

Report of Council and Financial Statements

30 June 2016



REPORT OF COUNCIL

Council submits its annual report together with financial statements of the College for the year ended 30 June 2016.

LEGAL AND ADMINISTRATIVE DETAILS OF THE CHARITY, TRUSTEES AND ADVISORS

The College Council consists of 24 members elected by Fellows and Members of the College, and co-opted members, as required. The 24 elected members of Council are the Trustees of the College.

President

Dr L J Brennan, Cambridge

Vice-Presidents

Dr R J Marks, London; Dr J A Langton, Yelverton

Council Members

Consultants

(Elected for a term of six years with eligibility for re-election for a further term of four years)
Professor J R Sneyd, Liskeard; Professor R P Mahajan, Alfreton; Dr A M Batchelor, Newcastle Upon Tyne; Dr J P Nolan, Bath; Dr J R Colvin, Newport-on-Tay; Dr N W Penfold, Diss; Dr E J Fazackerley, Lymm; Dr S J Fletcher, Norwich; Professor M G Mythen, London; Dr G Collee, London; Dr W Harrop-Griffiths, Roehampton; Dr J Pandit, Buckingham; Professor M P Grocott, New Milton; Dr E P O'Sullivan, Booterstown, Republic of Ireland; Dr D Bogod, Nottingham; Dr K Ramachandran, Birmingham; Dr F Donald, Bristol

Staff and Associate Specialists (SAS)

(Elected for a term of six years with eligibility for re-election for a further term of four years)
Dr K May, Banbury; Dr L Williams, Chippenham

Trainees

(Elected for a term of four years)
Dr P Kumar, Sutton Coldfield; Dr J-P Lomas, Manchester

Co-opted

Dean, Faculty of Pain Medicine
Chair, Advisory Board for Northern Ireland
Chair, Advisory Board for Wales
President, Association of Anaesthetists of Great Britain and Ireland
Chair, Lay Committee
Clinical Directors Lead

Observer

Clinical Quality Advisor

Registered Charity Nos: 1013887 and SCO37737

Directors

Mr Tom Grinyer, Chief Executive
Mr Charlie McLaughlan, Deputy Chief Executive
Ms Sharon Drake, Director of Clinical Quality and Research
Vacant, Director of Communications and External Affairs (Previously Ms Sonia Larsen)
Mr Mark Blaney, Finance and Resources Director
Mr Russell Ampofo, Director of Education, Training and Examinations

Managers

Mr Richard Cooke, IT Manager
Mr Graham Clissett, Examinations Manager
Mrs Isma Adams, Human Resources Manager
Mr Daniel Waeland, Faculties Manager
Miss Claudia Moran, Training Manager
Miss Mary Casserly, Education and Research Manager
Miss Carly Melbourne, Quality and Safety Manager
Miss Natasha Marshall, Facilities Manager
Mr James Goodwin, Research Manager
Mr Gavin Dallas, Communications Manager

Professional Advisors

External Audit
Crowe Clark Whitehill LLP
St Bride's House
10 Salisbury Square
London
EC4Y 8EH

Solicitors
EMW LLP
1st Floor
90 Chancery Lane
London
WC2A 1EU

Bankers

Royal Bank of Scotland
PO Box 412
62-63 Threadneedle Street
London
EC2R 8LA

Investment Manager

Newton Investment Management Ltd
BNY Mellon Centre
160 Queen Victoria Street
London
EC4V 4LA

Registered Office Address

Churchill House
35 Red Lion Square
London
WC1R 4SG

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Royal College of Anaesthetists (RCoA) was constituted by Royal Charter in March 1992. The registered Charity Number is 1013887. The College was also registered in January 2006 with the Office of the Scottish Charity Regulator. The registered Charity Number is SCO37737.

- **Appointment of Trustees**

Trustees are appointed by election from the Fellows, Members and Trainees of the College in accordance with Ordinance 5.2 of the College's Charter and Ordinances. The election process is managed by the Electoral Reform Society.

- **Election to Council**

The following changes in Council membership took place on 08 March 2016:

Elected: Professor M P Grocott, New Milton; Dr E P O'Sullivan, Booterstown, Republic of Ireland; Dr D Bogod, Nottingham; Dr K Ramachandran, Birmingham; Dr F Donald, Bristol; Dr L Williams, Chippenham

Re-elected: None

Demitted: Dr J-P van Besouw, Kingston upon Thames; Dr P J Venn, Cross In Hand; Professor D J Rowbotham, Kirby Muxloe; Dr R Verma, Derby; Dr T H Clutton-Brock, Birmingham; Dr V R Alladi, Stockport

- **Principal College Committees**

The College Council meets 11 times a year to discuss and approve recommendations by the various committees which the Council has established, these include:

Audit and Internal Affairs	Education	Examinations
Finance	Lay	Quality Management
Professional Standards	Training	

- **College Faculties**

Faculty of Pain Medicine Faculty of Intensive Care Medicine

- **Induction and appraisal of Trustees**

The College has an annual induction process for new Trustees. The President also invites all Trustees for an annual performance appraisal.

- **Delegation to Chief Executive**

The Council delegates the responsibility for the administration of the College to the Chief Executive.

- **Risk statement**

The Trustees of the College are responsible for ensuring that procedures are in place to identify risks that the organisation may be exposed to. The Audit and Internal Affairs Committee monitors the College's control systems and accounting procedures.

The College's Risk Register sets out the three most significant risks classified under Reputation, Organisation and Finance. Each risk within the classification is detailed and scored against a matrix of impact and likelihood. Plans are then put in place to mitigate these risks, if they were to crystallise.

Reputational risks include non-compliance with the regulatory environment, the failure of key stakeholder relations and poor communications with membership

Organisational risks include business continuity including the loss of IT, property or staff.

Financial risks identified include loss of financial resource, a loss of income through a decline in membership and increasing costs due to pressures on NHS budgets.

Registered Charity Nos: 1013887 and SCO37737

- **Statement of Trustees' responsibilities**

The Trustees are responsible for preparing the Report of Council and the financial statements in accordance with applicable law and regulations.

Charity law requires 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.

Under charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and the group and of the group's net incoming/outgoing resources for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- Comply with the Charity Statement of Recognised Practice (SORP);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity and the group will continue to operate.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's and the 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, the Charity (Accounts and Reports) Regulations 2008, the Charities and Trustee Investment (Scotland) Act 2005 and Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the charity's constitution. They 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.

- **Staff and Remuneration Policies**

In relation to its staff, it is the policy of the College to observe equality of opportunity in recruitment, development, treatment, staff development and promotion. The College convenes and consults an Employee Forum on staffing matters.

The College is committed to ensuring that we pay our staff fairly and in a way which ensures we attract and retain the right skills to have the greatest impact in delivering our charitable objectives.

The College Finance Committee is charged with oversight of staff pay which is set by reference to the established grade and increment structure increased by an annual average of CPI inflation, or an underpin of 1% if inflation is below this level. The Finance Committee also have oversight of the Directors and CEO pay which is set off-scale based upon director performance. No member of staff is paid below the London living wage and the College believes it sets competitive salaries for the charity sector

The Finance Committee has requested an external pay review that will update the process for setting remuneration and the level of remuneration from July 2017.

OBJECTS AND ACTIVITIES

• Summary

The objects set out in the College's Royal Charter bestow the rights that it is the body responsible for ensuring the highest quality of anaesthetic practice in the UK.

Its principal aims and ongoing objectives are to ensure patient care through the maintenance of standards in anaesthesia, critical care and pain medicine, by specifically focusing on:

- The setting of standards for practise in anaesthesia, establishing the standard of anaesthetists and those practising critical care and/or acute and chronic pain medicine by setting and running examinations, and continued medical education in all areas of anaesthesia, critical care and pain medicine;
- Educating and informing the general public about anaesthesia;
- Delivering its charitable objectives across the four countries of the UK;
- Ensuring that its guidelines remain clear and relevant;
- Retaining a strong influence in the decision-making arena for health care in the UK, particularly anaesthesia, critical care and pain medicine; and
- Monitoring, reviewing and improving where required all assessment procedures to ensure that they remain fit for purpose.

• Public Benefit

The Trustees have due regard to the General Guidance on public benefit issued by the Charity Commission. The RCoA delivers public benefit in the following ways:

The NHS requires hospital doctors to be trained to be specialists in all areas of medicine. This training typically takes seven years during which time the doctors have to be assessed annually as competent to progress to the next level. The RCoA sets the UK training curricula for anaesthesia, intensive care and pain medicine, which are approved by the General Medical Council (GMC). The College inputs into the competitive selection of doctors to these curricula, ensures that every hospital that has doctors in training has a designated College Tutor who provides support and guidance, oversees the assessment criteria and maintains records of training so that recommendations are made to the GMC for competent trained doctors to be included on the Specialist Register.

Consultants are required to practise to high professional medical standards. The GMC sets the generic medical standards with the College, and other specialist societies, setting the specialty specific standards.

The public require information relating to anaesthesia, critical care and pain medicine. The College, by bringing together lay and medical people, produces such information in the form of patient information leaflets which are available to the public. General Practitioners and hospitals are also encouraged to use these leaflets for their patients. No charge is made for these.

• College Objectives by Operational Areas

Examinations

- Continue to deliver College and Faculty examinations in accordance with RCoA regulations and the guidance received from the GMC and Academy of Medical Royal Colleges (AoMRC);
- Make technical improvements to improvements to the examination process to enhance both the candidate's and examiners experience by:
 - Reviewing software used for e-marking and OSCE Kiosk stations for FRCA and to work with the Technology Strategy Programme to future proofing exam technology;
 - Consolidating of online services for examination bookings and online payment; and
 - Introducing Computer Based Testing (CBT) for all College written examinations.

Registered Charity Nos: 1013887 and SCO37737

- Implement the exam changes approved by the GMC:
 - Changing the SAQ to CRQ examination by September 2019; and
 - Changing the Final SOE examination by December 2018.
- Continue to collect data regarding protected characteristics of candidates and examiners in order to undertake further research and analysis on differential attainment in all examinations;
- Developing a process to provide more comprehensive feedback in the MCQ examinations, whilst also continuing to provide the current level of support, advice and guidance to trainees, examiners; and
- Improve examiner training through the creation of a series of sessions in e-LA to form an examiner Equality and Diversity module.

Education

- Maintain and enhance the delivery of a high quality programme of educational events to meet the continuing needs of consultants, SAS doctors and trainee anaesthetists in anaesthesia, critical care and pain medicine;
- Further utilise webcasting and social media to add value for the delegates and increase supplementary learning opportunities;
- Update existing educational content for e-Learning Anaesthesia (e-LA), promoting and developing the use of e-LA and other online learning resources to support the delivery of blended, flexible learning in anaesthesia, critical care and pain medicine;
- Develop educational events and resources to support students, undergraduates, foundation doctors and novice trainees (CT1s and ACCS Anaesthesia) including identifying new innovative courses, course organisers and speakers;
- Increase the use of simulation in lifelong learning through the Simulation Working Group;
- Launch a Sedation Course for non-anaesthetists;
- Expand further the number of events held outside London including Leadership and Management (Introduction) and Anaesthetists as Educators (Educational Supervision);
- Integrate events and conferences with e-Learning and webcasts, with work on the first courses such as the Ultrasound Workshop, Airway Workshop and Final FRCA Revision Course underway; and
- Seek out and collaboratively work with other appropriate national and international organisations.

Training

- Collaborate with the regulator in the review of the standards for curricula and assessment systems, and incorporation of the Generic Professional Capabilities framework;
- Work with the regulator and other key stakeholders within the Quality Improvement Framework, to ensure the high standards of anaesthetic specialty training;
- Develop resources and support for those considering anaesthetic careers;
- Continue to work for the integration of Perioperative Medicine (POM) into all aspects of the specialty, in particular undergraduate and foundation training;
- Maximise member benefits by prioritising the review of lifelong learning IT systems as part of the College's Technology Strategy Programme;
- Implement the College's new Global Partnerships strategy;
- Increase College support to Health Education England (HEE) and representatives of the devolved nations on workforce planning matters to ensure that the specialty workforce planned is of the right size and has the right skills to meet the UK's requirements; and
- Enhance the provision of support, advice and guidance to trainers, trainees and commissioners and providers of training.

Clinical Quality

- Promote further membership and engagement throughout the UK with Anaesthesia Clinical Services Accreditation (ACSA) by enhancing the support administration and communication given;
- Extend the influence and reach of ACSA through association with national quality improvement and patient safety initiatives;
- Engage with the UKAS/HQIP accreditation scheme;
- Further expand the influence of Safe Anaesthesia Liaison Group (SALG) across the UK by improving the reporting and dissemination of SALG's recommendations through national and international communication channels and the comprehensive safety leadership network;

- Promote our Patient Safety Conference (Edinburgh 2016);
- Review the College's ART process (invited review) utilising the Academy of Medical Royal Colleges' Framework of Operating Principles for Managing Invited Reviews within Healthcare strategy;
- Implement further the NICE process for the Guidelines for the Provision of Anaesthetic Services (GPAS), ensuring it remains the definitive UK anaesthetic service reference document;
- Ensure the NHS recruit the highest quality anaesthetists by promoting our work on Advisory Appointment Committees as widely as possible; and
- Collaborate further on quality improvement (QI) including the development of a QI Faculty to develop capacity and capability in QI nationally, regionally and locally.

National Institute of Academic Anaesthesia (NIAA)

- Improve the health of patients and the public through research and innovation;
- Promote, support and deliver world class biomedical and health research in anaesthesia, POM and pain medicine;
- To work with NIAA funding partners, industry and other organisations nationally and internationally to maximise the return on research investment;
- Align NIAA's scope of activity to current and future priorities for research and healthcare quality improvement as determined by the NHS and National Institute for Health Research (NIHR), James Lind Alliance and specialist societies' priorities;
- Support and promote the work of the UK POM Clinical Trials Network (POMCTN), creating a group of suitably trained Local and Principal investigators across the UK to support clinical trials in POM;
- Engage with the NIHR Clinical Research Network (CRN) through portfolio and matched funding, building relationships with the CRN National Specialty Lead and Regional Specialty Leads (via the National Specialty Group) in Anaesthesia, POM and Pain (APOMP);
- Support and promote the work of the Quality Audit and Research Coordinators (QuARCs), POMCTN investigators and the Research and Audit Federation of Trainees (RAFT);
- Promote and deliver education to support the research aware, research ready and research experienced;
- Support trainee engagement in research through development of research fellowships, improved access to Good Clinical Practice Training and bursaries for regional Introduction to Academic Anaesthesia Events;
- Foster links with military anaesthesia, including maintaining the military area on the website and the inclusion of military topics in events; and
- Engage with other organisations to promote perioperative research including the Royal College of Surgeons and the NIHR Evaluation, Trials and Studies Co-ordinating Centre.

Health Services Research Centre (HSRC)

- Lead and deliver the Healthcare Quality Improvement Partnership's (HQIP) National Emergency Laparotomy Audit (NELA) and retender for further years work in this area;
- Deliver the Perioperative Quality Improvement Programme (PQIP) in conjunction with the Health Foundation funded clinical lead;
- Deliver the sixth National Audit Project (NAP6) on perioperative anaphylaxis;
- Report the second Sprint National Anaesthesia Project (SNAP-2);
- Plan a Perioperative Improvement Research Lab (PIRL), comprising a small expert group improvement science (including but not limited to statistics, health economics and the social sciences) to collaborate with NHS Trusts in evaluating local services and accelerating knowledge dissemination from these evaluations;
- Assess the benefits and risks of becoming a "safe haven" for nationally held data (e.g. HES) with a view to providing a cost and time efficient structure to support high quality database research;
- Establish a Quality Faculty to support local quality improvement based on HSRC-led projects such as PQIP and NELA. This will be led by the RCoA/HSRC Quality Working Group and engage with relevant stakeholders;
- Assist delivery of the RCoA quality improvement strategy; and
- Maintain development of quality improvement in POM via PQIP and establish a minimum perioperative research dataset via COMPAC-StEP (Core Outcomes in Perioperative and Anaesthesia Care and Standardised Endpoints in Perioperative research) project.

Perioperative Medicine (POM)

- Continue developing Local POM Leads and Regional Leads/Champions to act as a conduit between the RCoA and local perioperative teams;
- Develop a perioperative toolkit to enable clinicians to develop local perioperative solutions;
- Conduct a POM Local Leads survey to determine additional support required to make local clinical improvements to POM;
- Increase public awareness of POM and the patient's role in their own care pathway by encouraging further use of the POM 'Doug' animation and producing further patient information resources in conjunction with the RCoA Patient Information Group;
- Disseminate further POM messages and outputs from ongoing RCoA led clinical programmes (i.e. ACSA, SALG);
- Co-ordinate pilots which support the development of a new referral pathway for high risk patients;
- Work with other Colleges to develop To develop a multidisciplinary POM Advisory Board (PMAB);
- Engage with further external POM-related initiatives; and
- Promote POM content within the undergraduate and foundation training programme curriculum.

Faculty of Pain Medicine (FPM)

- Celebrate the work of the Faculty as part of our 10 year anniversary in 2017;
- Improve contact with politicians and key stakeholders;
- Introduce a route of membership for Acute Pain Medicine doctors and revisit their training options;
- Consider the relationship non-anaesthetic Pain Medicine consultant specialists have with the Faculty;
- Develop a gap analysis tool for reviewing a service against Core Standards for Pain Management Services;
- Extend the coverage of EPM Lite and pilot multi-professional teaching;
- Extend the Pain in Secure Environments educational resource to Scotland;
- Revisit the content and communications for the e-PAIN eLearning resource;
- Publish patient leaflets for interventions and drugs; and
- Develop supporting educational materials for Opioid Aware, a resource for prescribing opioids launched in late 2015.

Faculty of Intensive Care Medicine (FICM)

- Hold further local workforce engagements and develop a report resource on this;
- Produce the final report for the Critical Futures Project, which considers the challenges facing critical care over the next decade;
- Develop the work of the Smaller Units Advisory Group, set up to advise the FICM on key matters of interests and issues facing smaller units;
- Produce the content for and publicise e-ICM, an e-learning platform for Intensive Care Medicine (ICM);
- Monitor, develop and improve the e-Portfolio system for ICM;
- Produce the final Guideline for Acute Respiratory Disorder Syndrome and begin the development work for a Guideline on Delirium;
- Undertake projects to review and make recommendations on end of life care and brain stem death;
- Develop a careers resource for the FICM;
- Take forward work on mediation and guidance on deprivation of liberty with the Legal and Ethical Policy Unit;
- Launch a new website; and
- Develop a number of ACCP projects, including guidance on Continuing Professional Development, guidance for Higher Education Institution and a report on census data.

ACHIEVEMENTS AND PERFORMANCE

The number of Non Fee and Fee paying activities undertaken during the year is given below:

Non Fee paying activities	2016	2015
Certificate of Completion of Training issued	403	476
Advisory Appointments attended	323	361
Fee paying activities		
Examination candidates	3,595	3,283
Courses and Conferences delegates	5,115	5,224
Equivalence applications	41	33
FPM event delegates and examination candidates	418	272
FICM event delegates and examination candidates	575	298
RCoA International Programme applications	51	31
ACSA Members	13	11
Anaesthesia Review Team Visits	5	6

The College could not provide its functions without the services of its volunteers to carry out the above activities. The number of volunteers is given below:

Volunteers	2016	2015
Council Members	24	24
Examiners	229	226
Regional and Deputy Regional Advisers	104	100
College Tutors	322	322
College Assessors	336	346
Lecturers	607	653
ACSA Reviewers	86	70
Total	1,768	1,741

- Examinations**

The following table shows examination performance at the College:

Exam	2016 Attempts	2016 Pass Rate %	2015 Attempts	2015 Pass Rate %
College – Primary MCQ	1,141	50.0%	941	63.5%
College – Primary OSCE/SOE	971	60.3%	1,096	55.7%
College – Final Written (SAQ/MCQ)	861	45.8%	736	41.7%
College – Final SOE	533	68.6%	510	64.1%
FICM – FFICM Final MCQ	155	89.7%	133	77.4%
FICM – Final OSCE/SOE	175	65.7%	132	64.4%
FPM – FFPMRCA MCQ	32	74.2%	27	74.1%
FPM – FFPMRCA SOE	28	64.9%	27	64.5%

- **Education**

- Expanded the Education Programme to over 80 events, with 5,115 delegates this year;
- Expanded the College educational programme range with the Tracheostomy Masterclass, the Developing World Anaesthesia Day and a Research Methodology Days to include Cochrane Systematic Reviews;
- Secured high quality international speakers, such as Professor Don Berwick for the Anniversary Meeting
- Collaborated with others such as the BJA, NIAA, LSORA, and SEAUk on events;
- Aligned the timing and content of the exam preparation courses;
- Reduced, where we can, time commitments for anaesthetists by coordinating relevant courses, such as bringing together the Summer Symposium and College Tutors meeting;
- Expanded the number of events available outside of London;
- Ran important courses such as the GAS Again programme, designed for Anaesthetists returning to practice after a period of absence;
- Further enhanced other learning methods to complement event attendance, including the College webcasts (over 1,250 hours of content was watched in year) with subscription levels for the CPD Webcasts of the month being maintained;
- Continued and growing interaction through the use of social media including Twitter to generate and encourage discussion and Facebook to engage with delegates; and
- Launched a new e-Learning for Healthcare platform, which provides an enhanced learning experience for users. New modules include Regional Anaesthesia Advanced and Anaesthesia for Humanitarian and Austere Environments and collaboration with BOAS on Ophthalmic Anaesthesia. New editors are reviewing five modules.

- **Training**

- Held two national workforce engagement events following the completion of 2015 Census (100% response rate) and published a Workforce Census Report which provides the most comprehensive data on all aspects of the UK's anaesthesia workforce. An essential resource for those who will be making the case for change and arguing for increased resources in many different aspects of our work;
- Continued positive engagement with key stakeholders on workforce matters including HEE and Department of Health (DOH), whilst also supporting the annual workforce planning process;
- Revised version of the CCT in Anaesthetics curriculum was approved by the GMC, giving greater clarity to the reader in terms of structure and words;
- Published new Assessment Guidance to improve the process of assessment, with the aim of improving the delivery of Workplace Based Assessments and the approach to assessment for trainees;
- Established a Joint Assessments and e-Portfolio Committee to advise the College's Training Committee on assessment matters as well as designing and implementing a policy aligned to the functionality of the current and future College IT systems such as e-Portfolio;
- Developed training units (GMC approval awaited) on POM covering all aspects of the specialty and at all levels in the anaesthetic training programme;
- Held a successful College Tutors meeting in Brighton (300+ attendees), with Professor Steve Bolsin and Dr Jonathan Fielden presenting on contemporary issues in training;
- Published revised guidance for external advisers on ARCP panels and Deanery/LETB hospital visits, and have improved data collection, analysis and reporting on the quality of anaesthetic training;
- Reviewed the Regional Advisor Role to better reflect their broad remit and continued relevance;
- Developed a Global Partnership Strategy approved by Council that will work in partnership with others to develop standards of clinical practice appropriate to local needs; and
- Established, in collaboration with the AAGBI, a voluntary register for Physicians' Assistants in Anaesthesia.

- **Clinical Quality**

- Merged successfully the 'Clinical Quality and Research Directorate';
- Increased ACSA engagement to 72 departments, 13 accredited and 4 awaiting assessment outcome;
- Launch of ACSA sub-specialty Domain 5 standards; Adult Cardiothoracic services, Neuroanaesthesia and Neurocritical care services, Ophthalmic services and Vascular services;
- Held the first regional ACSA event at Whiston Hospital;
- Accreditation from NICE of the new process for the development of GPAS, in recognition of the robustness and validity of this new approach, 3 chapters have been approved and the process will now be applied to the remaining 18 chapters;
- Completed and analysed the SALG survey to evaluate the effectiveness of communications in four areas that were identified as important patient safety indicators. Further work was indicated, to build on the already good work, such as the SALG patient safety project of the month, which promotes the sharing of information and patient safety;
- Completed and analysed the AAC survey (response rate: 53.4%) which has improved the ability for newly appointed assessors to shadow experienced colleagues and led to work to facilitate better relationships with local HR departments; and
- Participated in the Clinical Services Accreditation Alliance (CSAA) leading to the completion of 6 work streams and the formation of a detailed series of guidance documentation for organisations considering accreditation schemes. This also involved collaborative work with other medical Royal Colleges, Healthcare Quality Improvement Partnership (HQIP), UK Accreditation Service (UKAS) and British Standards Institute (BSI).

- **National Institute of Academic Anaesthesia (NIAA)**

- Two successful grant rounds in partnership with the specialist societies were run;
- Developed a new NIAA Strategy for 2015-2020 to support world class research and promote academic career development for anaesthetists in training;
- Launched the UK Perioperative Medicine Clinical Trials Network, which has already adopted its first clinical trial, the COMMAS study looking at use of a 0.2% chlorhexidine mouthwash before anaesthesia; and
- Secured funding for a new Academic Trainee Coordinator.

- **Health Services Research Centre (HSRC)**

- The NAP5 report on Accidental Awareness during General Anaesthesia won the prestigious British Medical Association Book Award for the category of Anaesthesia;
- Developed a new 2016-2021 strategy for the HSRC in June [pending ratification];
- Recruitment of over 70 sites across the UK to participate in the PQIP pilot planned for autumn 2016 to measure and improve patient outcomes after major surgery;
- NAP6, on perioperative anaphylaxis, launched its year of data collection;
- The SNAP-2 project has finalised its' dataset and begun the process of receiving ethics approval. SNAP-2 will investigate the epidemiology of critical care admissions and expand on the reporting window of SNAP-1 by collecting data across a week of NHS practice;
- Appointment of three further HSRC Fellows, in conjunction with the London Clinic and Princess Grace, to support the work of PQIP and scope new areas for development of paediatric Perioperative research; and
- Held the third annual QuARC Day was held at the College in March 2016.

- **Perioperative Medicine (POM)**

- Convened a joint event with the King's Fund on 9 February 2016 covering the integration of care throughout the patient's surgical journey. The event was well attended by clinicians from multiple disciplines including Dr Kate Granger from the renowned "Hello, My Name Is..." campaign;
- Appointed two National Clinical Leads who have developed a three year strategy for the perioperative medicine programme;
- Appointed a Perioperative Fellow;
- Identified over 90 Local Leads for Perioperative Medicine;

Registered Charity Nos: 1013887 and SCO37737

- The updated Perioperative Medicine sections of The CCT in Anaesthetics curriculum were approved by the General Medical Council;
- Contributed the 'perioperative perspective' on to numerous national consultations and initiatives such as Choosing Wisely and the Getting It Right First Time programme; and
- Invited the study lead for the perioperative management of patients with diabetes, a National Confidential Enquiry on Perioperative Deaths (NCEPOD) audit to join the POM leadership group, which they accepted.

• **Faculty of Pain Medicine**

- Launched Core Standards for Pain Management Services, badged by 12 other organisations and now included within CQC visiting standards;
- Launched Opioid Aware, a resource for prescribing opioids, the website for the first six months of launch receiving an average of 3,000 hits per month;
- Produced the Right Patient Right Professionals Right Time initiative, which was sent to hundreds of MPs, Lords and other key political figures;
- Brought together the first census on Acute Pain Medicine services to inform wider Faculty work in the area;
- Increased delivery of the Essential Pain Management overseas training to 5 African countries;
- Introduced EPM Life successfully to 7 Medical Schools;
- Ran a successful educational programme, including a day focussed on Acute Pain Management;
- Held six events on the Pain in Secure Environments educational resource, to positive feedback; and
- Over a third of Pain Medicine training regions have completed their detailed 'paper visit' review of training, designed as part of the FPM's quality management system.

• **Faculty of Intensive Care Medicine**

- Membership increased to over 2,800, an increase of over 7% on last year's number;
- Worked on the fifth national recruitment for ICM in April 2016, with the number of posts up 120% in 5 years to 158. 142 doctors were recruited (90% fill rate);
- Held workforce engagements in Scotland and West Midlands;
- Produced a large scale research survey to support the Critical Futures project with in-depth analysis of the results;
- Produced improved resources and guidance documents for the ICM e-Portfolio following a review of the pilot year;
- Developed a process for NICE standard Guideline Development, including undertaking the literature review stage of the first guideline group on Acute Respiratory Disorder Syndrome;
- Released the first ACCP census, held the fourth ACCP Conference and successfully rolled out the ACCP curriculum;
- Appointed Clinical Leads for e-ICM, an e-learning resource for the specialty, following a successful bid for funding; and
- Continued and effective liaison with our partner's specialties in dual programmes and ACCS on Shape and other training changes.

• **Activities in Scotland**

The College has, during the year, continued its practice of running examination courses and events in Scotland.

The Advisory Board for Scotland keeps under review matters relating to training in, and the practice of anaesthesia in Scotland and advises the Council of any matters of direct relevance to Scotland.

FINANCIAL REVIEW

The College's results for the year are shown in the Statement of Financial Activities. Incoming resources of £12,272k were in line with expectations and expenditure of £11,711k was maintained within budget. The surplus of £1,064k provides a sound financial platform to enable the College to deliver its primary objectives in furtherance of the specialty, to achieve its expenditure plan and to create the reserve required by the College's Reserves Policy.

- **Trading Activities**

These activities have been carried out by the College's subsidiary RCoA Trading Limited. All profits, £326,543 (2015: £348,593), of this company are paid to the College through gift aid payment. There have been no significant changes in the activities that the Trading Company undertake in year.

- **Reserves**

Policy

The College considers that it should hold reserves that equate to 50% of its annual unrestricted incoming resources.

The College's ratio of income to expenditure is relatively stable as income is spread over 17,000 anaesthetists, expenditure is well managed and budgets are set for both the current year and next financial year to give strong financial control.

The College holds significant tangible fixed assets but these are not included within reserves as disposal of them could impact on the College's ability to deliver its charitable objectives.

The College is currently revising and updating the reserves policy, in part due to the changes in income recognition policy which due to the deferral of income reduces the level of reserves.

Methodology

Reserves are unrestricted general funds which are represented by fixed asset investments and net current assets (note 12).

Level of Reserves

The level of reserves at 30 June 2016 was £306k.

As stated in Note 3 the opening reserves have been adjusted to reflect the change in income recognition policy upon adoption of FRS102. Previously subscription income had been recognised when received and therefore there has been a significant reduction in reserves.

Deferred subscription income of £2,528k was carried forward to 2016-17.

Surpluses generated in subsequent years will be used to accrue reserves in line with current policy, with the College working towards this target over the coming years

- **Investment policy and performance**

The College's investment policy is to maintain a balance between income and capital growth with medium risk with the provision that there should be no direct investment in tobacco related companies. The College's investments are held in pooled equity funds invested in Newton Investment Management Limited, CCLA, Sarasin and Mayfair Capital. The total return for the year to 30 June 2016 compares satisfactorily with other types of investments.

PLANS FOR FUTURE PERIODS

Quality improvement is at the heart of everything the College does, specifically for 2016-17 the College plans to:

- Implement the new strategy to take the College to 2021;
- Launch a new College brand;
- Undertake a governance review;
- Undertake a pay review;
- Institute a membership panel to ensure the views of the wider membership are heard;
- Review the College's information technology and make enhancements and improvements where required; and
- Develop plans to maximise income revenues from the use of the College Estate.

By order of the Trustees

A handwritten signature in black ink, appearing to read 'T. Grinyer', with a long horizontal flourish extending to the right.

**Tom Grinyer
Chief Executive**

19 October 2016

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE ROYAL COLLEGE OF ANAESTHETISTS

We have audited the financial statements of The Royal College of Anaesthetists for the year ended 30 June 2016 which comprise the Consolidated Statement of Financial Activities, the Consolidated and College Balance Sheets, the Consolidated Cash Flow Statement and the related notes numbered 1 to 21.

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).

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(1c) 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 the charity's 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 Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 151 of the Charities Act 2011 and section 44(1c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with 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

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the President's Statement, Vice-President's Reports, Chief Executive's Report and the Report of Council to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charity's affairs as at 30 June 2016 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with FRS102 the Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006.

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 or the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- the information given in the Report of Council is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept by the parent charity; or
- the 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.

Crowe Clark Whitehill LLP

Crowe Clark Whitehill LLP

Statutory Auditor
London

Date: 30 November 2016

Crowe Clark Whitehill LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 30 JUNE 2016

Note	Unrestricted Funds £000's	Endowed Funds £000's	Restricted Funds £000's	Total Funds 2016 £000's	Total Funds 2015 £000's
Income From:					
Charitable Activities					
	4,326	0	0	4,326	4,176
	1,610	0	0	1,610	1,503
	1,214	0	0	1,214	1,131
	561	0	0	561	524
	121	0	0	121	69
	3	0	0	3	0
	0	0	0	0	23
	233	0	0	233	197
	685	0	0	685	579
	622	0	0	622	619
	2	0	0	2	3
	2,476	0	0	2,476	1,937
	161	0	177	338	248
	78	0	3	81	160
Total	12,092	0	180	12,272	11,169
Expenditure on:					
Charitable Activities					
	2,413	0	0	2,413	2,406
	1,962	0	35	1,997	1,867
	928	0	0	928	871
	1,642	0	0	1,642	1,316
	197	0	0	197	180
	261	0	0	261	272
	171	0	0	171	179
	386	0	0	386	340
	654	0	0	654	561
	855	0	129	984	769
	2,078	0	0	2,078	1,527
Total	11,547	0	164	11,711	10,288
	35	439	29	503	440
Net Movement In Funds	580	439	45	1,064	1,321
Total Funds Brought Forward 01 July 2015	22,326	5,091	739	28,156	26,835
Total Funds Carried Forward at 30 June 2016	22,906	5,530	784	29,220	28,156

The notes on pages 20–33 form part of these financial statements. All amounts relate to continuing activities.

CONSOLIDATED AND COLLEGE BALANCE SHEETS AS AT 30 JUNE 2016

	Note	CONSOLIDATED		COLLEGE	
		2016 £000's	2015 £000's	2016 £000's	2015 £000's
Fixed Assets:					
Tangible Assets	8	18,427	18,575	18,427	18,575
Investments	9	9,510	8,507	9,510	8,507
		27,937	27,082	27,937	27,082
Current Assets:					
Stocks		16	20	16	20
Debtors	10	990	367	564	378
Cash at Bank		6,155	5,882	5,067	4,863
Total Current Assets		7,161	6,269	5,647	5,261
Liabilities:					
Amounts Falling Due Within One Year	11	5,707	5,195	4,193	4,187
Net Current Assets		1,454	1,074	1,454	1,074
Provision for Liabilities and Charges	16	171	0	171	0
Net Assets		29,220	28,156	29,220	28,156
The Funds of the Charity:					
Endowment Funds	13	5,530	5,091	5,530	5,091
Restricted Income Funds	14	784	739	784	739
Unrestricted – General Funds		18,732	18,592	18,732	18,592
Unrestricted – Designated Funds		4,174	3,734	4,174	3,734
Total Charity Funds		29,220	28,156	29,220	28,156

Approved by Council and authorised for issue on 19 October 2016 and signed on their behalf by:

Dr L J Brennan



President and Joint Treasurer

Dr E J Fazackerley



Chairman of the Finance Committee and Joint Treasurer

The notes on pages 20–33 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2016

	2016 £000's	2015 £000's
Net Cash Provided by/(used in) Operating Activities (Note 1 below)	527	1,301
Net Cash Provided by/(used in) Investing Activities (Note 2 below)	(253)	(2,751)
Endowed Funds/Legacies Received	0	0
Management of Liquid Resources	0	0
Increase in Cash and Cash Equivalents (note 3 below)	274	(1,450)
Cash and Cash Equivalents at 30 June 2015	5,881	7,332
Cash and Cash Equivalents at 30 June 2016	6,155	5,882

Notes to the Statement of Cash flows

1. Reconciliation of Net Income/(Expenditure) to Net Cash Flow from Operating Activities

Net income/(expenditure) for the Reporting Period

Adjustments for:

Depreciation Charges

Dividends, Interest and rents from Investments

Income to Endowment Funds

(Increase)/Decrease in Stocks

(Increase)/Decrease in Debtors

Increase/(Decrease) in Creditors

Net Cash Provided by (used in) Operating Activities

	2016 £000's	2015 £000's
Net income/(expenditure) for the Reporting Period	561	861
Adjustments for:		
Depreciation Charges	240	240
Dividends, Interest and rents from Investments	(338)	(248)
Income to Endowment Funds	0	0
(Increase)/Decrease in Stocks	3	(1)
(Increase)/Decrease in Debtors	(623)	5
Increase/(Decrease) in Creditors	684	444
Net Cash Provided by (used in) Operating Activities	527	1,301

2. Net Cash Provided by/(used in) Investing Activities

Purchase of Property, Plant and Equipment

Proceeds from the Sale of Property, Plant and Equipment

Purchase of Investments

Dividends, interest and rents from investments

Total of Net Cash Provided by (used in) Investing Activities

	2016 £000's	2015 £000's
Purchase of Property, Plant and Equipment	(93)	0
Proceeds from the Sale of Property, Plant and Equipment	2	0
Purchase of Investments	(500)	(3,000)
Dividends, interest and rents from investments	338	249
Total of Net Cash Provided by (used in) Investing Activities	(253)	(2,751)

3. Analysis of Cash and Cash Equivalents

Total Cash and Cash Equivalents

	2016 £000's	2015 £000's	Change in Year
Total Cash and Cash Equivalents	6,155	5,882	273

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2016

1. CHARITY INFORMATION

The Royal College of Anaesthetists (RCoA) was constituted by Royal Charter in March 1992 and is a public benefit entity. The registered Charity Number is 1013887 and the registered Charity in Scotland Number is SC037737. The address of the registered office is Churchill House, 35 Red Lion Square, London WC1R 4SG.

2. ACCOUNTING POLICIES

• Basis of preparation and consolidation

The financial statements have been prepared in accordance with the Charities SORP (FRS102) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Accounting Practice as it applies for financial periods commencing after 01 January 2015.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

After making enquiries, the Trustees have a reasonable expectation that the College has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the Financial Statements as outlined in the Statement of Trustees' Responsibilities.

The financial statements of the College and its' wholly owned trading subsidiary RCOA Trading Ltd are consolidated, on a line by line basis. The charity has taken advantage of the exemptions in FRS 102 from the requirements to present a charity only Cash Flow Statement and certain disclosures about the charity's financial instruments.

Excluding the Trading Company, the College's results were a surplus of £561k (2015: £965k) and its total income was £10,193k (2015: £9,735k).

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the previous Statement of Recommended Practice: Accounting and Reporting by Charities which was effective from 1 April 2005 but which has since been withdrawn.

• Reconciliation with previous General Accepted Accounting Practice

The College has adopted for the first time when preparing these financial statements. The transition date to FRS102 was 01 July 2014 and the last financial statements prepared under the previous reporting framework were prepared for the year ended 30 June 2015. An explanation and reconciliation of how the transition to FRS102 has affected the reported financial position and performance is provided in Note 3.

• Critical Accounting Judgements and areas of estimation uncertainty

In the application of the College's accounting policies Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainties affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

- **Incoming resources**

Subscription income is recognised on a straight line basis over the related periods of membership. Income from Examinations and Courses and Conferences is recognised in the period in which the events take place. Interest accruing on money market and other deposits is recognised on an accruals basis over the period of the deposit. Project and Research Grant funding and other income is recognised in the period when any related conditions have been met and the group can demonstrate entitlement to the income, the amounts can be measured reliably and it is more likely than not that the economic benefits will flow to the charity. Income from projects provided under contract is recognised in line with service delivery.

- **Resources expended**

Expenditure is recognised on an accruals basis in the period in which the College receives the benefit from the supplies or services. The College maintains full records of costs of each department so as to allocate expenditure between functions. Relevant overheads have been apportioned, as required by the SORP and detailed in Note 6, within the College's direct charitable expenditure; this provides a fair comparison between income received for a particular activity and its related expenditure.

- **Fixed Asset Investments**

Fixed asset investments are included in the balance sheet at their fair values (market value) at the balance sheet date. Gains and losses on investments are recognised in the Statement of Financial Activities.

- **Tangible Fixed Assets**

Tangible fixed assets costing more than £10,000 are capitalised and are held at cost less accumulated depreciation and any impairment provisions.

- **Depreciation**

Depreciation is charged on a straight line basis as follows:

- Freehold building – over a period of 100 years.
- Plant and Machinery – over a period of 20 years.
- Furniture, Fixtures and Fittings – over a period of 4 years.
- Computer equipment – over a period of 3 years.

Freehold land is not depreciated.

Silver and paintings and other collectibles are not depreciated as the Trustees consider that there is no impairment. The College, on a triennial basis, has its Silver, Paintings etc. independently valued for insurance purposes. The College does not hold any Heritage Assets.

At each reporting date fixed assets are reviewed to determine whether there is any indication that those assets have suffered an impairment loss. Any impairment loss is recognised immediately in the Statement of Financial Activities. The trustees are satisfied that there has been no such impairment in the current year.

- **Stocks**

Stocks comprising college wares and bar and wine are held. These are both stated at the lower of cost and net realisable value.

- **Financial Instruments**

The College has financial assets and liabilities of a kind that qualify as basic financial instruments. These instruments are initially recognised at transaction value and subsequently measured at amortised costs using the effective interest method. Finance assets held at amortised cost comprise cash and bank at hand, money market deposits, subscription and other debtors and accrued income. Financial liabilities held at amortised cost include trade and other creditors and accrued expenses.

- **Pension Costs**

The College participates in the Superannuation Arrangements of the University of London ("SAUL"), a multi-employer pension scheme. Provision is made for the estimated present value of deficit contributions agreed with the trustee as payable in future periods to this scheme. All other contributions to this scheme are accounted for as expenditure in the period in which the contributions become payable.

- **Funds Structure**

The College funds structure is classified under three headings being Unrestricted (General and Designated), Endowed and Restricted. Details of the Designated, Endowed and Restricted funds are given in Notes 7, 13 and 14.

Unrestricted funds are available for the general purposes of the College. Designated funds are unrestricted and are set aside by the Trustees for specific purposes. Restricted funds are income received by the College for particular purposes. Endowed funds are capital received by the College the income from which is available for particular purposes. All the Endowed funds are permanent. The income earned from the endowment funds is included within the restricted funds.

3. Reconciliation of Opening Balances

Reconciliation of Funds	At 01-Jul-2014	At 30 Jun-2015
	£000's	£000's
Funds as Previously Stated	29,352	30,758
01. Income Recognition	(2,443)	(2,526)
02. Holiday Pay Accrual	(74)	(76)
Funds as Restated	26,835	28,156

Reconciliation of 2015 Surplus of the Year	2015
	£000's
2015 Surplus as Previously Stated	1,405
01. Income Recognition	(82)
02. Holiday Pay Accrual	(2)
2015 Surplus as Restated	1,321

01. In previous years subscription income was recognised when received. As part of the implementation of FRS102 the College has reviewed its policy on income recognition, and from 01 July 2014 income is now recognised over the period of membership. The opening balances and prior year results have been restated on the same basis.
02. Adjustment for untaken annual leave at the balance sheet date.

4. Investment income

	Unrestricted Funds £000's	Restricted Funds £000's	2016 £000's	2015 £000's
Investment dividends	131	175	306	218
Money Market Deposit Interest	30	2	32	31
Total Investment Income	161	177	338	249

5. Governance Costs

	2016 £000's	2015 £000's
Allocation of Staff Costs	105	106
Legal Costs	10	0
External Audit fees	30	26
Annual Report	1	2
Allocation of Trustees' Expenses	10	6
Total Governance Costs	156	140

Governance costs are now contained within the unrestricted expenditure on the Statement of Financial Activities and not shown separately.

The Trustees received no remuneration in the current or previous year. **£181,240** (2015: £177,139) of travel and subsistence expenditure was incurred by 24 Trustees (2015: 24 Trustees).

6. Total resources expended

	Staff Costs £000s	Other Costs £000's	Support Costs £000's	Total Costs 2016 £000's	Total Costs 2015 £000's
Examinations	426	665	1,322	2,413	2,406
Courses and Conferences	450	619	928	1,997	1,867
Training	478	77	373	928	871
Clinical Quality	866	222	554	1,642	1,316
National Institute of Academic Anaesthesia	94	40	63	197	180
Health Services Research Centre	96	80	85	261	272
Perioperative Medicine	87	30	54	171	179
Faculty of Pain Medicine	140	113	133	386	340
Faculty of Intensive Care Medicine	221	222	211	654	561
Project Costs and Research Grants	179	805	0	984	769
Trading subsidiary expenditure	0	2,078	0	2,078	1,527
Support costs	1,148	2,575	(3,723)	0	0
Total resources expended	4,185	7,526	0	11,711	10,288

Analysis of support costs

	Charitable Activities £000's	Staffing Basis £000's	Square meterage £000's	Time basis £000's	IT Usage £000's	Allocated expenditure £000's
Allocation of support costs by:						
Examinations	308	38	771	136	69	1,322
Courses and Conferences	292	46	340	175	75	928
Training	156	52	62	28	75	373
Clinical Quality	307	43	91	24	89	554
National Institute of Academic Anaesthesia	38	6	7	5	7	63
Health Services Research Centre	50	6	16	6	7	85
Perioperative Medicine	33	5	7	2	7	54
Faculty of Pain Medicine	72	13	12	19	17	133
Faculty of Intensive Care Medicine	125	22	11	29	24	211
Total Allocated Expenditure	1,381	231	1,317	424	370	3,723

Support costs comprise the department costs and overheads that support the College's charitable activities.

The total cost of employing all staff during the year was:

	2016 £000's	2015 £000's
Salaries and wages	3,290	3,058
Social security costs	311	261
Pension contributions	584	372
	4,185	3,691

Number of employees whose emoluments were above £60,000 :

	2016	2015
£150,000 to £159,999	0	1
£120,000 to £129,999	2	1
£100,000 to £109,999	1	1
£90,000 to £99,999	0	0
£70,000 to £79,999	2	0
£60,000 to £69,999	2	0

The remuneration of the Directors, being the key management was £671k (2015: £514k)

Headcount of the average number of employees by function was:

	2016	2015
Examinations	13	13
Courses and Conferences	9	8
Training	11	11
Clinical Quality	15	13
National Institute of Academic Anaesthesia	1	1
Health Services Research Centre	2	1
POM	1	1
Faculty of Pain Medicine	2	2
Faculty of Intensive Care Medicine	5	4
Finance and Membership	11	11
Facilities and IT	13	15
Other Departments	7	6
	90	86

7. Designated funds

	Balance 01-Jul-2015 £000's	Transfers £000's	Outgoing £'000s	Balance 30-Jun-2016 £000's
Vernon Hall Heritage	10	(7)	(3)	0
Premises Development	2,562	0	(23)	2,539
Website Development	30	(30)	0	0
Obstetric Anaesthesia	6	(6)	0	0
RCoA Research	54	196	(20)	230
NAP 6	159	(116)	(43)	0
AAGBI Research	13	(7)	(6)	0
e-Learning Regional Anaesthesia	20	(20)	0	0
RCoA Educational Fund	2	(2)	0	0
Fellowships	70	(47)	(23)	0
Abbott Fund	19	(18)	(1)	0
Technology Strategy Review	788	730	(113)	1,405
	3,733	673	(232)	4,174

A designated fund is a "ring fencing" by the Trustees of existing unrestricted funds for a particular project or use by the College. The amount 'ring fenced' for future expenditure at 30 June 2016 was £4,173,821 (2015: £3,733,862).

The transfers to and from unrestricted funds in year in respect of each individual fund are shown above.

The policy for creating designated funds and for the transfer from unrestricted funds is that a recommendation to Council is made from the Finance Committee thus ensuring that all Trustees partake in the process. Council is required to approve the transfers.

Vernon Hall Heritage

This fund was created in 1999. It was agreed to make a transfer from the unrestricted funds to the designated fund of not less than £1,000 per year. This fund is used for the purchase of heritage assets such as the president's portrait. This fund has been closed with future items being purchased from unrestricted funds.

Premises Development

This fund was established in 2012 to set aside funds to meet the planned redevelopment of the College's estate. The aim is to utilise this funding within the life cycle of the new strategy taking the College to 2021, on redeveloping the lower floors of Churchill House to improve the facility for events, exams and other parties using the building.

Website Development

This fund was established in 2006 to enable the College to set aside, on an annual basis, sufficient funds to meet the future costs of redeveloping its website. This fund is to be merged with the Technology Strategy Review fund.

Obstetric Anaesthesia

This fund was established in 2007 to provide financial support to cover administration costs connected with Obstetric Anaesthesia. The balance of this fund has been transferred to the RCoA Research fund and the fund is closed.

Registered Charity Nos: 1013887 and SCO37737

RCoA Research

The fund was established in 2013 to enable the College to set aside funds to undertake research projects. The Obstetric Anaesthesia, NAP6, AAGBI Research, e-Learning Regional Anaesthesia and Fellowships funds are to be incorporated into this fund to allow the College to fund research projects as the opportunity arises over the life cycle of the current College strategy.

NAP 6

This fund was created in 2013 to enable the College to set aside sufficient funds to meet the 6th programme of national audits in anaesthesia. The balance of this fund has been transferred to the RCoA Research fund and the fund is closed.

AAGBI Research

The fund was established in 2013 to enable the College to set aside funds to undertake research projects. The balance of this fund has been transferred to the RCoA Research fund and the fund is closed.

e-Learning Regional Anaesthesia

The fund was created in 2013 to facilitate the development of e-LA content for the Regional Anaesthesia module. The balance of this fund has been transferred to the RCoA Research fund and the fund is closed.

RCOA Educational

A small fund created for the use of the Education department to fund one-off additional lecturer expenses. This fund has been closed with future costs being met from unrestricted funds.

Fellowships

This fund established in 2014 is to meet the costs of fellowships deemed meritorious by the College. The balance of this fund has been transferred to the RCoA Research Fund and the fund is closed.

Abbott Fund

This fund created in 2015 from a restricted creditor fund, with the agreement of Abbott, is to support small specialist society meeting costs at the College. This fund has been closed with future costs being met from unrestricted funds.

Technology Strategy Review

The College has set aside funding for expenditure on IT systems to ensure systems are up to date and meet the needs of the College's members and now includes the website development fund.

8. Fixed Assets: Tangible assets – Consolidated and College

	Freehold Land & Buildings £000's	Computer Equipment £000's	Fixtures & Fittings £000's	Plant & Equipment £000's	Silver & Paintings £000's	Total £000's
Cost						
At 1 July 2015	18,708	264	226	1,728	27	20,953
Additions	0	82	11	0	0	93
Disposals	0	(39)	0	0	(2)	(41)
At 30 June 2016	18,708	307	237	1,728	25	21,005
Accumulated Depreciation						
At 1 July 2015	1,165	255	228	730	0	2,378
Charge for Year	133	17	2	87	0	239
Disposals	0	(39)	0	0	0	(39)
At 30 June 2016	1,298	233	230	817	0	2,578
Net book value						
At 30 June 2016	17,410	74	8	910	25	18,427
At 30 June 2015	17,543	9	5	991	27	18,575

The historical costs of the Freehold Land are as follows:

35 Red Lion Square: £4,250,000

34 Red Lion Square: £1,150,000

9. Fixed asset investments – Consolidated and College

	2016 £000's	2015 £000's
Opening Market Value	8,507	5,067
Additions at Cost	500	3,000
Net Investment Gains/(Losses)	503	440
Closing market value	9,510	8,507

10. Debtors

	Consolidated		College	
	2016 £000's	2015 £000's	2016 £000's	2015 £000's
Other Debtors	710	134	247	106
Taxes and Social Security Costs	35	11	35	11
Prepayments and Accrued Income	245	222	245	222
Gift Aid due from RCoA Trading Limited	0	0	37	39
Total Debtors	990	367	564	378

11. Creditors: amounts falling due within one year

	Consolidated		College	
	2016 £000's	2015 £000's	2016 £000's	2015 £000's
Trade Creditors	153	509	87	390
Other Creditors	6	6	5	5
Deferred Income	4,837	4,106	3,462	3,250
Accrued Expenses	594	474	522	447
Taxes and Social Security Costs	117	100	117	95
Total Creditors	5,707	5,195	4,193	4,187

Deferred Income Reconciliation

	2016 £000's	2015 £000's	2016 £000's	2015 £000's
Opening Balance	4,106	3,693	3,250	3,272
Released to the SOFA	(4,243)	(3,627)	(3,386)	(3,206)
Income Deferred in Year	4,974	4,040	3,598	3,184
Total Deferred Income	4,837	4,106	3,462	3,250

12. Analysis of Group net assets between funds

Fund balances at 30 June 2016 are represented by:

	Tangible Fixed Assets £000's	Fixed Asset Investment s £000's	Net Current Assets £000's	Total £000's
Endowed	0	5,530	0	5,530
Restricted	0	294	490	784
Unrestricted – Designated	0	3,686	487	4,174
Unrestricted – General	18,427	0	306	18,732
Group Net Assets	18,427	9,510	1,283	29,220

Please see reserves note in the financial review for more detail.

13. Endowed funds – Consolidated and College

	Balance	Movement in Resources:		Balance
	01-Jul-2015 £000's	Incoming £000's	Gains £000's	30-Jun-2016 £000's
Frederic Hewitt Lecture Fund	2	0	0	2
Nuffield Fund	43	0	4	47
Foundation Fund	75	0	7	82
The BOC Chair of Anaesthesia	3,547	0	305	3,852
Bernard Johnson Memorial Fund	70	0	6	76
Dudley Buxton Prize Fund	19	0	2	21
Folkard Educational Fund	40	0	4	44
Sargant Fund	328	0	28	356
The Stanley Rowbotham Fund	837	0	73	910
Samuel Thompson Rowling Fund	65	0	5	70
Ethics and Law Fund	65	0	5	70
	5,091	0	439	5,530

Frederic Hewitt Lecture Fund

The Frederic Hewitt Lecture Fund was established in 1950 and is an endowed fund created to provide an honorarium and cover the cost of providing a medal for a biennial lecture.

Nuffield Fund

This endowed fund was established in 1951 to be utilised to meet the research, teaching and lecturing expenses connected with the promotion of the art and science of anaesthesia.

Foundation Fund

This endowed fund was established in 1953 for the purpose of providing funding for lectureships, research grants and fellowships.

The BOC Chair of Anaesthesia Fund

The BOC Chair of Anaesthesia Fund comprises the endowment of a research fellowship in the research department of anaesthesia at an institution determined by the College. The BOC Chair of Anaesthesia is a subsidiary charity of The RCoA and its registration No is 1013887 – 1.

Bernard Johnson Memorial Fund

This fund was established in 1960 and its key purpose is to provide an endowment for the College adviser to overseas resident doctors who wish to receive training in anaesthesia in the UK. The Council can award an honorarium at their discretion.

Dudley Buxton Prize Fund

This endowed trust fund was established in 1967 to provide for an annual award of a prize for 'meritorious work in anaesthesia or in a science contributing to the progress of anaesthesia'. The prize shall consist of an honorarium and a bronze medal.

Folkard Educational Fund

This endowed fund was established in 1975 to be utilised for educational and other purposes.

Sargant Fund

This fund was established in 2005. The purpose of the fund is to be used for educational and research purposes and travel on College business on the decision of the President.

The Stanley Rowbotham Fund

This fund was established in 2007 to be used for education in anaesthetics as considered appropriate by the President and their advisers.

The Samuel Thompson Rowling Fund

The endowed fund was established in 2011 to provide an eponymous annual lecture on Anaesthesia, Critical Care and Pain Medicine.

Ethics and Law Fund

This endowed fund was established in 2012 and is to be used to investigate legal and ethical issues connected with the practice of anaesthesia.

Investment income from the endowed funds is included in the restricted fund of the same name.

14. Restricted funds – Consolidated and College

	Balance	Movement in Resources:			Balance
	01-Jul-2015 £000's	Incoming £000's	Gains £000's	Outgoing £000's	30-Jun-2016 £000's
Frederic Hewitt Lecture Fund	1	0	0	(1)	0
Nuffield Fund	2	2	0	(1)	3
Foundation Fund	5	3	0	(3)	5
BOC Chair of Anaesthesia Fund	472	125	29	(88)	538
Bernard Johnson Memorial Fund	15	3	0	0	18
Dudley Buxton Prize Fund	3	1	0	0	4
Folkard Educational Fund	2	2	0	0	4
Sargant Fund	15	11	0	(13)	13
The Stanley Rowbotham Fund	21	27	0	(32)	16
Samuel Thompson Rowling Fund	5	2	0	0	7
Ethics and Law Fund	5	2	0	0	7
Rank Educational Fund	46	0	0	(2)	44
Hudson Essay Prize Fund	2	0	0	0	2
Churchill House Fund	21	0	0	(21)	0
Ross Davis Memorial Fund	3	0	0	(2)	1
Ernest Leach Research Fund	94	0	0	(1)	93
Belfast Fund	25	0	0	0	25
BJA Technology Fund	2	2	0	0	4
	739	180	29	(164)	784

The majority of these funds represent income earned on the endowed funds (see Note 13). The remaining restricted funds are as follows:

Rank Educational Fund

This fund was established in 1971. It is used to meet the expenses of overseas based visitors invited by the College to undertake a series of lectures.

Hudson Essay Prize Fund

This fund was created in 1996 to provide for an annual award of a prize to a trainee for an essay relating to anaesthesia, with particular reference to resuscitation.

Churchill House Fund

This fund was created in 2004 to accept donations specifically earmarked to provide financial assistance in maintaining the refurbishment of Churchill House, 35 Red Lion Square. This fund is now exhausted.

Ross Davis Memorial Fund

The fund was established in 2009 to provide for Trainee Members of the Society of Anaesthetists of the South Western Region for exciting endeavours in anaesthesia.

Ernest Leach Research Fund

This fund was established in June 2011 to be utilised for the purposes of research.

The Belfast Fund

This fund established in 2015, to commemorate the association between anaesthesia and critical care in Northern Ireland, is to be expended on grants to College Fellows, Members and Trainees for educational purposes.

The BJA Technology Fund

This fund established in 2015 is to be utilised by the editor of BJA Education to fulfil their role.

15. Pension Commitments

The Royal College of Anaesthetists participates in the Superannuation Arrangements of the University of London ("SAUL"), which is a centralised defined benefit scheme within the United Kingdom for the non-academic staff of over 50 colleges and institutions with links to higher education.

Pension benefits accrued within SAUL currently build up on either a Final Salary basis or a Career Average Revalued Earnings ("CARE") basis. Following a consultation with Members, the SAUL Final Salary Section will close from 31 March 2016 and all Members will build up benefits on a CARE basis from 1 April 2016.

Insufficient information is available to use defined benefit accounting for this multi-employer scheme and accordingly under FRS 102 this is accounted for by the College as if it was a defined contribution plan in accordance with paragraphs 28.11 of FRS 102.

A formal actuarial valuation of SAUL is carried out every three years by a professionally qualified and independent actuary. The last actuarial valuation was carried out with an effective date of 31 March 2014. Informal reviews of SAUL's position, reflecting changes in market conditions, cash flow information and new accrual of benefits, are carried out between formal valuations. The funding principles were agreed in November 2015 and are due to be reviewed at SAUL's next formal valuation in 2017.

The Trustee and Employers have agreed that the Technical Provisions deficit at the 31 March 2014 valuation will be addressed by employer contributions of 3% of Salaries between 1 April 2016 and 31 March 2018 (inclusive). The overall level of the Employers' contributions will, therefore, increase from 13% of Salaries to 16% of Salaries with effect from 1 April 2016.

Provision has been made in the financial statements for the present value of the estimated cost of the future 3% deficit funding payments under the above agreement of £171k.

The College is not expected to be liable to SAUL for any other current participating employer's obligations under the Rules of SAUL, but in the event of an insolvency event of any participating employer within SAUL, an amount of any pension shortfall (which cannot otherwise be recovered) in respect of that employer, may be spread across the remaining participating employers and reflected in the next actuarial valuation.

16. Provisions for liabilities and Charges

	2016 £000's	2015 £000's
Opening Balance	0	0
Paid in Year	0	0
Additions in Year	171	0
Closing Balance	171	0

The addition in year relates to the pension provision made as detailed in note 15.

17. Taxation

As a registered charity the activities of the College are not subject to Corporation Tax.

18. RCoA Trading Limited

RCoA Trading Limited is a wholly owned subsidiary of the College. In the Consolidated Statement of Financial Activities, the income of RCoA Trading Limited was £2,475,999 (2015: £1,937,338) is included as 'Trading subsidiary income' and expenditure (after removing its inter-company items) is included as 'Trading subsidiary expenditure'. The College charged the trading company £71k in management charges for staffing provided and facilities costs for use of the RCOA estate. Additionally the College did not charge the trading company for use of the RCOA estate to provide external events or sub let to tenants. The College's investment in RCoA Trading Limited is £2 consisting of two £1 Ordinary Shares.

Profit and Loss Account

	2016 £000s	2015 £000s
Turnover	2,476	1,937
Operating Expenses	(2,149)	(1,588)
Operating Surplus	327	349
Gift Aid payments to Royal College of Anaesthetists	(327)	(349)
	0	0

Balance Sheet

	2016 £000s	2015 £000s
Debtors	463	28
Cash at Bank and in Hand	1,087	1,018
	1,550	1,046
Creditors	(1,550)	(1,046)
	0	0

Capital and Reserves

	2016 £s	2015 £s
Called-up Share Capital	2	2
Profit and Loss Account	0	0
Total Shareholder Funds	2	2

19. Operating Leases – Income

	2016 £000's	2015 £000's
Amounts Due within One Year	77	101
Amounts Due within Two to Five Years	0	0
Amounts Due over Five Years	0	0
Total Future Minimum Operating Lease Income	77	101

20. Operating Leases – Expenditure

	2016 £000's	2015 £000's
Amounts Payable within One Year	8	9
Amounts Payable within Two to Five Years	5	11
Amounts Payable over Five Years	0	0
Total Future Minimum Operating Lease Expenditure	13	20

21. Statement of Financial Activities – Full Prior Year Comparison

	Unrestricted Funds £000's	Endowed Funds £000's	Restricted Funds £000's	Total Funds 2015 £000's
Income From:				
Charitable Activities				
Subscriptions (excludes faculties and trainees)	4,176	0	0	4,176
Examination Fees	1,503	0	0	1,503
Courses and Conferences Fees	1,131	0	0	1,131
Training	524	0	0	524
Clinical Quality	69	0	0	69
National Institute of Academic Anaesthesia	0	0	0	0
Health Services Research Centre	23	0	0	23
Faculty of Pain Medicine	197	0	0	197
Faculty of Intensive Care Medicine	579	0	0	579
Project Income	0	0	619	619
Donations and Legacies	3	0	0	3
Trading Activities	1,937	0	0	1,937
Investments	81	0	167	248
Other	132	0	28	160
Total	10,355	0	814	11,169
Expenditure on:				
Charitable Activities				
Examinations	2,406	0	0	2,406
Courses and Conferences	1,838	0	29	1,867
Training	871	0	0	871
Clinical Quality	1,316	0	0	1,316
National Institute of Academic Anaesthesia	180	0	0	180
Health Service Research Centre	272	0	0	272
Perioperative Medicine	179	0	0	179
Faculty of Pain Medicine	340	0	0	340
Faculty of Intensive Care Medicine	561	0	0	561
Project Costs and Research Grants	93	0	676	769
Trading Activities	1,527	0	0	1,527
Total	9,583	0	705	10,288
Gains/(Losses) on Investments	152	270	18	440
Net Movement In Funds	924	270	127	1,321
Total Funds Brought Forward 01 July 2014	21,402	4,821	612	26,835
Total Funds Carried Forward at 30 June 2015	22,326	5,091	739	28,156