

Trustees' Annual Report and Accounts

30 June 2020

Public Benefit

The objects set out in the Charter of the Royal College of Anaesthetists (RCoA) make us the body responsible for ensuring the highest quality of anaesthetic practice in the UK.

By virtue of these objects the RCoA delivers public benefit in many ways including:

- **Training doctors.** Our specialty training typically takes a minimum of seven years. The College encourages people to consider a career in anaesthesia. We support Health Education England's (HEE) anaesthesia training programme recruitment process in the UK. We set the UK training curriculum for anaesthesia against which progression is assessed. We develop and deliver examinations based upon our curriculum. We ensure that every hospital with a responsibility for training has a designated College Tutor who provides input and guidance, and works with the College Training department, the College's Regional Advisors and local deanery team to support progress through training, aiming for a recommendation to join the General Medical Council's (GMC) specialist Register. We also contribute to evaluation of doctors who have not completed a GMC-approved programme *and* are seeking to join the register via the Certificate of Eligibility for Specialist Registration pathway. The Faculties work similarly to promote and support training of future consultants in their own specialties.
- **Ensuring ongoing professional development.** The College provides doctors with educational events and resources, as well as a lifelong learning platform where clinical and educational experiences can be recorded and reflected upon. This contributes to the annual appraisal process for the individual doctors.
- **Setting standards.** Anaesthetists are required to practise to high professional standards. The GMC develops the generic medical standards and the College sets specialty specific standards such as the College's Guidelines for the Provision of Anaesthetic Services.
- **Accreditation** of NHS and independent sector organisations' anaesthetic departments through the College's Anaesthesia Clinical Services Accreditation scheme. This voluntary scheme allows departments to benchmark their performance against standards and offers peer review and support to improve the quality and safety of patient care.
- **Public engagement on anaesthetic matters with patients, public and key stakeholders.** The public desire information relating to anaesthesia, critical care and pain medicine. The College by bringing together lay and medical people, produces information in the form of patient information leaflets and other media which are freely available to all. The development of the Centre for Perioperative Care adds to this aspect of our offering by facilitating closer and more effective cross-college and cross-organisation working for the benefit of patients.
- **Researching anaesthetic topics to improve patients' perioperative experience.** This includes our National Audit Projects and Sprint National Audit Projects. The College works with other anaesthetic bodies through the National Institute of Academic Anaesthesia to facilitate high profile influential research in anaesthesia that ultimately benefits the patient through the translation of these research findings into clinical practice.

The trustees have had due regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which this guidance is relevant.

Activity and performance

This section of the annual report gives an overarching review of activity and performance for each of the strategic themes as detailed in our [College Strategy](#).

The College in numbers



Anaesthesia is the largest single hospital specialty in the UK



23,000
fellows and members



2 in 3
Patients in hospital are cared for by an anaesthetist

The College, with our Faculties, is the third largest Medical Royal College by UK membership



A 24/7 SERVICE
Is delivered by our members in anaesthesia, critical care and pain medicine

99% of patients would recommend their hospital's anaesthesia service to family and friends

★★★★★



203
College Perioperative Local Leads are based in hospitals across the UK



As at June 2020
70% of anaesthetic departments in the NHS are signed up to our Anaesthesia Clinical Services Accreditation (ACSA) scheme



Since its inception in 2008, the National Institute of Academic Anaesthesia (NIAA) has awarded over £11m in grant funding



There are **2,500 active users** on our web-based learning resource e-Learning Anaesthesia each month

COVID-19 and the College

2020 has seen the most significant public health emergency in modern times. Not since the Spanish Flu at the end of World War I has a contagious infection had such an impact on our society. Since the first cases at the end of 2019, the virus has spread worldwide and led to widespread economic and societal disruption.

Our membership, both anaesthetists and intensivists, have been vital to the NHS response in treating patients with COVID-19. Initially this was in looking after the most unwell patients in intensive care units and operating theatres and now as part of the drive to resume normal activity. The College has provided valuable support to our members and to the NHS during this time.

There has been significant impact on College activities.

From March 2020 College work has been delivered remotely with all our staff working from home.

We will provide greater detail on our response to COVID-19, throughout the Annual Report. This information details the College response up to the date that this Annual Report is approved by the trustees.

However, in summary, the College has seen a similar or increased demand for its services from its membership and other stakeholders. We have developed new resources and services in response to the pandemic. The College's senior officers, trustees, volunteers and staff have advocated on behalf of the speciality to Cabinet Ministers, senior leaders in the NHS and to the wider media.

The College has been negatively impacted because of the need to cancel examinations, manage altered training recruitment processes, cancel or postpone educational events and delay the delivery of projects or services.

We have virtualised our College governance arrangements since March 2020. The College Council met remotely in April and July 2020 and the Board of Trustees in May 2020. The trustees have asked for enhanced financial and risk reporting to ensure that the College is responding effectively to this pandemic so that we serve the needs of our membership and the wider public.

The Board of Trustees receive a monthly update of the College wide COVID-19 risk assessment and mitigation plans.

Going Concern: The trustees are content that the College remains a going concern. The College has undertaken long-term cash flow forecasting, that even when adjusted for the impact of COVID-19 in 2019-20, indicates that the College has sufficient cash resources. The College also has sufficient reserves of £6.7m as at June 2020, which is above target. The trustees are content that the College has robust income streams in subscriptions and examination fees.

Though the College has set a deficit budget it has undertaken scenario planning that indicates that the budget set over the next 12 months is attainable. To mitigate against this deficit and in planning to return to a balanced budget the trustees have created a budget reserve whilst also asking for a review of both pay and non-pay budgets over the coming year to reduce costs where we can and ensure that the College is receiving value for money in this expenditure.

The financial review section gives further details on the consequences of COVID-19 on the College's finances.

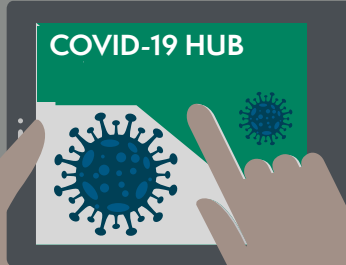
The trustees discussed and agreed to the postponement of the College's AGM from May to December 2020, in light of the need for us to support members and their employers during the expected first peak of the COVID-19 pandemic in the UK.

College communication and policy response to COVID-19

Since March, the College has:

- » Created a joint anaesthesia and ICM COVID-19 information and guidance hub

930K
page views



- » Established a special COVID-19 section on our website

9,156
page views

- » Issued regular COVID-19 email updates to all members



361 new tweets
2,931 new followers
167,795 instances of engagement



292 new posts
922 new followers
60,697 instances of engagement

22
blogs published on the College website



6
podcasts released
(5,494 listens)



3
webinars held
(730 views)



191
pieces of COVID-19 media coverage



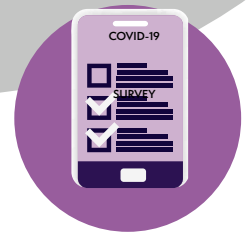
31
broadcast interviews given by spokespeople



160
mentions in print and online articles



32
news articles posted on the College website



3
all-member COVID-19 surveys

Our activities – Education, Training and Examinations: Supporting anaesthetists throughout their career

Education and Events

The last year has been one of successes and challenges within Education. The first half of the year included the delivery of 80 educational events and courses across the UK in key cities including Liverpool, Bristol, and Edinburgh. These events were well attended and received improved satisfaction scores than in previous years.

However, with the COVID-19 pandemic, we had to cancel or postpone all our events between March and June. This included the postponement of Anaesthesia 2020, our flagship conference, by a year to 2021.

We have taken the opportunity to introduce a successful line up of webinars attended on average by 300 delegates as well as working to take a significant number of events online from July onwards.

In autumn 2019 we launched an RCoA Podcast series with 10 episodes released which received over 6,000 listens from across the world. Through our podcasts we now have a global audience including countries such as Australia, the USA and India.

E-Learning Anaesthesia (e-LA) continues to increase the number of sessions launched with a 26% increase on last year to 34,000 launches in 2019. We are re-writing the Pharmacology module as well as the Anaesthesia in the Elderly module and exploring the creation of a mobile app to support learners.

We made a successful bid to the Dinwoodie Charitable Company which will help fund our simulation work for the next two years, including development of our simulation strategy. During the pandemic, the simulation working group helped identify scenarios and other simulation resources to post on the College's COVID-19 clinical guidance hub to aid all hospitals and clinicians.

Education: Primary Revision Course

Following the cancellation of educational events in the spring, we have worked to develop an on-line revision course to replace the face to face one we normally hold in June. The College will launch this course in July and whilst the face to face course usually has around 120 delegates, the online course has attracted over 500.

Training

Our expansive project to revise and align the anaesthetic CCT Curriculum to the new regulatory standards saw the new draft curriculum submitted to the General Medical Council's (GMC) Curriculum Advisory Group in October 2019, with positive feedback received in early 2020. Work continues to ensure that the changes in programme structure can be accommodated in all regions of the UK despite delays in implementation due to COVID-19.

Following the announcement that the GMC will be the statutory regulator for Anaesthesia Associates, we are working with the government, the GMC and wider stakeholders to ensure a statutory register is safely implemented as soon as possible. We are also, undertaking a full review of the Anaesthesia Associates curriculum and looking to house a Faculty of Anaesthesia Associates within the College.

The Global Partnerships stream of work continues to make progress in the College of Anaesthesiologists of East, Central and Southern Africa project to aid the development of a regionally recognised curriculum and assessment framework for an anaesthesiology postgraduate training programme, in this region.

The College ran its workforce census in January 2020, and circulated a survey to all 218 departments of anaesthesia across the UK. We are pleased to report that we received a 98% response rate to the census survey from Clinical Directors and college tutors across the UK. The publication of the census report has been delayed due to COVID-19, but we expect to deliver this in October 2020.

Fortunately the core training (CT1) recruitment process for training had already concluded successfully in 2020. However, the national recruitment process for speciality training (ST3) programmes was severely

impacted by COVID-19. The circumstances of lockdown and social distancing meant that it was not possible to continue with face-to-face interviews as part of the recruitment process. Therefore, the four statutory educational bodies in the UK agreed to continue the recruitment process using the portfolio self-scores to rank 758 applicants for 352 training posts. Our national fill rates for core training was CT1 100% and ST3 98.8%.

Training Lifelong Learning Platform (LLP)

This year saw us seamlessly move to a new developer and supplier for the LLP. The platform goes from strength to strength. We now support over 17,000 users and recorded over 6 million actions in total, 1.6m of these actions took place in 2019. There are over two million logbook entries and the number of logbook users has remained reassuringly constant. There have now been almost 800,000 workplace based assessments, personal activities/reflections, feedback activities and personal development plans created on the system, with 225,000 being created in 2019-2020. This includes 88,000 Completion of Unit of Training forms since 2018. The LLP has also seen 14,321 CPD activities generated on the system, with over 4,800 CPD points being claimed since August 2019.

Examinations

We are always looking to enhance the quality and reliability of our examinations to provide the most valid assessment. We launched the first Final written paper comprising constructed response questions only (CRQs) in March 2020 and we continue our phased transition to increase the number of single best answer (SBA) questions in the Primary and Final multiple choice papers.

COVID-19 impacted on College and Faculty exams towards the end of the academic year, with two College and two Faculty examinations cancelled.

To mitigate against future cancellations or disruptions due to COVID-19, in the next academic year, we have been working on new approaches to deliver our exams. These are:

- Written examinations - replacing traditional pen and paper written tests with online tests where the candidates are invigilated remotely
- Structural Oral Examinations (SOE) – delivered virtually using video conferencing technology
- Objective Structured Clinical Examination (OSCE) – delivered with social distancing measures or virtually.

Finally, we commissioned a new examination management system during the year, which will be implemented over the summer.

Our activities – Clinical Quality and Research: Setting and maintaining the highest standards for anaesthesia and delivering healthcare improvements to secure the best outcomes for patients

Clinical Quality

Participation in our Anaesthesia Clinical Services Accreditation (ACSA) scheme remains steady with 70% of trusts/boards engaged and 34 anaesthetic departments gaining accreditation status. Due to COVID-19 we have taken the decision to roll over the publication of new ACSA standards until 2021 and postpone ACSA visits until September 2020 at the earliest.

Our important work in providing assessors for Consultant Advisory Appointment Committees has continued and we have been able to support departments in undertaking remote interviews.

We have completed the new edition of the 'QI Book', for launch in September 2020. It will provide comprehensive recipes for QI and audit in all sub-specialties of anaesthesia, and link to national audit and QI priorities in anaesthesia, such as the National Audit Project recommendations, Perioperative Quality Improvement Programme (PQIP) and the National Emergency Laparotomy Audit (NELA). We are indebted to the 100 volunteers who have written the chapters.

The RCoA and Association of Anaesthetists continue to work closely under the umbrella of the Safe Anaesthesia Liaison Group (SALG) and have formally delivered a "Prep-Stop-Block" process to replace "Stop Before You Block". The Board will now work with the Simulation Working Group to pilot this to assess its efficacy before launching it as a new Standard Operating Procedure.

COVID-19: Clinical Quality Response – Joint Clinical Guidance Hub

Working with The Faculty of Intensive Care Medicine (FICM), the Intensive Care Society and the Association of Anaesthetists we established in March 2020 the **Clinical Guidance Hub** to provide a central repository of guidance for anaesthetists and intensive care specialists.

The hub provides bespoke critical guidance on a range of clinical issues pertaining to COVID-19 and pools national documentation for NHS staff and patients.

By the 30 June the hub had 339,888 visitors. Airway management and Critical Care guidance have been the most popular followed by PPE, Cross-Skilling and Managing Drug Demand.

Research

PQIP now has more than 142 hospitals enrolled and over 30,000 patients recruited into the study. The PQIP team have redesigned the main study and patient websites to improve the user experience.

The Children's Acute Surgical Abdomen Programme (CASAP), is the RCoA's first paediatric research initiative which will study the type and quality of care being delivered to children undergoing urgent/emergency abdominal surgery. Data collection was officially paused at the height of the pandemic but once resumed we hope to recruit our target of 5,000 patients.

We announced the seventh National Audit Project of the RCoA (NAP7), examining perioperative cardiac arrest and it has been very encouraging to see the speed at which both NHS and independent sites and local coordinators have signed up. We also ran a topic selection process for the third Sprint National Anaesthesia Project (SNAP3), which will examine frailty and delirium and appointed Professor Iain Moppett as lead.

The NELA *Fifth Patient Report* was published on 13 December 2019 and the findings continue to be encouraging with enhanced care of patients reducing the average hospital stay from 19.2 days in 2013 to 16 days in 2018 and savings to the NHS £34 million annually. We also found a reduction in 30 day mortality from 11.8% in 2013 to 9.6% in 2018, saving approximately 700 lives a year.

The UK Perioperative Medicine Clinical Trials Network (CTN) was successful in securing more than £1.5m from the National Institute for Health Research funding of the first CTN-led clinical trial, Volatile vs Total Intravenous Anaesthesia for major non-cardiac surgery (VITAL). VITAL, which grew out of the first Trial Development Day, will examine inhalational vs. intravenous anaesthesia and collect data via our PQIP web tool.

Centre for Perioperative Care (CPOC)

CPOC completed the recruitment of its leadership team with the appointment of two new Deputy Directors: Dr Jugdeep Dhesi a consultant geriatrician and Mrs Scarlett McNally consultant orthopaedic surgeon led by the CPOC Director, Dr David Selwyn.

CPOC has begun work on the development of its first clinical guideline on a perioperative diabetic pathway and produced a themed edition of RCP's Clinical Medicine in November 2019 with contributions from many clinicians involved with CPOC.

The centre has increased its media profile during COVID-19 as the pandemic has offered the opportunity to reinforce CPOC's messaging on positive lifestyle change, such as preparing for the possibility of contracting COVID-19 as you would for surgery.

We published a new set of **FAQs and guidance** for patients who may need to have an operation during the pandemic as well as resources on Shared Decision Making on the new CPOC website.

Following on from the RCoA's successful collaborative work with Macmillan Cancer leading to the co-produced report Prehabilitation for People with Cancer, CPOC has supported the development of the SafeFit programme a new online wellbeing service for people with cancer.

CPOC is working closely with policy makers on developing the opportunities open to perioperative care in a world impacted by COVID-19.

Our activities – Communication and External Affairs: Promoting anaesthesia by engaging members and informing the public

Our focus under this strategic theme is how we interact with our members, policy makers, the media and patients so that anaesthesia has a powerful and collective voice that communicates the central role of anaesthesia and the anaesthetist in health care.

The College continues to grow its total membership, with a current combined membership of 23,199 in June 2020. (2019: 22,588)

Communications

During the year, the College spoke with an engaging and authoritative voice on issues that influence the health sector, with over 250 mentions in national, regional and trade media, and increasing engagement on social media.

An organisation's website is its shop window and has an important role for information, communication, perception and profile, and for enabling two-way member engagement and marketing via relevant functionality. We successfully launched three new websites in November 2019: RCoA, Faculty of Intensive Medicine (FICM) and CPOC. The website traffic for the new RCoA website doubled over four months, from 111,327 total page visits in December 2019 to 208,438 in March 2020.

Policy and Public Affairs

The two priority areas in our policy work this year have been workforce, and perioperative care looking at the role of perioperative care in integrated care systems and the work of the multidisciplinary team. During the COVID-19 pandemic, the policy team ran a series of COVID-19 surveys to our membership to get their views and feedback on critical issues, such as PPE, testing, anaesthetic and critical care drug availability and welfare and morale. We then used the feedback to raise the issues with politicians, policy makers and the media to successfully effect change.

For the patients undergoing over three million operations involving anaesthesia each year, we ensure that they and their carers have access to a wide range of information about anaesthesia. In July 2019, the [Fitter Better Sooner](#) patient information toolkit on preparing for surgery was shortlisted for the 2019 BMA Patient Information Awards. In May 2020, we became the first Medical Royal College to be awarded the Patient Information Forum TICK. The accreditation ensures continued high quality for all College patient information resources.

We continue to have contact with key stakeholders in healthcare including politicians and policy makers across the UK, and in key organisations such as the GMC, the CQC, NHS England, NHS Improvement, Health Education England, and equivalent organisations in the devolved nations.

COVID-19: Communication and Policy Response

The communications and policy and public affairs team rapidly responded to the COVID-19 pandemic during the spring and summer of 2020. As well as setting up the guidance hub (see page 7), we have also pulse surveyed our membership and used the results to carry out advocacy work for them with the NHS and government on issues such as PPE, testing and welfare and morale. Numerous media interviews were given to both raise the profile of the work of our members caring for the sickest COVID-19 patients, and to highlight the issues they were impeding them in delivering this care.

Our activities – Faculties

The College has two Faculties, the Faculty of Pain Medicine (FPM) and the Faculty of Intensive Care Medicine (FICM) which represent their specialist areas. The Faculties continue to grow their membership bases.

Faculty of Pain Medicine

This year, we have worked with the College reviewing the pain medicine curriculum within the CCT in Anaesthetics, including developing the outcomes for inpatient pain medicine training. We have also submitted a Pain Medicine credential to the GMC and begun discussions with them about next steps. Work in this area is currently delayed due to COVID-19.

Standard Development: we have authored and edited a version update of our Core Standards for Pain Management Services, the FPM-led multi-organisational guidance for service provision. We are now consulting on these. We have also initiated reviews for other guidance including on paediatric pain and epidurals. The new Medicines Advisory Group met for the first time in May and will take forward a review of Opioids Aware and see the guidance on post-surgical opioids to publication.

During the pandemic, we produced guidance for training, management of interventions and led a piece on practical steps for wellbeing. We have recently produced guidelines to aid services in their resumption of activities put on hold during the initial wave of the pandemic.

Faculty of Pain Medicine: Essential Pain Management (EPM)

We have restructured our EPM programme group with Regional Leads who will deliver a new strategic plan. We have agreed with the Medical Schools Education Leads and the Foundation Programme Directors to develop e-learning for EPM for integration within their e-learning packages.

Faculty of Intensive Care Medicine

For Intensive Care Medicine (ICM) training and careers, as well as continuing our *Discover ICM* campaign, we launched an overall career e-resource and leaflet. We have developed guidance for foundation training in ICM and submitted our CCT curriculum to the GMC following extensive consultation and review. Educationally, we delivered our first Emerging Leaders Scheme (Women in ICM), hosted the *Striking the Balance* wellbeing conference as well as launched the www.ficmllearning.org learning resource.

Guidance and standards: we have taken forward a best practice framework with Emergency Medicine, endorsed or led other relevant specialty guidelines, and been asked by the Academy of Medical Royal Colleges to lead the national Sepsis Collaborative. Our Legal and Ethical Policy Unit has launched the Midnight Law series of one-pager guides to legal and ethical issues in critical care.

In wider engagement, we have begun the celebrations for our tenth anniversary, rebranded with a new logo, announced that we will strengthen professional links with critical care pharmacists, and hosted the first Clinical Leadership Conference for ICM. Our Advanced Critical Care Practitioners (ACCP) work streams have continued to engage with Health Education England on advanced clinical practice, a national evaluation of the role and other guidance including a Code of Conduct.

Finally, we have undertaken a significant amount of work related to the pandemic, including training support, media engagement, policy statements and bridging guidance for staffing. Our stakeholder engagement led to the creation of an additional 114 extra training posts for ICM across the four nations of the UK.

Faculty of Intensive Care Medicine: Critical Care Futures

The Critical Futures initiative, more details [here](#), has had a further successful year. Guidelines on Care at the End of Life was published to a positive reception. The Enhanced Care Guideline Group, which expanded to include post-ward care with involvement from the three Royal Colleges of Physicians, published its [final report](#) in May. The Life After Critical Illness Group, which formed in the autumn of 2019, produced Provisional Guidelines on this area for patients impacted by the pandemic, with a report due later in the year.

Our activities – harnessing the power of technology to support our membership, staff and wider anaesthesia

The College launched its Technology Strategy Programme (TSP) in 2016 and completed it in 2019. The College designated £2.4m which £2.39m has been committed.

Over the three year project, we have improved our technology governance, ensuring good strategic and operational oversight and control over how technology is developed and managed in the College.

We modernised our underlying IT infrastructure to improve the user experience, stability and security of our systems, whilst also improving our disaster recovery capability.

The TSP had seven work streams, which oversaw thirty four projects. The TSP successfully delivered twenty eight of these, four were de-scoped and two were not achieved by December 2019.

There have been some notable successes in the project including:

- The successful creation of a lifelong learning platform, combining an e-Portfolio, logbook and CPD, with the CPD functionality being added in the last year (see page 6)
- New websites for the College, FPM and CPOC (see page 8) launched in 2019-20

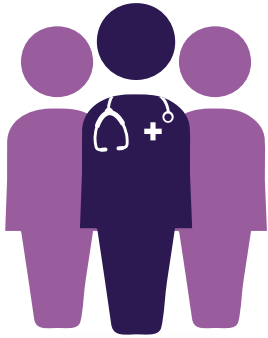
The two projects that are still ongoing relate to the provision of a new Customer Relationship Manager system and the Examination Management System. Both these projects are due to be completed in 2020-21.

In many ways, the TSP marks the beginning of the College's IT journey as we start to fully realise the benefits of our integrated technology that will transform how we deliver future services and products to our members.

TSP: Remote Working

The delivery of updated systems across the whole of the College over the last three years played a key part in our ability to continue to securely fully function whilst all staff and volunteers were working remotely during COVID-19.

The College in numbers



18,903
College fellows and members

3,586
FICM members

710
FPM members



5,104

delegates attended our events



3,237

candidates attempted our FRCA exams



444

recommendations made to the GMC for the award of a **Certificate of Completion of Training (CCT)**

26

recommendations made to the GMC for the award of a **Certificate of Eligibility for Specialist Registration (CESR)**



70%

of **UK trusts/boards** are actively engaged in the College's **Anaesthesia Clinical Services Accreditation (ACSA)** scheme

295
requests have been received for **Advisory Appointments Committee (AAC)** Assessors



over 1,800
members have volunteered



894

events have been approved for **CPD accreditation**

Governance, Management and Risk

The Royal College of Anaesthetists (RCoA) was constituted by Royal Charter in March 1992. The registered charity number with the Charity Commission for England and Wales is 1013887. The College is also a registered charity in Scotland with the Office of the Scottish Charity Regulator, with the charity number SCO37737.

Governing documents

The College's Royal Charter and Ordinances and College Regulations are the College's core governance documents.

The objects as stated in the charter set out our primary aims which are to:

- advance promote and carry on study and research into anaesthesia and related subjects and to disseminate the useful results of any such research
- educate medical and other appropriately qualified healthcare practitioners to maintain the highest possible standards of professional competence in the practice of anaesthesia for the protection and benefit of the public
- further instruction and training in anaesthesia both in the United Kingdom and overseas
- educate the general public in all matters relating to anaesthesia

College Strategy

In 2016, updated in 2018, the College approved a strategy that sets the vision and mission that will take the College to 2021. The College has aligned the organisational structure to deliver the objects of the charity and the strategy. The strategic themes align to our directorates of Education, Training and Examinations, Clinical Quality and Research, Communications and External Affairs, and Finance and Resources. These themes are:

- supporting anaesthetists throughout their career
- setting and maintaining the highest standards for anaesthesia and delivering healthcare improvements to secure the best outcomes for patients
- championing anaesthesia by engaging members, policy makers and the public
- resourcing the future of anaesthesia

Governance changes

There have been no significant governance changes made during 2019-20.

The Board of Trustees are aware of the Charity Governance Code published in 2017 which sets out the principles and recommended practice for good governance within the sector. The College will review its current governance arrangements against the principles within the code and will address any issues raised where required in 2020-21.

Board of Trustees

The College's Board of Trustees currently consists of 21 members elected by fellows and members to the College Council, three lay trustees appointed by the College Council and the two Deans of the College Faculties.

Election and Appointment of Trustees

The Board of Trustees membership is drawn from Council members, Faculty Deans and lay trustees as outlined in the College's Ordinance 5.1, 5.1.1 and 5.2.

The Board of Trustees' membership consists of the RCoA President, RCoA Vice-Presidents, Faculty Deans, Council Members elected as trustees by Council Members and up to five appointed lay trustees.

Prior to the 2019 Council election, Council members upon election automatically became trustees of the College.

The President, Vice-President and trustee election processes are managed by the Electoral Reform Society.

The Council appoints lay trustees to augment the skills of the elected trustees and deans. These trustees are selected through a transparent recruitment process, interviewed by the College's Nominations Committee who recommend appointments to the Council for approval.

The deans of the two College Faculties are elected by their respective councils and upon election become trustees.

Election to Board of Trustees

The following changes in Board of Trustee membership took place on 13 March 2019:

Elected:	None
Re-elected:	None
Demitted:	Dr E Fazackerley, Lymm; Dr S Fletcher, Norwich; Dr D Bogod, Nottingham

Appointment of Lay Trustees to the Board of Trustees

There were no changes during 2019-20.

Appointment of Faculty Deans to the Board of Trustees

Appointed:	Dr A Pittard, Wetherby; Dr J Hughes Thirsk
Resigned:	Dr B Miller, Salford; Dr C Waldmann, Reading

Induction and Appraisal of New Trustees

The College has an annual induction process for new Council members and trustees. Training is offered to senior trustees in medical leadership, financial and media skills. The President also invites clinical trustees for an annual performance review.

Board of Trustees, Council and the Principal College Boards and Committees

The Board of Trustees meet four times a year to transact business in relation to College administration, with the Council meeting six times a year to discuss professional matters. These have met virtually since March 2020. The Board of Trustees has the support of various boards and committees including:

- College Council
- Audit and Internal Affairs Committee
- Clinical Quality and Research Board
- Communications and External Affairs Board
- Education, Training and Examinations Board
- Finance and Resources Board

These boards and committees deal with the operational matters of the College and report to the Council, with the exception of the Finance and Resources Board and Audit and Internal Affairs Committee which

report to the Board of Trustees. These reporting lines allows the Board of Trustees and Council to fulfil their strategic roles with regard to running the College and overseeing professional clinical issues respectively.

College Faculties

- Faculty of Pain Medicine
- Faculty of Intensive Care Medicine

Delegation to Chief Executive

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

Staff and Remuneration Policies

The College sets competitive salaries for the charity sector to attract, retain and develop the best people for each role to enable delivery of the College Strategy 2016-2021 and the charitable objectives.

Remuneration is based upon seven pay bands which start at the median salary for an employee working for a medium sized membership charity focusing on education and health based in Central London. No member of staff is paid below the London living wage. The College, from November 2019, also ensures that the London living wage is paid to all our onsite contractors such as the cleaning and catering staff as well.

Each pay band has five increments with a range of approximately 25%, with increments awarded in July each year following successful completion of an appraisal. Each role is evaluated to ensure that the staff member in that role is paid appropriately for their skills, experience and competence. The pay bands are uplifted annually based upon labour market movements for the sector evidenced by an external body (cost of living increase).

The Chief Executive's initial pay was set by market conditions at the time of appointment. Their pay award is determined by the trustees through appraisal, with pay awards made on the same terms as other employees.

The College convenes and consults an Employee Forum on staffing matters. As a responsible organisation, we will ensure best practice in employee wellbeing, especially in regard to workplace stress.

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.

The College's Risk Register sets out the most significant risks classified by reputation, business continuity and finance. Each risk within the classification is detailed and scored against a matrix of impact and likelihood. The College then puts in place steps that monitor, manage and mitigate these risks.

Significant risks for the College include:

- **Business Continuity:** COVID-19 has impacted significantly on College operational activity and finances since March 2020. The College has mitigated the impact of COVID-19 by continuing to deliver services to our membership whilst working remotely as well as advocating as the voice for the specialty. We have cancelled examinations and events but are looking to provide these in future virtually, face to face or a blended mix of these. Governance and oversight by the trustees is being delivered remotely. This oversight has been enhanced by additional reporting on organisational performance.
- **Reputation:** The General Data Protection Regulations became law in May 2018, with increased compliance requirements and value of fines. The College is working hard to mitigate against non-compliance with these rules by developing a data management strategy including the annual mandatory training for staff, data audits and the development of both organisational and directorate data plans. We now better protect data with our new back up provision
- **Reputation:** The College has recently conducted a review of the processes and mechanisms for the processing and production of examination results to reduce the likelihood of errors in exam results
- **Business Continuity:** The College stores both membership data and patient data. We strive to protect data by complying with NHS data security standards as well as undertaking a biannual cycle of penetration tests on all our IT systems and making improvements following this. Any new products are required to have robust security as standard. The College also purchases cyber security insurance
- **Business Continuity:** Access to IT is now essential to the ability of the College to function efficiently. With cyber-attacks and cyber enabled crime on the rise, we dedicate a section of our business continuity plan to managing IT outages and have physical and virtual infrastructure in place to minimise the possibility of this.
- **Finance:** We have to demonstrate the value the College adds for our members so that they continue to renew their annual membership. We ask our members regularly through surveys what they think of the College and its services and roles. Following the last survey in 2018, we have developed operational plans to address issues raised by our membership.
- **Finance:** There is growing pressure to backfill senior officer roles for their time commitment to the College. Other Royal Colleges have started to reimburse health bodies for their officers' time on College business and though the RCoA has not been formally approached yet this would be a potential significant cost pressure and the potential legal status of these payments is uncertain.

Statement of Trustees' Responsibilities

The trustees are responsible for preparing the Trustees' Annual Report and Accounts (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
- 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 College's Royal Charter and Ordinances. They are also responsible for safeguarding the assets of the charity and the group, taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial Review

Outturn

The College is reporting a net deficit movement in funds of £1,631k. This deficit is made up of two components:

- Unrealised losses in year of £713k due to investment performance. All classes of investment were negatively impacted by COVID-19 including our investment property. We are confident that as our intention is to hold these assets for the medium to long-term these unrealised losses will be reversed over time
- Continued investment in our IT infrastructure, research projects, NHS programmes and building fabric which continued despite COVID-19. This expenditure of £1,075k was made through our designated funds (see Note 21)

For our operational budgets, we set a surplus budget for the year of £31k and achieved an actual operating surplus of £132k in excess of this.

The operational budget supports the implementation of the updated College Strategy and its objects, whilst planning for any surplus to be designated to support College activity or used to meet the College's Reserves Policy.

The College's results for the year are shown in the Statement of Financial Activities (SOFA). Incoming resources for 2019-20 were £11,031k (2019: £13,445k). The College set an income target of £11,632k for this year. Income from subscriptions was better than anticipated. However, the College saw lower than anticipated income from our examinations, courses, conferences and the trading company due to lockdown and cancellation of face to face events.

In year, we had expenditure of £11,949k (2019: £12,929k). Though we were able to defer or cancel some expenditure, a significant proportion of our costs are fixed. These costs continued despite reduced activity and income. We have also finished our technology strategy programme and continued to invest in our estate.

Trading Activities

These activities have been carried out by the College's subsidiary RCoA Trading Limited. All profits, £97,849 (2019: £215,002), of this company are paid to the College through gift aid payment. The trading company provides room hire to external partners at Churchill House and hires trade stands at College courses and conferences. Both of these activities ceased upon lockdown. The trading company also provided services to Health Education England. This contract was due to end in 2019-20 but will continue into 2020-21 but at a much lower level of activity.

Fundraising

We are aware that our fundraising success is dependent on maintaining the trust of our donors and the public. We only seek donations from organisations whose aims and objectives are compatible with our own. Our Board of Trustees play an active role in our fundraising activities, reviews fundraising plans and ensure that fundraising activity operates in line with regulatory requirements and relevant best practice. We are registered with the Fundraising Regulator. We are still developing a code of practice.

With the assistance of a fundraising agency, we have approached a limited number of foundations and public bodies in 2019-20, who are carefully selected in a fair manner. In doing so we have successfully secured a commitment of funds from one foundation. These funds granted can be accessed upon demonstrating expenditure on the funded project which is due to start in late 2020.

Complaints and concerns raised are taken seriously and responded to promptly and handled in accordance with the College complaints procedures, which are available on the website, and there have been no complaints in the year.

Donations

This year in terms of donation and legacies the College received £27k (2019: £30k).

Reserves

Policy

The College Reserve Policy (last updated in October 2019) sets a target based upon a combination of the costs of the two most financially impactful risks crystallising at the same time. This policy was set mindful of the identified financial risks at that time, the sources of income and the fixed asset investments and liquid assets held.

Methodology

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 reserve target set at £1.9m

Reserves are unrestricted general funds which are represented by fixed asset investments and net current assets (note 18) and calculated at 30 June 2020 as:

Funds	Total £000's
Total Charity Funds	32,410
Less: Endowed Funds	(5,449)
Less: Restricted Funds	(1,493)
Less: Designated Funds (including fixed assets)	(18,765)
Total Unrestricted Reserves	6,703

Asset Usage Reclassification and Impact

Included within the College's unrestricted general funds are the College mixed pool investments held by our investment managers and the College's investment property.

The investment property has been valued by a suitably qualified chartered surveyor. This value is carried at fair value on the balance sheet and is accounted for as an investment property. A portion of the investment property is used for charitable purposes and is included within the tangible fixed assets of the College, and therefore excluded from the total unrestricted reserves.

Level of Reserves

The level of reserves at 30 June 2020 was £6.7m. This exceeds the target of £1.9m.

The College holds this unrestricted reserve in both liquid cash and cash equivalents and an illiquid investment property.

Being mindful of our liquidity requirements and the need to release funds to deliver its charitable objects the trustees will in the medium term review if we need to retain the investment property

Designated Funds

A designated fund is a 'ring fencing' by the trustees of existing unrestricted funds for a particular project or use by the College. The College has designated funds for improvement of the estate and IT amongst others. See Note 21 for further details on these funds.

Investment policy and performance

The College's investment policy is to maintain a balance between income and capital growth and accepts that there are performance and market risks associated with this policy.

The College has previously committed to not invest in tobacco producing companies. During 2019-20, we also made a commitment to disinvest from fossil fuel providers within two years if we are not satisfied that they have aligned their business model to the Paris Agreement.

The College's investments are held in charity only pooled equity funds invested in Newton, CCLA and Mayfair Capital. All three funds are signatories to the UN's Principles for Responsible Investment.

The College's investment total return target for 2019-20 was 5.6%. Our three investments returned 7.3%, -0.9% and -2.2% respectively. The significant economic market correction caused by COVID-19 and the continued downward pressure on property prices has impacted on all College investments. These returns compare favourably with other types of investments and industry benchmarks. The significant falls in March have been mostly reversed by year end with one investment manager posting an unrealised gain for our investment by year end.

Due to the high value of investments held the Finance and Resources Board have convened an investment committee to oversee these holdings. Meeting twice a year, the membership of this committee is comprised of both trustees (including a Vice President, the Chair of the Finance and Resources Board and a lay Trustee with finance experience) and senior College staff.

For future periods

The College continues to invest in and develop technology projects for launch in 2020-21, including:

- an ACSA portal through our website to enhance the current experience and to encourage new members to join
- a new CRM system that will allow us to better understand and interact with our membership, other individuals and organisations
- an examination management system to robustly support exam delivery at the College
- the Faculties' adoption of the College lifelong learning platform

We will continue to increase the number of fully on-line courses and events we run to mitigate against any further COVID-19 disruption. At the same time we will be looking to develop hybrid events that incorporate online and face-to-face elements.

As with events, we will be planning and delivering examinations across the College and Faculties virtually, or if face to face in a socially distanced manner.

We intend to review our governance arrangements next year to ensure that they remain fit for purpose, with any recommendations to an Annual General Meeting as appropriate.

The College will support trainees and trainers through an educational programme to ensure that the new training curriculum and assessment strategy are fully understood by RCoA members, and trainers are confident in the delivery of the new training programme. This will include the development of online guides for trainees and trainers.

We will also undertake a comprehensive review of the curriculum for Anaesthesia Associates (AAs) to ensure alignment to the regulator's standards. It is planned that we will establish a Faculty of AAs, aligned to RCoA governance structures.

Once approval is given by the AGM, we intend to launch an International Membership category to allow anaesthetists and anaesthesiologists to attain affiliate membership of the College, allowing bilateral communication and sharing of ideas to improve global anaesthetic practice.

By order of the Trustees



Mr Jonathan Brün
Chief Executive

14 October 2020

Independent Auditor's Report to the Trustees of the Royal College of Anaesthetists

Opinion

We have audited the financial statements of Royal College of Anaesthetics for the year ended 30 June 2020 which comprise Consolidated Statement of Financial Activities, the Consolidated and College Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 June 2020 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; 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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement page 16 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011, and section 44(1)(c) of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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.

Crowe U.K. LLP

Crowe U.K. LLP
Statutory Auditor
London

Date: 18 November 2020

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

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 30 JUNE 2020

	Note	Unrestricted Funds £000's	Endowed Funds £000's	Restricted Funds £000's	Total Funds 2020 £000's	Total Funds 2019 £000's
Income From:						
Charitable Activities						
College Subscriptions		5,683	0	0	5,683	5,394
College Examination Fees		1,496	0	0	1,496	1,899
College Courses and Conference Fees		593	0	0	593	1,064
Other Education, Training and Examination		140	0	0	140	825
Clinical Quality and Research		334	0	0	334	230
Faculty of Intensive Care Medicine		865	0	0	865	1,043
Faculty of Pain Medicine		180	0	0	180	356
Project Income		377	0	0	377	536
Donations and Legacies		27	0	0	27	30
Trading Activities		531	0	0	531	1,291
Investments	6	489	0	155	644	612
Other	8	161	0	0	161	165
Total		10,876	0	155	11,031	13,445
Expenditure on:						
Charitable Activities						
Communications and External Affairs		2,505	0	0	2,505	2,456
Clinical Quality and Research		2,045	0	142	2,187	2,059
Education Training and Examinations		4,741	0	19	4,760	5,150
Faculty of Intensive Care Medicine		886	0	0	886	924
Faculty of Pain Medicine		389	0	0	389	412
Project Costs and Research Grants		377	0	0	377	537
Expenditure on Raising Funds						
Trading Activities		682	0	0	682	1,344
Fundraising		31	0	0	31	29
Other		132	0	0	132	18
Total	3	11,788	0	161	11,949	12,929
Net Operating Surplus		(912)	0	(6)	(918)	516
Gains / (Losses) on Investments		(339)	(318)	(56)	(713)	772
Net Movement In Funds		(1,251)	(318)	(62)	(1,631)	1,288
Total Funds Brought Forward 01 July 2019	11	26,719	5,767	1,555	34,041	32,753
Total Funds Carried Forward at 30 June 2020		25,468	5,449	1,493	32,410	34,041

The notes on pages 26-44 form part of these financial statements. All amounts relate to continuing activities.

CONSOLIDATED AND COLLEGE BALANCE SHEETS AS AT 30 JUNE 2020

	Note	CONSOLIDATED		COLLEGE	
		2020 £000's	2019 £000's	2020 £000's	2019 £000's
Fixed Assets:					
Tangible Assets	12	14,162	14,322	14,162	14,322
Intangible Fixed Assets	13	793	728	793	728
Investments	14	11,667	10,518	11,667	10,518
Investment Property	15	4,780	5,142	4,780	5,142
		31,402	30,710	31,402	30,710
Current Assets:					
Stocks		6	6	6	6
Debtors	16	640	964	688	960
Money Market Deposits		3,043	4,531	3,043	4,531
Cash at Bank		2,518	2,921	2,275	2,640
Total Current Assets		6,207	8,422	6,012	8,137
Liabilities:					
Amounts Falling Due Within One Year	17	5,199	5,091	5,004	4,806
Net Current Assets		1,008	3,331	1,008	3,331
Net Assets		32,410	34,041	32,410	34,041
The Funds of the Charity:					
Endowment Funds	19	5,449	5,767	5,449	5,767
Restricted Income Funds	20	1,493	1,555	1,493	1,555
Unrestricted – Designated Funds	21	18,765	19,640	18,765	19,640
Unrestricted – General Funds		6,703	7,079	6,703	7,079
Total Charity Funds		32,410	34,041	32,410	34,041

Approved by Board of Trustees and authorised for issue on 14 October 2020 and signed on their behalf by:

Dr R Mahajan



President and Treasurer

Dr L Williams



Finance and Resource Board Chair and Treasurer

The notes on pages 26-44 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2020

	2020 £000's	2019 £000's
Net Cash Provided by / (used in) Operating Activities (Note 1 below)	(734)	610
Net Cash Provided by / (used in) Investing Activities (Note 2 below)	331	(530)
Decrease in Cash and Cash Equivalents (note 3 below)	(403)	80
Cash and Cash Equivalents at 30 June 2019	2,921	2,841
Cash and Cash Equivalents at 30 June 2020	2,518	2,921

Notes to the Statement of Cash flows

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

	2020 £000s	2019 £000s
Net income / (expenditure) for the Reporting Period	(918)	516
Adjustment for:		
Depreciation Charges	396	369
Dividends, Interest and rents from Investments	(644)	(612)
(Increase) / Decrease in Stocks	0	3
(Increase) / Decrease in Debtors	324	91
Increase / (Decrease) in Creditors	108	243
Net Cash Provided by / (used in) Operating Activities	(734)	610

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

	2020 £000's	2019 £000's
Purchase of Property, Plant and Equipment	(314)	(760)
Disposal of Property, Plant and Equipment	13	0
Proceeds of Money Market Investments	1,488	(382)
Purchase of Fixed Asset Investments	(1,500)	0
Dividends, interest and rents from investments	644	612
Total of Net Cash Provided by / (used in) Investing Activities	331	(530)

3. Analysis of Cash and Cash Equivalents

	2020 £000's	2019 £000's	Change in Year
Cash at bank	2,518	2,921	(403)

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2020

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), the Charities Act 2011 and UK Generally Accepted Accounting Practice.

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

After making enquiries, through review of reserves held, review of long term cash flow projections, seeking and scenario planning for future year's income and expenditure the trustees have a reasonable expectation that the College has adequate resources to its activities for the foreseeable future. Accordingly, they 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 deficit of £918k (2019: £516k surplus) and its total income was £10,708k (2019: £12,446k).

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, as amended from time to time.

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 if the revision affects the current and future periods.

In the view of the trustees, the only material estimation made relates to the value of the investment property (see note 15). To ensure that the estimation is as accurate as possible a reputable chartered surveyor valued this property at the balance sheet date.

However, this valuation was prepared in a market which was facing considerable uncertainty due to COVID-19. As all sectors of the UK economy have been significantly impacted at the valuation date, the surveyor did

not consider they could rely upon previous comparable market evidence to fully inform opinions of value. Therefore the surveyor's valuation is reported on the basis of 'material valuation uncertainty' as per VPGA 10 of the RICS Valuation – Global Standards. Consequently, less certainty and a higher degree of caution should be attached to the valuation than would normally be the case.

Apart from this property, 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 3, within the College's direct charitable expenditure. This provides a fair comparison between income received for a strategic activities and their related expenditure.

Tangible and Intangible Fixed Assets

Tangible fixed assets held and used for the College's own activities or for administrative purposes costing more than £10,000 are capitalised and are reported in the balance sheet at cost less accumulated depreciation and any provisions for impairment. Intangible fixed assets costing more than £10,000 are capitalised and are held at cost less amortisation and any impairment provisions.

Depreciation and Amortisation

Depreciation and amortisation is charged on a straight line basis over the following periods as stated:

- freehold building – 100 years
- plant and machinery – 20 years
- computer equipment and software – 5 years
- furniture, fixtures and fittings – 4 years
- freehold land is not depreciated

Silver, 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 SOFA. The trustees are satisfied that there has been no such impairment in the current year.

Investments

Investment properties are reported in the balance sheet at their market values as assessed by an independent valuer at the Balance Sheet date. Securities and other investments are reported in the balance sheet at their published market values at the balance sheet date. Gains and losses on the values of all investments are recognised in the SOFA.

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, a multi-employer pension scheme. 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 19, 20 and 21.

Unrestricted funds are available for the general purposes of the College. Designated funds are unrestricted funds 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. TOTAL RESOURCES EXPENDED

	Staff Costs £000s	Other Costs £000's	Support Costs £000's	Restricted Fund Costs £000's	Total Costs 2020 £000's	Total Costs 2019 £000's
Communications & External Affairs	772	890	843	0	2,505	2,456
Clinical Quality & Research	848	665	532	142	2,187	2,059
Education, Training & Examinations	1,630	1,522	1,589	19	4,760	5,150
Faculty of Intensive Care Medicine	351	213	322	0	886	924
Faculty of Pain Medicine	159	79	151	0	389	412
Project Costs & Research Grants	165	212	0	0	377	537
Trading Subsidiary Expenditure	0	322	360	0	682	1,344
Fundraising	0	30	1	0	31	29
Other Expenditure	0	17	115	0	132	18
Support costs	1,710	2,203	(3,913)	0	0	0
Total resources expended	5,635	6,153	0	161	11,949	12,929

3a. Analysis of support costs

	Square Meterage £000's	Staffing Basis £000's	IT Usage £000's	Charitable Activity £000's	Allocated expenditure £000's
Allocation of support costs by:					
Communications & External Affairs	167	50	142	484	843
Clinical Quality & Research	169	65	151	147	532
Education, Training and Examinations	714	129	346	400	1,589
Faculty of Intensive Care Medicine	134	23	44	121	322
Faculty of Pain Medicine	62	15	36	38	151
Trading Company	336	0	0	24	360
Fundraising	1	0	0	0	1
Non charitable activities	113	0	0	2	115
Total Allocated Expenditure	1,696	282	719	1,216	3,913

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

3b. Remuneration

	2020 £000's	2019 £000's
Salaries and wages	4,469	4,191
Social security costs	499	468
Pension contributions	667	644
	5,635	5,303

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

	2020	2019
£150,000 to £159,000	0	1
£120,000 to £129,999	1	0
£110,000 to £119,999	0	1
£80,000 to £89,999	4	2
£70,000 to £79,999	1	2
£60,000 to £69,999	7	3

The remuneration of the Directors, being the key management was **£697k** (2019: £777k)

3c. Employee Headcount

Headcount of the average number of employees by function was:

	2020	2019
Communications and External Affairs	16	15
CQD and Research	21	18
Education, Training and Examinations	39	40
Faculty of Intensive Care Medicine	7	7
Faculty of Pain Medicine	5	4
Other Departments	31	31
	119	115

3d. Volunteers

	2020	2019
Trustees	29	29
Examiners	236	233
Regional Advisers	89	103
College and Faculty Tutors	567	729
College Assessors	239	240
Lecturers	608	999
ACSA and Invited Review Reviewers	81	95
Total Volunteer Numbers	1,849	2,428

There is no reliable measure for the value that our College volunteers provide. However without their contribution in the above areas the College could not deliver its objects or strategy. Volunteers receive no payment but are reimbursed for out of pocket expenses.

4. GOVERNANCE COSTS

	2020 £000's	2019 £000's
Allocation of Staff Costs	150	194
Legal Costs	15	8
External Audit fees	26	26
Allocation of trustees' Expenses	59	8
Total Governance Costs	250	236

Governance costs are contained within unrestricted expenditure on the SOFA and not shown separately.

4a. Related Party Transactions

The trustees received no remuneration in the current or previous year. They received **£114,462** (2019: £170,754) of travel, accommodation and subsistence expenditure was incurred for **29** trustees (2019: 29 trustees). Additionally two flats within the College's investment property are made available to the president and vice-presidents for overnight accommodation whilst on College business at no charge. The potential annual market rental for these flats is approximately £62,000.

Transactions with the trading subsidiary are disclosed in note 22.

There are no other related party transactions

5. OPERATING LEASES – CONSOLIDATED AND COLLEGE EXPENDITURE

	2020 £000's	2019 £000's
Amounts Payable within One Year	11	25
Amounts Payable within Two to Five Years	25	26
Amounts Payable over Five Years	0	0
Total Future Minimum Operating Lease Expenditure	36	51

6. INVESTMENT INCOME

	Unrestricted Funds £000's	Restricted Funds £000's	2020 £000's	2019 £000's
Investment Dividends	179	154	333	324
Money Market Deposit Interest	25	1	26	31
Investment Property	285	0	285	257
Total Investment Income	489	155	644	612

7. OPERATING LEASES – CONSOLIDATED AND COLLEGE INCOME

	2020 £000's	2019 £000's
Amounts Due within One Year	316	308
Amounts Due within One to Five Years	125	84
Amounts Due over Five Years	0	0
Total Future Minimum Operating Lease Income	441	392

8. OTHER INCOME

	2020 £000's	2019 £000's
Part rental of Churchill House by a third party	120	113
Sundry income	41	52
Total other income	161	165

9. TAXATION

No corporation tax is payable because the College is eligible for the tax exemptions available to charities and as all its income and gains are applied for charitable purposes.

10. PENSION COMMITMENTS

The RCoA participates in the Superannuation Arrangements of the University of London (SAUL), a centralised defined benefit scheme within the United Kingdom, being an independently-managed pension scheme 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 a Career Average Revalued Earnings (CARE) basis.

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 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.

Funding Policy

SAUL's statutory funding objective is to have sufficient and appropriate assets to meet the costs incurred by the Trustee in paying SAUL's benefits as they fall due (the 'Technical Provisions'). The Trustee adopts assumptions which, taken as a whole, are intended to be sufficiently prudent for pensions and benefits already in payment to continue to be paid and for the commitments which arise from Members' accrued pension rights to be met.

The Technical Provisions assumptions include appropriate margins to allow for the possibility of events turning out worse than expected. However, the funding method and assumptions do not completely remove the risk that the Technical Provisions could be insufficient to provide benefits in the future.

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 2017. 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 by the Trustee and employers in June 2018 and are due to be reviewed at SAUL's next formal valuation in 2020.

At the 31 March 2017 valuation SAUL was fully funded on its Technical Provisions basis so no deficit contributions were required. The Trustee and the Employers have agreed that the ongoing Employers' contributions will continue at a rate of 16% of CARE Salaries.

Accounting Policy

The RCoA is a Participating Employer in SAUL. The actuarial valuation applies to SAUL as a whole and does not identify surpluses or deficits applicable to individual employers. As a whole, the market value of SAUL's assets was £3,205 million representing 102% of the liabilities for benefits accrued up to 31 March 2017.

For each year between valuations, SAUL's actuaries carry out an unaudited interim valuation. At the 31 March 2019, they estimated SAUL's asset value at £3,622 million representing 103% of the liabilities.

It is not possible to identify an individual employer's share of the underlying assets and liabilities of SAUL. The College accounts for its participation in SAUL as if it were a defined contribution scheme and pension costs are based on the amounts actually paid (i.e. cash amounts) in accordance with FRS102 paragraphs 28.11.

As there was a Technical Provisions surplus at 31 March 2017 there is no defined benefit liability (i.e. the present value of any deficit contributions due to SAUL) to be recognised by the RCoA. Therefore the full value of the provision made in previous years have been fully written back.

11. STATEMENT OF FINANCIAL ACTIVITIES - FULL PRIOR YEAR COMPARISON FOR THE YEAR ENDED 30 JUNE 2019

	Unrestricted Funds £000's	Endowed Funds £000's	Restricted Funds £000's	Total Funds 2019 £000's
Income From:				
Charitable Activities				
College Subscriptions	5,394	0	0	5,394
College Examination Fees	1,899	0	0	1,899
College Courses and Conferences Fees	1,064	0	0	1,064
Other Education, Training and Examination Income	825	0	0	825
Clinical Quality and Research	230	0	0	230
Faculty of Pain Medicine	356	0	0	356
Faculty of Intensive Care Medicine	1,043	0	0	1,043
Project Income	536	0	0	536
Donations and Legacies	30	0	0	30
Trading Activities	1,291	0	0	1,291
Investments	419	0	193	612
Other	165	0	0	165
Total	13,252	0	193	13,445
Expenditure on:				
Charitable Activities				
Communications and External Affairs	2,456	0	0	2,456
Clinical Quality and Research	1,925	0	134	2,059
Education, Training and Examinations	5,123	0	27	5,150
Faculty of Pain Medicine	412	0	0	412
Faculty of Intensive Care Medicine	924	0	0	924
Project Costs and Research Grants	537	0	0	537
Raising Funds				
Trading Activities	1,344	0	0	1,344
Fundraising	29	0	0	29
Other	18	0	0	18
Total	12,768	0	161	12,929
Net Operating Surplus / (Deficit)	484	0	32	516
Gains / (Losses) on Investments	310	434	28	772
Transfer between funds	459	(1,082)	623	0
Net Movement In Funds	1,253	(648)	683	1,288
Total Funds Brought Forward 01 July 2018	25,466	6,415	872	32,753
Total Funds Carried Forward at 30 June 2019	26,719	5,767	1,555	34,041

12. FIXED ASSETS: TANGIBLE ASSETS - CONSOLIDATED AND COLLEGE

	Freehold Land and Buildings £000's	Computer Equipment £000's	Fixtures and Fittings £000's	Plant and Equipment £000's	Silver and Paintings £000's	Total £000's
At Cost						
At 1 July 2019	15,183	162	407	1,486	25	17,263
Additions	0	0	37	0	0	37
Disposals	0	0	0	0	0	0
At 30 June 2020	15,183	162	444	1,486	25	17,300
Less Depreciation						
At 1 July 2019	1,431	162	378	970	0	2,941
Charge for Year	108	0	15	74	0	197
Disposals	0	0	0	0	0	0
At 30 June 2020	1,539	162	393	1,044	0	3,138
Net book value						
At 30 June 2019	13,752	0	29	516	25	14,322
At 30 June 2020	13,644	0	51	442	25	14,162

13. INTANGIBLE FIXED ASSETS – CONSOLIDATED AND COLLEGE

	Software £000's	Total £000's
At Cost		
At 1 July 2019	1,101	1,101
Additions	277	277
Disposals	(16)	(16)
At 30 June 2020	1,362	1,362
Less Amortisation		
At 1 July 2019	373	373
Charge for Year	199	199
Disposals	(3)	(3)
At 30 June 2020	569	569
Net book value		
At 30 June 2019	728	728
At 30 June 2020	793	793

14. FIXED ASSET INVESTMENTS – CONSOLIDATED AND COLLEGE

	2020 £000's	2019 £000's
Opening Market Value	10,518	9,847
Additions at Cost	1,500	0
Disposal at Cost	0	0
Net Investment Gains / (Losses)	(351)	671
Closing market value	11,667	10,518

The College investments are held by three investment managers. Two are held in charitable mixed pool investment products that invest in equities, fixed interest, property and other investment classes. The third investment is made in a charitable property fund.

15. INVESTMENT PROPERTY – CONSOLIDATED AND COLLEGE

	2020 £000's	2019 £000's
Opening Fair Value	5,142	4,500
Recognition at Cost	0	540
Disposal at Cost	0	0
Net Investment Gains	(362)	102
	4,780	5,142

The investment property was valued by Charlotte Meyer, a suitably qualified independent surveyor, working for Daniel Watney LLP, with a valuation date of 30 June 2020. In applying the Royal Institute of Chartered Surveyors (RICS) Valuation Global Standards 2020 ('Red Book'), the valuer has declared a 'material valuation uncertainty' in the valuation report. This is on the basis of uncertainties in markets caused by COVID-19. The values in the report have been used to inform the measurement of property assets at valuation in these financial statements. With the valuer having declared this material valuation uncertainty, the valuer has continued to exercise professional judgement in providing the valuation and this remains the best information available to the College. There are no restrictions on realisability of the investment property and there are no contractual obligations on the College.

16. DEBTORS

	Consolidated		College	
	2020 £000's	2019 £000's	2020 £000's	2019 £000's
Other Debtors	360	506	313	412
Taxes and Social Security Costs	0	0	0	0
Prepayments and Accrued Income	280	458	277	373
Gift Aid due from RCoA Trading Limited	0	0	98	175
Total Debtors	640	964	688	960

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Consolidated		College	
	2020 £000's	2019 £000's	2020 £000's	2019 £000's
Trade Creditors	186	272	186	264
Other Creditors	198	141	198	141
Deferred Income	3,842	3,646	3,661	3,393
Accrued Expenses	769	884	765	871
Taxes and Social Security Costs	204	148	194	137
Total Creditors	5,199	5,091	5,004	4,806

Deferred Income Reconciliation

Opening Balance	3,646	3,490	3,392	3,250
Received in year	4,083	3,930	3,903	3,676
Released to the Statement of Financial Activities	(3,887)	(3,774)	(3,634)	(3,533)
Total Deferred Income	3,842	3,646	3,661	3,393

Deferred income is made up of subscription, exam, event and project income relating to a future financial period. Subscription income is deferred to match the related period of membership. Exam and event income is deferred and recognised in the period in which the event occurs. Project and Research Grant funding 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.

18. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

Fund balances at 30 June 2020 are represented by:

	Tangible Fixed Assets £000's	Fixed Asset Investments £000's	Net Current Assets £000's	Total £000's
Endowed	0	5,449	0	5,449
Restricted	0	962	531	1,493
Unrestricted – Designated	14,955	3,810	0	18,765
Unrestricted – General	0	6,226	477	6,703
Group Net Assets	14,955	16,447	1,008	32,410

Please see reserves notes in the financial review for further details

19. (A) ENDOWED FUNDS – CONSOLIDATED AND COLLEGE

	Balance	Resource Movement:		Balance
	01-Jul-2019 £000's	Incoming £000's	Unrealised (losses) £000's	30-Jun-2020 £000's
BOC Chair of Anaesthesia Fund	4,126	0	(226)	3,900
Stanley Rowbotham Fund	1,130	0	(63)	1,067
Foundation Fund	101	0	(5)	96
Bernard Johnson Memorial Fund	94	0	(5)	89
Samuel Thompson Rowling Fund	87	0	(5)	82
Ethics and Law Fund	87	0	(5)	82
Other Endowments	142	0	(9)	133
	5,767	0	(318)	5,449

(B) ENDOWED FUNDS – CONSOLIDATED AND COLLEGE PRIOR YEAR COMPARISON

	Balance	Resource Movement:			Balance
	01-Jul-2018 £000's	Incoming £000's	Transfers £000's	Unrealised Gains £000's	30-Jun-2019 £000's
BOC Chair of Anaesthesia Fund	4,465	0	(640)	301	4,126
Stanley Rowbotham Fund	1,057	0	0	73	1,130
Sargant Fund	414	0	(442)	28	0
Foundation Fund	95	0	0	6	101
Bernard Johnson Memorial Fund	88	0	0	6	94
Samuel Thompson Rowling Fund	82	0	0	5	87
Ethics and Law Fund	82	0	0	5	87
Other Endowments	132	0	0	10	142
	6,415	0	(1,082)	434	5,767

All College endowments are permanently endowed.

The BOC Chair of Anaesthesia Fund

The British Oxygen Company (BOC) Chair of Anaesthesia Fund comprises the endowment of a research fellowship in an anaesthetic research department 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.

The Stanley Rowbotham Fund

This fund was established in 2007 to be used for research or educational scholarships in anaesthetics.

Foundation Fund

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

Bernard Johnson Memorial Fund

This fund was established in 1960 to provide an endowment for the faculty adviser in postgraduate studies.

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 provide for a regular annual lecture 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.

There were no transfers between funds in year.

20. (A) RESTRICTED FUNDS – CONSOLIDATED AND COLLEGE

	Balance 01-Jul-2019 £000's	Incoming £000's	Resource Movement: Unrealised Gains / (Losses) £000's	Outgoings £000's	Balance 30-Jun-2020 £000's
BOC Fund	1,343	117	(56)	(107)	1,297
Rank Fund	43	0	0	0	43
Bernard Johnson Fund	26	2	0	0	28
Stanley Rowbotham Fund	25	26	0	(17)	34
Belfast Fund	23	0	0	(1)	22
Other Restricted Funds	95	10	0	(36)	69
	1,555	155	(56)	(161)	1,493

(B) RESTRICTED FUNDS – CONSOLIDATED AND COLLEGE PRIOR YEAR COMPARISON

	Balance 01-Jul-2018 £000's	Incoming £000's	Resource Movement: Unrealised Gains £000's	Transfers £000's	Outgoings £000's	Balance 30-Jun-2019 £000's
BOC Fund	632	146	28	640	(103)	1,343
Rank Educational Fund	43	0	0	0	0	43
Ernest Leach Research Fund	70	0	0	0	(31)	39
Bernard Johnson Fund	23	3	0	0	0	26
Stanley Rowbotham Fund	13	32	0	0	(20)	25
Belfast Fund	23	0	0	0	0	23
Other Restricted Funds	68	12	0	(17)	(7)	56
	872	193	25	623	(161)	1,555

The majority of restricted funds represent income earned on the endowed funds (see Note 19). The remaining restricted funds are as follows:

Ernest Leach Research Fund

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

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.

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.

There were no transfers between funds in year.

21. DESIGNATED FUNDS

	Balance 01-Jul-2019 £000's	Income £000's	Transfers £000's	Outgoing £'000s	Balance 30-Jun-2020 £000's
Premises Development	1,788	0	0	(401)	1,387
RCoA Research	562	0	0	(107)	455
Technology Strategy Programme	1,089	0	(859)	(230)	0
Technology Development Fund	123	0	999	(11)	1,111
Fundraising	4	0	155	(31)	128
Backfill Fund	50	0	0	0	50
NHS Working	974	0	0	(295)	679
Fixed Asset Designation	15,050	0	0	(95)	14,955
	19,640	0	295	(1,170)	18,765

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' at 30 June 2020 was £18,765k including £3,810k (2019: £4,590k) for future expenditure. The transfers into, income received and expenditure for each individual fund for the year are shown above.

The Board of Trustees approve all designations of unrestricted funds following a recommendation from the Finance and Resource Board, so that all trustees have oversight of these designations.

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 office accommodation and lower floors of Churchill House to improve the facility for events, exams and other parties using the building. This fund is anticipated to be utilised over the life of the current College Strategy to 2021.

RCoA Research

The fund was established in 2013 to enable the College to set aside funds to undertake research projects such as NAPs and SNAPs and for funding fellowships as the opportunity arises over the life cycle of the current College strategy. It is anticipated that this fund will be fully utilised by 2022.

Technology Strategy Programme (TSP)

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. The project ended in December 2019. The balance of this fund upon completion of the TSP is transferred to the Technology Development Fund.

Technology Development Fund

The College recognises that following the conclusion of the TSP it has to continue to embed, sustain and continue to enhance the College's IT infrastructure. This will require additional funds. However, as these funding needs are not linked to financial years the College has created a designated fund to resource these developments as and when these are required.

Fundraising

This fund was created in 2017-18 to designate seed funding to develop a fundraising strategy for the College. This fund has been created from the funds received from the substantial donation received in year. The monies have been spent in year with the College having commissioned and received reports from two fundraising agencies. The work of creating, embedding and operationalising fundraising in the College continues. So for 2020-21 the College has designated £155k of further funds for this purpose.

Backfill Fund

This fund is to support any costs the College may incur for backfill arrangements with senior officers' employing organisations. The Council approved these funding arrangements, in March 2019, with a proviso that would only allow access to the fund if all other options and dialogue had been exhausted with the officer's employer. The College has created a designated fund instead of an operational budget as it is not currently anticipated that this fund will be utilised for each senior College officer.

NHS Working

The College wants to develop core products around e-Learning products and other return to anaesthesia training activities. The College has set aside a fund to support the development of these products and activities that it anticipates using within the next two years.

Fixed Asset Designation

The trustees recognising the need for clarity in the accounts, so designate all tangible and intangible assets in use at year end so that the user of the accounts can see at a glance the College's free unrestricted reserve (see note 18). The reserves policy of the College sets a target of holding funds that would allow the College to meet the additional costs of the two most significant financial risks that the College recognises on its risk register happening at the same time.

22. RCoA TRADING LIMITED

RCoA Trading Limited (Company No: 02415020) is a wholly owned subsidiary of the College. In the Consolidated SOFA, the income of RCoA Trading Limited was **£531,441** (2019: £1,290,572) and is included on the consolidated SOFA as 'Trading Activities', with expenditure adjusted for inter-company items including the management charge. The College charged the trading company **£111,330** in management charges for staffing provided and facilities costs for use of the RCoA estate. The College's investment in RCoA Trading Limited is **£2** consisting of two £1 Ordinary Shares.

Statement of Income and Retained Earnings

	2020 £000s	2019 £000s
Turnover	531	1,291
Operating Expenses	(433)	(1,076)
Operating Profit	98	215
Taxation	0	0
Profit After Taxation	98	215
Retained Earnings at Start of Period	0	0
Gift Aid payments to Royal College of Anaesthetists	(98)	(215)
	0	0

Balance Sheet

	2020 £000s	2019 £000s
Debtors	53	179
Cash at Bank and in Hand	243	282
	296	461
Creditors	(296)	(461)
Total Funds	0	0

Capital and Reserves

	2020 £s	2019 £s
Called-up Share Capital	2	2
Profit and Loss Account	0	0
Total Shareholder Funds	2	2

Legal and administrative details of the Charity, Trustees and Advisors

The College's Board of Trustees consists of 21 members elected by fellows and members to the College Council, up to a further five lay trustees appointed by the College Council and the two deans of the College Faculties.

Board of Trustees

President

Professor R Mahajan, Alfreton

Vice-Presidents

Professor M Grocott, New Milton; Dr F Donald, Bristol

Clinical Trustees

Dr W Harrop-Griffiths, Roehampton; Professor J Pandit, Buckingham; Dr E O'Sullivan, Booterstown, Republic of Ireland; Dr K Ramachandran, Birmingham; Professor J Hall, Cardiff; Dr C Carey, Haywards Heath; Dr R Perkins, Sale; Dr H Johannsson, London; Dr C Mallinson, London; Dr C Shannon, London; Dr M Forrest, Altrincham; Dr S Ramsay, Glasgow; Dr F Plaat, London; Dr M Swart, Torbay; Dr K May, Banbury; Dr L Williams, Chippenham; Dr J Strachan, Thame; Dr S Muldoon, London

Lay Trustees

Ms J Ingham, Redhill; Mr C Jones, Bath; Mr C Millar, Ilkley

Faculty Deans

Dr A Pittard, Wetherby; Dr J Hughes, Thirsk

Senior Management Team

Directors

Mr J Brūn, Chief Executive (from 02 January 2020)

Mr T Grinyer, Chief Executive (to 05 July 2019)

Ms S Drake, Deputy Chief Executive and Director of Clinical Quality and Research

Mr M Blaney, Finance and Resources Director

Mr R Ampofo, Director of Education, Training and Examinations

Ms K Stillman, Director of Communications and External Affairs

Mr A Woods, Technology Strategy Programme Director (to 19 June 2020)

Professional Advisors

External Audit

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London

EC4Y 8EH

Solicitors

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Bankers

Royal Bank of Scotland

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