,096	12,093	10,810
	<b>18,845</b>	<b>15,514</b>	<b>18,040</b>	<b>15,073</b>
<b>Total assets</b>	<b>31,059</b>	<b>28,010</b>	<b>31,080</b>	<b>28,113</b>
<b>Current liabilities</b>				
Trade and other payables	(4,174)	(2,907)	(4,213)	(3,122)
Corporation tax	(126)	(110)	(15)	(15)
Deferred revenue	(13,080)	(11,887)	(11,778)	(10,693)
Deferred rent	(135)	(135)	(135)	(135)
	<b>(17,515)</b>	<b>(15,039)</b>	<b>(16,141)</b>	<b>(13,965)</b>
<b>Non-current liabilities</b>				
Deferred taxation	(104)	(104)	(153)	(153)
Deferred rent	(754)	(754)	(901)	(901)
	<b>(858)</b>	<b>(858)</b>	<b>(1,054)</b>	<b>(1,054)</b>
<b>Total liabilities</b>	<b>(18,373)</b>	<b>(15,897)</b>	<b>(17,195)</b>	<b>(15,019)</b>
<b>Net assets</b>	<b>12,686</b>	<b>12,113</b>	<b>13,885</b>	<b>13,094</b>
<b>Reserves</b>				
<b>Called up share capital</b>				
General fund	11,887	11,314	12,630	11,839
Investment revaluation reserve	799	799	1,255	1,255
	<b>12,686</b>	<b>12,113</b>	<b>13,885</b>	<b>13,094</b>



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