

# Trustees' Annual Report and Accounts

30 June 2019

## THE PUBLIC BENEFIT WE GIVE

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. This speciality training typically takes a minimum of seven years during which time the doctors have to be assessed annually as competent to progress to the next level and pass a series of professional exams which are set, administered and examined by the College. The College also sets the UK training curricula for anaesthesia, intensive care and pain medicine, which are approved by the General Medical Council (GMC). The College inputs into the competitive selection of doctors to these curricula, ensures that every hospital that has doctors in training has a designated College Tutor who provides support and guidance, oversees the assessment criteria, and maintains records of training, so that recommendations can be made to the GMC for competent trained doctors to be included on the Specialist Register.
- 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.
- setting standards. Anaesthetists are required to practise to high professional medical 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 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 require information relating to anaesthesia, critical care and pain medicine. The College by bringing together lay and medical people, produces information both in the form of patient information leaflets and other media which are made freely available to the public. The development of the Centre for Perioperative Care will add 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' anaesthetic 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. There are links in this review that will allow the reader to access further details on the work of the College.

## The College in numbers

**22,000**

fellows and members

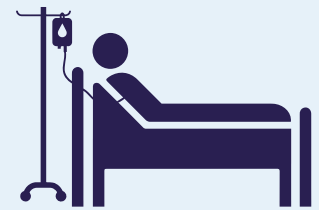


The RCoA, with our Faculties, is the third largest Medical Royal College by UK membership



**Anaesthesia**

is the single largest UK hospital speciality



**2 in 3 patients**

in hospital are cared for by an anaesthetist



Our Anaesthesia Clinical Services Accreditation supports quality improvement in hospitals across the UK, and is recognised by the Care Quality Commission and Healthcare Inspectorate Wales



**24/7 service**

delivered by our members in anaesthesia, critical care and pain medicine



30% of our membership received their primary medical qualification outside the UK



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



**185**

RCoA Perioperative Medicine Leads are based in hospitals across the UK

# The College in numbers



**18,544**  
College fellows and members

**3,335**  
FICM members

**709**  
FPM members



**5,878**  
delegates attended our events

**4,849**  
candidates attempted our FRCA exams



**345**  
recommendations made to the GMC for the award of a **Certificate of Completion of Training (CCT)**

**41**  
recommendations made to the GMC for the award of a **Certificate of Eligibility for Specialist Registration (CESR)**



**66%**  
of UK trusts/boards are actively engaged in the College's **Anaesthesia Clinical Services Accreditation (ACSA)** scheme

**379**  
requests have been received for **Advisory Appointments Committee (AAC)** Assessors



**2,428**  
members have volunteered



**1,200**  
events have been approved for **CPD accreditation**

## Education, Training & Examinations: Supporting anaesthetists throughout their career

### Education and Training

To support our membership's education and training the College continuously seeks to improve the products, services, content and processes in this area.

In August 2018, we launched our new lifelong platform that provides an integrated ePortfolio with logbook functionality supporting training in anaesthetics and the acute care common stem (ACCS) programme. Please see the section below on harnessing the power of technology for further details.

Our training department have worked throughout the year to develop the content of a new anaesthetic curriculum that will align to new regulatory standards. We have undertaken a busy programme of stakeholder activities to ensure that our curriculum remains fit for purpose and meets the requirements of the GMC as well as patients and the workforce. We will be submitting the proposed new curriculum to the GMC in the autumn of 2019.

Our international work this year has focussed on the College of Anaesthesiologists for East Central and Southern Africa (CANECISA) project, to aid the development of a regionally recognised curriculum and assessment system for an anaesthesiology postgraduate training programme, in these regions.

The College also launched its first simulation strategy to provide more guidance on the use of simulation to support education, training and the development of non-technical skills. The overall aim of this strategy is to advance patient safety, encouraging the sharing and development of resources that will allow anaesthetists to simulate complex work situations without the involvement of patients. This allows the clinician to develop skills and ways of working that can be deployed in the workplace when treating patients. We aim to encourage the NHS to view simulation as routine practice for our membership.

Our prestigious e-learning tool, e-Learning Anaesthesia, continues to be highly used, with a 17% increase on session launches year on year, to over 550,000 annually. We are constantly working to update the content, with 134 sessions updated this year. The RCoA video section of the website has been updated and hosts new video content which has been viewed over 5,000 times over the past year representing a greater than 200% increase in views.

We have run over 80 educational events during this year, with events across the UK including Liverpool, Leeds, Dundee and Cardiff. Delegate feedback from our programme is excellent with 88% of delegates achieving their learning outcomes and rating their attendance at 4.1 out of 5 in terms of value for money.

During this year we have worked hard to ensure gender balance in speakers at our educational events are representative of the specialty, increasing women speakers to 44% (2017: 36%).

At the end of 2018-19, we held Anaesthesia 2019, our second running of our new flagship meeting. This sold-out event was a resounding success. Offering world class educational content, it had an exciting programme of workshops, lectures and networking opportunities and was attended by over 400 delegates which included over 80 from overseas. We are looking forward to a bigger and better Anaesthesia 2020 in Manchester on 18-20 May 2020.

### Examinations

We are always looking to enhance the quality and reliability of our examinations. This year we have implemented improvements to the Final structured oral examination to ensure wider coverage of the syllabus, enabling us to undertake a fuller assessment of the candidates' knowledge and understanding as well as their theoretical application of this knowledge in clinical practice. Candidates are now assessed by a greater number of examiners thus reducing the potential for bias. Both examiners and candidates prefer the new structure.

The College will launch the first constructed response questions (CRQs) to the Final written exam in September 2019, having piloted them in 2018. Further details including the Chair's report and example CRQ questions are on [the website](#).

We are proud of these improvements but we have not progressed the development of computer-based testing in examinations as far as we would have liked due to workload issues, including supporting an increased number of examination candidates.

**A career in anaesthesia** continues to be a popular choice for junior doctors. Recruitment into anaesthetics reflects this and we saw an improved position from 2018. The fill rates across the UK were 100% for core training and 97.5% for specialty training. Our work in developing career resources such as that of a short film where six anaesthetists share their personal experiences and views on their career in anaesthesia so far, championing / promoting the specialty and continually improving the training process all contribute to a thriving profession.

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

### Clinical Quality

Our Anaesthesia Clinical Services Accreditation (ACSA) scheme has further increased penetration into NHS organisations, with 66% of Trusts / Boards now engaged (2018: 55%). 30 anaesthetic departments have gained the coveted accreditation status. During 2018-19 we saw the first independent sector hospital, Benenden, receive accreditation.

Homerton University Hospital NHS Foundation Trust was awarded ACSA accreditation in 2014, and were the first to re-accredit in 2018 as they continue to provide quality improvement and high standards of anaesthetic service. Other hospitals will join Homerton shortly in re-accrediting, demonstrating the commitment of NHS departments to retaining this important and valued accreditation.

All Guidelines for the Provision of Anaesthetic Services (GPAS) chapters that underpin ACSA adopted the NICE accredited development process in 2019.

We only undertook one Invited Review this year, which is significantly lower than in previous years. We are currently not able to support more than four Invited Reviews per year due to capacity constraints. However, due to the ACSA scheme, we have noticed that demand for this type of intervention has reduced. Despite this, we actively participated in other colleges' Invited Reviews when asked.

### Research

The first outputs from the Second Sprint National Anaesthesia Project: Epidemiology of Critical Care provision after Surgery (SNAP-2) were published in July 2018, including a paper on reasons for cancellation of surgery, which received the highest level of media interest and press coverage of any College research output.

In 2018, we also published the Fourth Patient Report of the National Emergency Laparotomy Audit (NELA), which presented the outcomes and care processes of approximately 24,000 patients who underwent emergency laparotomy (bowel surgery) between December 2016 and November 2017. The findings in the fourth report continue to be encouraging, with enhanced care of these patients leading to the national 30-day mortality rate decreasing from 11.8 per cent to 9.5 per cent over the last four years. This represents approximately an additional 700 lives saved in 2018 compared to 2013.

The Children's Acute Surgical Abdomen Programme (CASAP) "NELA for children" 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. Following a year of set up and obtaining regulatory approvals, CASAP will commence data collection in late 2019 with a view to publishing academic outputs in 2020.

The College announced the topic for the National Audit Project (NAP7) as perioperative cardiac arrest and have appointed a Clinical Lead. This will be the largest ever study of cardiac arrest occurring during general anaesthesia and surgery.

The Perioperative Quality Improvement Programme (PQIP) now has more than 100 hospitals enrolled and 20,000 patients recruited. The data shared under this programme is intended to support healthcare teams and hospital management to improve the quality of patient care delivered.

The UK Perioperative Medicine Clinical Trials Network (POM CTN) now has more than 300 investigators, has run its first Education Day, and is developing four CTN-led clinical trial proposals.

Unfortunately, we did not implement the Front of Neck Access registry this year as planned. This was due to not being able to source a cost-effective supplier who could provide a single and unified solution to collecting audit, research and registries data. While this caused a significant delay, it has enabled us to reassess our requirements and approach to procuring future IT solutions and we have now narrowed our options to look for a supplier who can support our requirements on a project by project basis

### Centre for Perioperative Care

We launched the Centre for Perioperative Care (CPOC), at Anaesthesia 2019 in May 2019.

CPOC will facilitate closer and more effective cross-college and cross-organisation working for the benefit of patients. CPOC will build on the large amount of work already undertaken by our Perioperative Medicine work streams and the Perioperative Quality Improvement Programme. It will focus on standard setting, training curricula, professional education, quality improvement, research, and policy development in relation to perioperative care.

Working with key partners, the Royal College of Surgeons, the Royal College of Physicians, the Royal College of General Practitioners, the Royal College of Nursing and the Association of Anaesthetists, CPOC will provide us with increased opportunities to direct and deliver optimal and excellent patient care through the whole surgical pathway.

The initial work has concentrated on the delivery of the structure and process of the Centre, including the governance and leadership arrangements. We have appointed a Director of CPOC and a Fellow. Following the July Board in 2019, we will define the scope of the relationships with our key partner colleges/specialties and agree first year deliverables.

As part of our collaborative work in perioperative care, the RCoA worked with Macmillan Cancer Support and the National Institute for Health Research (NIHR) on a report *Prehabilitation for People with Cancer*, published in July 2019. The report calls for changes to the delivery of cancer care across the UK, with a greater focus on prehabilitation including nutrition, physical activity and psychological support.

## Communication & External Affairs: Promoting anaesthesia by engaging members and informing the public

This area of strategic work for the College deals with how we interact with our members, stakeholders and the general public 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 22,588. When we launched our current strategic plan in 2016 we had 20,165 members, and have added 636 in the last year alone.

Following our 2018 membership survey, the College has developed action plans to better meet the needs they identified. An example of this is that we have launched a less-than-full-time membership rate, which is helping to better support the wide spectrum of contracts and working patterns of our members.

We are currently working on a new website that will make it easier for the membership to interact with the College, and improve their access to information. We are looking to launch this in the autumn of 2019, and it will include new features such as single sign-on and a members' portal. Whilst working on this new website, we have continued to improve our current one and have installed Browsealoud, an assistive technology software that adds speech and reading tools, to make the website and online content more accessible to people with additional accessibility needs and those with mild visual impairments.

In October, we were pleased to hear the Secretary of State for Health and Social Care announce plans for the statutory regulation of Anaesthesia Associates (formerly Physicians Assistants (Anaesthesia)) following our sustained lobbying on this issue. Statutory regulation will provide the standardised framework of governance that will enable these healthcare professionals to make an even greater contribution to patient care under the supervision of a consultant anaesthetist. We have during our governance review acknowledged that this group of staff is likely to grow in future years and amended our Royal Charter to allow us to be the natural home for non-medical professionals practicing anaesthesia.

The College is supportive of the patients who receive care from of our members. This year we launched a number of new resources to ensure that patients and carers can continue to have access to a wide range of information about anaesthesia. This included: the [Fitter Better Sooner](#) toolkit to encourage patients to improve their health and activity levels before surgery; an infographic summarising the risks of anaesthesia for patients; and an easy read booklet to help patients and their carers understand what is involved in having an operation with anaesthesia.

We continue to have contact with key stakeholders in health care 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.

Over the year, it was difficult to recruit to and retain for the role of Press Officer. This did not stop the level of media engagement, which was high. We had 140 College mentions in a wide range of national and trade media, a large increase from the previous year's 40 mentions.

### Membership Engagement

Our 2018 membership survey, published in December 2018, showed that a clear majority of fellows and members rated the College as 'good' or 'very good' both as a membership organisation and for 'value for money'. Membership numbers over the period of the annual report grew to their highest so far, with the College representing a combined membership of almost 22,588 across the three specialties of anaesthesia, intensive care and pain medicine.



## Our Faculties

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

### Faculty of Pain Medicine

This year, we have created a credential for Pain Medicine. It is one of the first five medical credentials that the GMC will undertake a full review of, assessing it against the Framework for Regulated Credentials. This will allow formal recognition of a doctor's expertise in pain medicine and will be open to non-anaesthetists. We have also worked closely with the College training team as part of the CCT in Anaesthetics curriculum review to revise training outcomes in chronic and acute/inpatient pain management.

Of keen interest to FPM members is opioid management and the introduction of medical cannabis, so this year we have produced advisory statements for these including related media work. We have set up a cross-College group with the RCoA to review post-operative opioid prescribing and remain involved with a number of NHS groups reviewing both opioids and medical cannabis.

#### FPM: Improving Patient Care

We strive to develop services that meet patients' pain management needs. This year, we worked with colleagues from palliative care and oncology, to produce a *Framework for Pain Services for Cancer or Life Limiting Disease* – the first provision standards produced for this crucial networking point for multiple specialties. We also worked with the British Pain Society, to undertake a full review of the validity and use of pain outcome measures to better inform services about which measures to use.

### Faculty of Intensive Care Medicine

We have undertaken a number of projects related to external engagement with new and potential members. These include: the #DiscoverICM Twitter campaign; a number of careers e-resources including a full careers evening pack for local use; and a blog, Twitter account and recently launched Emerging Leadership Programme for Women in ICM.

In year, we have successfully remade the case for the specialty of Intensive Care Medicine with the GMC's Curriculum Oversight Group. The curriculum rewrite is now in its middle phase, with the Faculty consulting and in discussions with partner specialties. This work will continue into 2020.

Finally, we released in June 2019, the second edition of Guidelines for the Provision of Intensive Care Services (GPICS). This followed a two-year review and consultation, with this edition of the guidelines endorsed or supported by 28 medical or health bodies.

#### FICM: Critical Futures

The Critical Futures initiative, details of which can be found here [\[hyperlink\]](#) continues to address core issues of intensive care provision for the NHS and the practitioners. Two important projects in development this year are End of Life and Enhanced Care.

The End of Life Working Party ran a stakeholder workshop at the end of 2018 and released their best practice guidance for open consultation this summer, culminating in the successful Annual Meeting in June, *End of Life Matters*. We aim to publish *Care at the End of Life, a best practice framework*, in the autumn.

The Enhanced Care Group was formed during the year and undertook both a research review and research workshops to better understand existing services in this area. The group have now produced a first draft of their guidance, which they are exploring with the specialty's Clinical Reference Group for publication in early 2020.

## Harnessing the power of technology to support our membership, staff and wider anaesthesia

£2.4m has been designated to the College's Technology Strategy Programme (TSP).

The College through this programme initially:

- designed and implemented an operational and strategic governance model to ensure both large and small technology changes are done safely and to a plan
- created an 'enterprise architecture' which evaluated the College's current business processes, applications, data and supporting IT infrastructure, and proposed a new model capable of underpinning current and future strategic aims

During 2018-19, a wide range of changes have been made in this area to make our systems more secure, reliable and accessible. We have new back-ups, disaster recovery systems, servers, an upgraded network and improved cyber security measures and technology.

A big focus has been on our key internal management applications, including the finance and membership database. Both systems are being replaced with more modern, web accessible, cloud hosted solutions. These projects require a significant amount of planning, designing and testing that runs over more than one financial year. Staff time for this work competes with our business as usual activities. Therefore, the College has been flexible with their implementation date, with both these systems due to launch in 2019-20.

Our external focus has been our new website has been developed to offer a better online experience for members, a clean modern style overall and a stronger element on improving public awareness. Related to the website are new online tools for ACSA management and GPAS publication. This new website is due to launch in the autumn. As with the internal systems this project overlaps two financial years, with staff time required when not attending to business as usual activities. The new website goes live this autumn.

### Lifelong Learning

In August 2018, we launched our new lifelong platform that provides an integrated ePortfolio with logbook functionality supporting training in anaesthetics and the acute care common stem (ACCS) programme. This platform now has over 14,000 users and has had over three million interactions, over 850,000 logbook entries and over 300,000 assessments created within the first year. We are still working to improve it by introducing off-line logbook functionality and adding CPD functionality.

## GOVERNANCE, MANAGEMENT & 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 & 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 & Examinations, Clinical Quality & Research, Communications & External Affairs, and Finance & 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

Following the comprehensive governance review during 2017-2018, this year there have been fewer changes to College governance.

The two significant changes are:

- The extension of the voting rights of SAS grade Anaesthetists and Anaesthetists in Training so that they can participate in the consultant election process as well as for their specifically designated Council seats. The election in late 2019 will be the first election where they can exercise their right to vote in the consultant elections.
- That from the election in 2019 those elected to Council will not automatically become trustees of the College

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 2019-2020.

**Board of Trustees**

The College's Board of Trustees consists of 24 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.

**Election and Appointment of Trustees**

The twenty four elected trustees are filled by election from the fellows, members and trainees of the College in accordance with Ordinance 5.2 of the College's Charter and Ordinances. The election process is managed by the Electoral Reform Society.

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 College Trustees.

**Election to Board of Trustees & Council**

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

Elected:	Dr F Laat, London; Dr M Swart, Torquay; Dr S Muldoon, London
Re-elected:	None
Demitted:	Dr L Brennan, Cambridge; Professor M Mythen, London; Dr J Cheung, Mitcham

**Appointment of Lay Trustees to the Board of Trustees**

There were no changes during 2018-2019.

**Appointment of Faculty Deans to the Board of Trustees**

There were no changes during 2018-2019.

**Induction and Appraisal of New Trustees**

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

**Board of Trustee and Council Meetings 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. The Board of Trustees has the support of various boards and committees including:

- College Council
- Audit & Internal Affairs Committee
- Clinical Quality & Research Board
- Communications & External Affairs Board
- Education, Training & Examinations Board
- Finance & 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 & Resources Board and Audit & 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 & 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 and we are working to make this the case for all onsite contractors.

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.

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, by seeking ISO45001 accreditation. In terms of sustainability, environmental impact and procurement, we shall also be seeking ISO14001 accreditation.

## 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 & 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:

- 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 also better protect data with the new back up provision having gone live
- 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: Growing pressure to backfill senior officer roles for their time commitment to the College. Other Royal College 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.
- Finance: We are currently re-providing our ledger system, and are due to transition to it in autumn 2019. Without a smooth transition, our ability to collect subscriptions, pay suppliers and volunteers and then record this could be compromised. This transition is being managed by a dedicated project team who closely monitor the new supplier's performance.

**Statement of Trustees' Responsibilities**

The Trustees are responsible for preparing the Trustees' Annual Report & 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 set a break even budget this year to resource 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). With incoming resources of £13,445k (2018: £14,666k), this was below last year's income level but still above expectations. The College subscription and examination income continued to grow, with income from events reversing the previous years decline and increasing once again. The College did not anticipate the rapid reduction trading company activities for HEE. However, HEE then gave the College additional resource to continue developing the College specific eLearning products.

Expenditure of £12,929k was in line with expectations for unrestricted funds and designated funds in the College. The reduction in expenditure in the trading company relates to the reduction in activity it undertook on behalf of HEE.

There was also increased expenditure in designated funds on technology and estate projects with the College also continuing to use the restricted funds income on education and research work.

The overall position at year end was a surplus of £516k.

### Trading Activities

These activities have been carried out by the College's subsidiary RCoA Trading Limited. All profits, £215,002 (2018: £421,694), of this company are paid to the College through gift aid payment. There were two significant changes in year for the trading company. Firstly income from our tenants in the College's properties is now received directly by the College and recorded as part of the College's investment income. Secondly, the work stream from HEE for e-Learning for Healthcare has tapered off as they develop and change their business model for this area of work. These changes have led to a reduction in profits.

### Fundraising

The College had no fundraising activities requiring disclosure under S162A of the Charities Act 2011. Further to the donation by a generous benefactor the College in 2018 we are working with two fundraising agencies to develop a fundraising strategy for the College.

### Donations

Unlike last year there were no significant donations made to the College. This year in terms of donation and legacies the College received £30k (2018: £753k). Last year we received an unsolicited significant donation of £749k from the daughter of a past Dean of the Faculty of Anaesthesia at the Royal College of Surgeons.

### Reserves

#### Policy

The College Reserve Policy (last updated in October 2018) sets a target of three months of the College's annual unrestricted expenditure. This policy was set mindful of the identified financial risks, 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.

Reserves are unrestricted general funds which are represented by fixed asset investments and net current assets (note 15) and calculated at 30 June 2019 as:



<b>Funds</b>	<b>Total £000's</b>
Total Charity Funds	34,041
Less: Endowed Funds	(5,767)
Less: Restricted Funds	(1,555)
Less: Designated Funds	(4,590)
Less: Unrestricted Funds (tangible fixed assets)	(15,050)
Total Unrestricted Reserves	<b>7,079</b>

### Asset Usage Reclassification & Impact

Following a review of the College estate during 2018, a proportion of 34 Red Lion Square (a building the College owns) was reclassified as an investment property. During 2019, a further proportion of the building was also reclassified as an investment property due to a change in usage. The site 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. The College's fixed asset base has been reduced accordingly. The investment property is part of the College's unrestricted funds but not part of the asset base of the College required to deliver its charitable activities. Therefore the carrying value in the accounts forms part of the unrestricted general funds of the College.

### Level of Reserves

The level of reserves at 30 June 2019 was £7,079k, equivalent to 6.5 months unrestricted expenditure.

This exceeds the target of £3,192k being three month unrestricted expenditure target for 2018-19

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

Being mindful of the need to release funds to deliver its charitable objects the trustees will in the medium term review:

- retention of the investment property
- utilising the excess in reserve levels as part of the next strategy commencing in 2021

### 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 16 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 with some risk.

The College does not invest in tobacco producing companies.

The College's investments are held in charity only pooled equity funds invested in Newton, CCLA and Mayfair Capital. In year, following independent advice, for both liquid resource need and investment management consolidation, the College crystallised the investments held with Sarasin. All three funds are signatories to the UN's Principles for Responsible Investment.

The total return for the year to 30 June 2019 compares favourably with other types of investments and industry benchmarks.

Due to the high value of investments held the Finance & 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 & Resources Board and a lay Trustee with finance experience) as well as senior College staff.

## PLANS FOR FUTURE PERIODS

In achieving the strategic vision and charitable objects, we plan to complete the College's technology strategy programme including:

- externally facing systems such as a new website, an ACSA portal linked to the website, CPD functionality of the Life Long Learning system, computer based testing and electronic marking for examinations.
- internally a new finance ledger and customer relationship management (CRM) system.

This technology will assist the College in better communicating with its membership and other external users through the new the website and the CRM. The ACSA portal will enable a specific group of users to self-assess their departments against the standards. This will improve the user experience, as well as enabling the ACSA team to analyse data and trends. The new CPD functionality will benefit College members by allowing them to undertake real-time reflection against learning and activities and to link this either to skills or to GMC domains for appraisal and revalidation.

Membership Engagement's focus will be on growing the SAS membership and implementing an International Membership category with AGM approval.

Supporting anaesthetists throughout their career the training team will complete a two year project to comprehensively review the current curricula for submission to the GMC in 2020.

We will be taking another in-depth look at the size, structure and contributions of the workforce by conducting our 2020 workforce census. This work and report will produce the most comprehensive and contemporary dataset on the anaesthetic workforce and will provide a firm foundation for evidence-based workforce planning and investment.

Both faculties will review their educational and training activities, including e-Learning in the coming year.

Following the set up and regulatory approvals given during this year, our research team will commence data collection in late 2019 for the Children's Acute Surgical Abdomen Project (CASAP) with a view to publishing academic outputs in 2020.

**By order of the Trustees**



**Ms Sharon Drake**  
**Interim Chief Executive**

**16 October 2019**

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

### Opinion

We have audited the financial statements of The Royal College of Anaesthetists for the year ended 30 June 2019 which comprise the Consolidated Statement of Financial Activities, the Consolidated and College Balance Sheets, the Consolidated Statement of Cash Flows and the 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 group's and of the parent charity's affairs as at 30 June 2019 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006.

### 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 group 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 were:

- 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 group's or the parent charity'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 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 and proper accounting records have not been kept by the parent charity; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 14, the trustees 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 group's and the parent charity'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 charity 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 and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts 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](#). 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 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. 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: 25 October 2019

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 2019

	Note	Unrestricted Funds £000's	Endowed Funds £000's	Restricted Funds £000's	Total Funds 2019 £000's	Total Funds 2018 £000's
<b>Income From:</b>						
<b>Charitable Activities</b>						
College Subscriptions		5,394	0	0	5,394	5,170
College Examination Fees		1,899	0	0	1,899	1,823
College Courses and Conference Fees		1,064	0	0	1,064	957
Other Education, Training & Examination		825	0	0	825	309
Clinical Quality & Research		230	0	0	230	252
Faculty of Pain Medicine		356	0	0	356	216
Faculty of Intensive Care Medicine		1,043	0	0	1,043	826
Project Income		536	0	0	536	572
<b>Donations &amp; Legacies</b>		30	0	0	30	753
<b>Trading Activities</b>		1,291	0	0	1,291	3,486
<b>Investments</b>	4	419	0	193	612	281
<b>Other</b>	22	165	0	0	165	21
<b>Total</b>		<b>13,252</b>	<b>0</b>	<b>193</b>	<b>13,445</b>	<b>14,666</b>
<b>Expenditure on:</b>						
<b>Charitable Activities</b>						
Communications & External Affairs		2,456	0	0	2,456	2,382
Clinical Quality & Research		1,925	0	134	2,059	1,838
Education Training & Examinations		5,123	0	27	5,150	4,709
Faculty of Pain Medicine		412	0	0	412	372
Faculty of Intensive Care Medicine		924	0	0	924	740
Project Costs & Research Grants		537	0	0	537	740
<b>Expenditure on Raising Funds</b>						
Trading Activities		1,344	0	0	1,344	3,316
Fundraising		29	0	0	29	0
Other		18	0	0	18	0
<b>Total</b>	3	<b>12,768</b>	<b>0</b>	<b>161</b>	<b>12,929</b>	<b>14,097</b>
<b>Net Operating Surplus</b>		<b>484</b>	<b>0</b>	<b>32</b>	<b>516</b>	<b>569</b>
Gains / (Losses) on Investments		310	434	28	772	2,002
<b>Transfer between funds</b>	17/18	459	(1,082)	623	0	0
<b>Net Movement In Funds</b>		<b>1,253</b>	<b>(648)</b>	<b>683</b>	<b>1,288</b>	<b>2,571</b>
Total Funds Brought Forward 01 July 2018	6	25,466	6,415	872	32,753	30,182
<b>Total Funds Carried Forward at 30 June 2019</b>		<b>26,719</b>	<b>5,767</b>	<b>1,555</b>	<b>34,041</b>	<b>32,753</b>

The notes on pages 23-40 form part of these financial statements. All amounts relate to continuing activities.

## CONSOLIDATED AND COLLEGE BALANCE SHEETS AS AT 30 JUNE 2019

	Note	CONSOLIDATED		COLLEGE	
		2019 £000's	2018 £000's	2019 £000's	2018 £000's
<b>Fixed Assets:</b>					
Tangible Assets	7	14,322	14,992	14,322	14,992
Intangible Fixed Assets	8	728	208	728	208
Investments	9	10,518	9,847	10,518	9,847
Investment Property	10	5,142	4,500	5,142	4,500
		<b>30,710</b>	<b>29,547</b>	<b>30,710</b>	<b>29,547</b>
<b>Current Assets:</b>					
Stocks		6	10	6	10
Debtors	11	964	1,055	960	738
Money Market Deposits		4,531	4,148	4,531	4,148
Cash at Bank		2,921	2,841	2,640	2,832
<b>Total Current Assets</b>		<b>8,422</b>	<b>8,054</b>	<b>8,137</b>	<b>7,728</b>
<b>Liabilities:</b>					
Amounts Falling Due Within One Year	12	5,091	4,848	4,806	4,522
<b>Net Current Assets</b>		<b>3,331</b>	<b>3,206</b>	<b>3,331</b>	<b>3,206</b>
Provision for Liabilities & Charges	20	0	0	0	0
<b>Net Assets</b>		<b>34,041</b>	<b>32,753</b>	<b>34,041</b>	<b>32,753</b>
<b>The Funds of the Charity:</b>					
Endowment Funds	17	5,767	6,415	5,767	6,415
Restricted Income Funds	18	1,555	872	1,555	872
Unrestricted – Designated Funds	16	19,640	4,112	19,640	4,112
Unrestricted – General Funds		7,079	21,354	7,079	21,354
<b>Total Charity Funds</b>		<b>34,041</b>	<b>32,573</b>	<b>34,041</b>	<b>32,573</b>

Approved by Board of Trustees and authorised for issue on 16 October 2019 and signed on their behalf by:

Dr R Mahajan



President & Treasurer

Dr L Williams



Finance & Resource Board Chair and Treasurer

The notes on pages 23-40 form part of these financial statements.

## CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2019

	2019 £000's	2018 £000's
Net Cash Provided by / (used in) Operating Activities (Note 1 below)	610	(91)
Net Cash Provided by / (used in) Investing Activities (Note 2 below)	(530)	1,567
<b>Increase in Cash &amp; Cash Equivalents (note 3 below)</b>	<b>80</b>	1,476
<b>Cash &amp; Cash Equivalents at 30 June 2018</b>	<b>2,841</b>	<b>1,365</b>
<b>Cash &amp; Cash Equivalents at 30 June 2019</b>	<b>2,921</b>	<b>2,841</b>

### Notes to the Statement of Cash flows

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

	2019 £000s	2018 £000s
Net income / (expenditure) for the Reporting Period	516	569

#### Adjustments for:

##### Adjustments for:

Depreciation Charges	369	168
Dividends, Interest & rents from Investments	(612)	(281)
(Increase) / Decrease in Stocks	3	2
(Increase) / Decrease in Debtors	91	30
Increase / (Decrease) in Creditors	243	(506)
Increase / (Decrease) in Long Term Creditors	0	(73)
<b>Net Cash Provided by (used in) Operating Activities</b>	<b>610</b>	<b>(91)</b>

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

	2019 £000's	2018 £000's
Purchase of Property, Plant & Equipment	(760)	(114)
Proceeds of Money Market Investments	(382)	240
Proceeds from the Sale of Fixed Asset Investments	0	1,160
Dividends, interest & rents from investments	612	281
<b>Total of Net Cash Provided by / (used in) Investing Activities</b>	<b>(530)</b>	<b>1,567</b>

#### 3. Analysis of Cash and Cash Equivalents

	2019 £000's	2018 £000's	Change in Year
Cash at bank	2,921	2,841	80

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

### 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, the Trustees have a reasonable expectation that the College has adequate resources to continue 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 surplus of £516k (2018: £569k) and its total income was £12,446k (2018: £11,668k).

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 10). To ensure that the estimation is as accurate as possible a reputable chartered surveyor valued this property at the balance sheet date. 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 & 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 & 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
- furniture, fixtures and fittings – 4 years
- computer equipment and software – 3 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 & 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 16, 17 and 18.

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 £000's	Other Costs £000's	Support Costs £000's	Total Costs 2019 £000's	Total Costs 2018 £000's
Communications & External Affairs	716	885	855	2,456	2,382
Clinical Quality & Research	741	735	583	2,059	1,838
Education, Training & Examinations	1,508	1,831	1,811	5,150	4,680
Faculty of Pain Medicine	142	97	173	412	372
Faculty of Intensive Care Medicine	306	280	338	924	740
Project Costs and Research Grants	138	399	0	537	572
Trading subsidiary expenditure	0	999	345	1,344	3,316
Fundraising	0	29	0	29	0
Non charitable activities	0	16	2	18	0
Support costs	1,752	2,355	(4,107)	0	0
<b>Total resources expended</b>	<b>5,303</b>	<b>7,626</b>	<b>0</b>	<b>12,929</b>	13,900

#### Analysis of support costs

	Charitable Activities £000's	Staffing Basis £000's	Square metres £000's	IT Usage £000's	Allocated expenditure £000's
<b>Allocation of support costs by:</b>					
Communications & External Affairs	437	43	180	195	855
Clinical Quality & Research	143	54	179	207	583
Education, Training & Examinations	457	127	752	475	1,811
Faculty of Pain Medicine	38	23	62	50	173
Faculty of Intensive Care Medicine	124	13	140	61	338
Trading Company	25	0	320	0	345
Non charitable activities	2	0	0	0	2
<b>Total Allocated Expenditure</b>	<b>1,226</b>	<b>260</b>	<b>1,633</b>	<b>988</b>	<b>4,107</b>

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

	2019 £000's	2018 £000's
Salaries and wages	4,191	3,779
Social security costs	468	422
Pension contributions	644	496
	<b>5,303</b>	4,697

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

	2019	2018
£150,000 to £159,000	1	0
£140,000 to £149,999	0	1
£110,000 to £119,999	1	1
£80,000 to £89,999	2	2
£70,000 to £79,999	2	2
£60,000 to £69,999	3	2

The remuneration of the Directors, being the key management was **£777k** (2018: £735k)

**Headcount of the average number of employees by function was:**

	2019	2018
Communications & External Affairs	15	16
CQD & Research	18	16
Education, Training & Examinations	40	36
Faculty of Pain Medicine	4	4
Faculty of Intensive Care Medicine	7	6
Other Departments	31	26
	<b>115</b>	<b>104</b>

**3A. VOLUNTEERS**

	2019	2018
Trustees	29	29
Examiners	233	217
Regional Advisers	103	104
College and Faculty Tutors	729	719
College Assessors	240	256
Lecturers	999	914
ACSA and Invited Review Reviewers	95	88
<b>Total Volunteer Numbers</b>	<b>2,428</b>	<b>2,327</b>

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. INVESTMENT INCOME**

	Unrestricted Funds £000's	Restricted Funds £000's	2019 £000's	2018 £000's
Investment Dividends	133	191	324	264
Money Market Deposit Interest	29	2	31	17
Investment Property	257	0	257	0
<b>Total Investment Income</b>	<b>419</b>	<b>193</b>	<b>612</b>	<b>281</b>

**5. GOVERNANCE COSTS**

	2019 £000's	2018 £000's
Allocation of Staff Costs	194	169
Legal Costs	8	12
External Audit fees	26	25
Annual Report	0	2
Allocation of Trustees' Expenses	8	23
<b>Total Governance Costs</b>	<b>236</b>	<b>231</b>

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

## 5. (A) RELATED PARTY TRANSACTIONS

The Trustees received no remuneration in the current or previous year. They received **£170,754** (2018: £206,269) of travel, accommodation and subsistence expenditure was incurred for **29** Trustees (2018: 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 23.

There are no other related party transactions

## 6. STATEMENT OF FINANCIAL ACTIVITIES - FULL PRIOR YEAR COMPARISON FOR THE YEAR ENDED 30 JUNE 2018

	Unrestricted Funds £000's	Endowed Funds £000's	Restricted Funds £000's	Total Funds 2018 £000's
<b>Income From:</b>				
<b>Charitable Activities</b>				
College Subscriptions	5,170	0	0	<b>5,170</b>
College Examination Fees	1,823	0	0	<b>1,823</b>
College Courses and Conferences Fees	957	0	0	<b>957</b>
Other Education, Training & Examination Income	309	0	0	<b>309</b>
Clinical Quality & Research	252	0	0	<b>252</b>
Faculty of Pain Medicine	216	0	0	<b>216</b>
Faculty of Intensive Care Medicine	826	0	0	<b>826</b>
Project Income	572	0	0	<b>572</b>
<b>Donations &amp; Legacies</b>	753	0	0	<b>753</b>
<b>Trading Activities</b>	3,486	0	0	<b>3,486</b>
<b>Investments</b>	135	0	146	<b>281</b>
<b>Other</b>	16	0	5	<b>21</b>
<b>Total</b>	<b>14,515</b>	<b>0</b>	<b>151</b>	<b>14,666</b>
<b>Expenditure on:</b>				
<b>Charitable Activities</b>				
Communications & External Affairs	2,382	0	0	<b>2,382</b>
Clinical Quality & Research	1,838	0	0	<b>1,838</b>
Education, Training & Examinations	4,680	0	29	<b>4,709</b>
Faculty of Pain Medicine	372	0	0	<b>372</b>
Faculty of Intensive Care Medicine	740	0	0	<b>740</b>
Project Costs & Research Grants	572	0	168	<b>740</b>
<b>Trading Activities</b>	3,316	0	0	<b>3,316</b>
<b>Total</b>	<b>13,900</b>	<b>0</b>	<b>197</b>	<b>14,097</b>
<b>Net Operating Surplus / (Deficit)</b>	<b>615</b>	<b>0</b>	<b>(46)</b>	<b>569</b>
Gains / (Losses) on Investments	1,561	414	27	2,002
<b>Net Movement In Funds</b>	<b>2,176</b>	<b>414</b>	<b>(19)</b>	<b>2,571</b>
Total Funds Brought Forward 01 July 2017	23,290	6,001	891	30,182
<b>Total Funds Carried Forward at 30 June 2018</b>	<b>25,466</b>	<b>6,415</b>	<b>872</b>	<b>32,753</b>

**7. FIXED ASSETS: TANGIBLE ASSETS - CONSOLIDATED & COLLEGE**

	Freehold Land & Buildings £000's	Computer Equipment £000's	Fixtures & Fittings £000's	Plant & Equipment £000's	Silver & Paintings £000's	Total £000's
<b>Cost</b>						
At 1 July 2018	15,706	196	381	1,503	25	<b>17,811</b>
Additions	0	0	26	0	0	<b>26</b>
Transfers	(523)	0	0	(17)	0	<b>(540)</b>
Disposals	0	(34)	0	0	0	<b>(34)</b>
<b>At 30 June 2019</b>	<b>15,183</b>	<b>162</b>	<b>407</b>	<b>1,486</b>	<b>25</b>	<b>17,263</b>
<b>Accumulated Depreciation</b>						
At 1 July 2018	1,360	188	365	906	0	<b>2,819</b>
Charge for Year	110	8	13	75	0	<b>206</b>
Transfers	(39)	0	0	(11)	0	<b>(50)</b>
Disposals	0	(34)	0	0	0	<b>(34)</b>
<b>At 30 June 2019</b>	<b>1,431</b>	<b>162</b>	<b>378</b>	<b>970</b>	<b>0</b>	<b>2,941</b>
<b>Net book value</b>						
At 30 June 2018	14,346	8	16	597	25	<b>14,992</b>
<b>At 30 June 2019</b>	<b>13,752</b>	<b>0</b>	<b>29</b>	<b>516</b>	<b>25</b>	<b>14,322</b>

In 2018, the Trustees concluded that a significant proportion of 34 Red Lion Square was an investment property. Accordingly, in line with FRS102, the proportion of this property not in use by the College was transferred from the operational tangible fixed assets and was recorded on the balance sheet as a separate investment property asset at its estimated market value. Subsequently in 2019, a further part of 34 Red Lion Square was let on commercial terms to third party tenants, with no expectation that this space will return to use for the College's own activities. Therefore this additional proportion of 34 Red Lion Square is now treated as an investment property. The amount transferred and the revaluation of this to its market value is disclosed in note 10.

**8. INTANGIBLE FIXED ASSETS – CONSOLIDATED & COLLEGE**

	Software £000's	Total £000's
<b>Cost</b>		
At 1 July 2018	368	<b>368</b>
Additions	734	<b>734</b>
Disposals	(1)	<b>(1)</b>
<b>At 30 June 2019</b>	<b>1,101</b>	<b>1,101</b>
<b>Amortisation</b>		
At 1 July 2018	160	<b>160</b>
Charge for Year	214	<b>214</b>
Disposals	(1)	<b>(1)</b>
<b>At 30 June 2019</b>	<b>373</b>	<b>373</b>
<b>Net book value</b>		
At 30 June 2018	208	<b>208</b>
<b>At 30 June 2019</b>	<b>728</b>	<b>728</b>

**9. FIXED ASSET INVESTMENTS – CONSOLIDATED & COLLEGE**

	2019 £000's	2018 £000's
Opening Market Value	9,847	10,400
Additions at Cost	0	0
Disposal at Cost	0	(1,160)
Net Investment Gains / (Losses)	671	607
<b>Closing market value</b>	<b>10,518</b>	<b>9,847</b>

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.

**10. INVESTMENT PROPERTY – CONSOLIDATED & COLLEGE**

	2019 £000's	2018 £000's
Opening Fair Value	4,500	0
Recognition at Cost	540	3,106
Disposal at Cost	0	0
Net Investment Gains	102	1,394
<b>Closing Fair Value</b>	<b>5,142</b>	<b>4,500</b>

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 2019. There are no restrictions on realisability of the investment property and there are no contractual obligations on the College. See Note 7 for further details.

**11. DEBTORS**

	Consolidated		College	
	2019 £000's	2018 £000's	2019 £000's	2018 £000's
Other Debtors	506	620	412	245
Taxes & Social Security Costs	0	14	0	0
Prepayments & Accrued Income	458	421	373	386
Gift Aid due from RCoA Trading Limited	0	0	175	107
<b>Total Debtors</b>	<b>964</b>	<b>1,055</b>	<b>960</b>	<b>738</b>

**12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	Consolidated		College	
	2019 £000's	2018 £000's	2019 £000's	2018 £000's
Trade Creditors	272	248	264	216
Other Creditors	141	9	141	9
Deferred Income	3,646	3,490	3,393	3,250
Accrued Expenses	884	974	871	920
Taxes & Social Security Costs	148	127	137	127
<b>Total Creditors</b>	<b>5,091</b>	<b>4,848</b>	<b>4,806</b>	<b>4,522</b>

**Deferred Income Reconciliation**

Opening Balance	3,490	4,239	3,250	3,373
Released to the Statement of Financial Activities	(3,774)	(4,451)	(3,533)	(3,585)
Income Deferred in Year	3,930	3,702	3,676	3,462
<b>Total Deferred Income</b>	<b>3,646</b>	<b>3,490</b>	<b>3,393</b>	<b>3,250</b>

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.

**13. OPERATING LEASES – CONSOLIDATED & COLLEGE INCOME**

	2019 £000's	2018 £000's
Amounts Due within One Year	308	256
Amounts Due within One to Five Years	84	73
Amounts Due over Five Years	0	0
<b>Total Future Minimum Operating Lease Income</b>	<b>392</b>	<b>329</b>



**14. OPERATING LEASES – CONSOLIDATED & COLLEGE EXPENDITURE**

	2019 £000's	2018 £000's
Amounts Payable within One Year	25	31
Amounts Payable within Two to Five Years	26	28
Amounts Payable over Five Years	0	0
<b>Total Future Minimum Operating Lease Expenditure</b>	<b>51</b>	<b>59</b>

**15. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS**

Fund balances at 30 June 2019 are represented by:

	Tangible Fixed Assets £000's	Fixed Asset Investments £000's	Net Current Assets £000's	Total £000's
<b>Endowed</b>	0	5,767	0	<b>5,767</b>
<b>Restricted</b>	0	1,019	536	<b>1,555</b>
<b>Unrestricted – Designated</b>	15,050	3,732	858	<b>19,640</b>
<b>Unrestricted – General</b>	0	5,142	1,937	<b>7,079</b>
<b>Group Net Assets</b>	<b>15,050</b>	<b>15,650</b>	<b>3,331</b>	<b>34,041</b>

Please see reserves notes in the financial review for further details

**16. DESIGNATED FUNDS**

	Balance 01-Jul-2018 £000's	Income £000's	Transfers £000's	Outgoing £'000s	Balance 30-Jun-2019 £000's
Premises Development	2,106	0	0	(318)	1,788
RCoA Research	411	6	228	(83)	562
Technology Strategy Programme	1,575	0	0	(486)	1,089
Technology Development Fund	0	0	123	0	123
Fundraising	20	0	13	(29)	4
Backfill Fund	0	0	50	0	50
NHS Working	0	0	974	0	974
Fixed Asset Designation	0	0	15,050	0	15,050
	<b>4,112</b>	<b>6</b>	<b>16,438</b>	<b>(916)</b>	<b>19,640</b>

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 2019 was £19,640k including £4,590k (2018: £4,112k) for future expenditure. The transfers into, income received and expenditure for each individual fund for the year are shown above.

The policy for creating designated funds and for the transfer from unrestricted funds is that a recommendation to the Board of Trustees is made from the Finance & Resources Board thus ensuring that all Trustees oversee this process and approve transfers.

**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. Additional transfers were approved for a new Sprint National Audit Project (SNAP3) and to increase the funding for National Audit Project 7.

**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 is timetabled to run until December 2019.

**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.

### **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 will create 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 three years.

### **Fixed Asset Designation**

The trustees recognising the need for clarity in the accounts agreed from 2018-19 to designate all tangible and intangible assets in use at year end so that the user of the accounts can clearly and transparently see in these accounts (see note 15) the free reserve available to the College at year end.

**17. (A) ENDOWED FUNDS – CONSOLIDATED AND COLLEGE**

	Balance	Resource Movement:			Balance
	01-Jul-2018 £000's	Incoming £000's	Transfers £000's	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
	<b>6,415</b>	<b>0</b>	<b>(1,082)</b>	<b>434</b>	<b>5,767</b>

**(B) ENDOWED FUNDS – CONSOLIDATED & COLLEGE PRIOR YEAR COMPARISON**

	Balance	Resource		Balance
	01-Jul-2017 £000's	Incoming £000's	Gains £000's	30-Jun-2018 £000's
BOC Chair of Anaesthesia Fund	4,178	0	287	4,465
Stanley Rowbotham Fund	988	0	69	1,057
Sargant Fund	387	0	27	414
Foundation Fund	89	0	6	95
Bernard Johnson Memorial Fund	83	0	5	88
Samuel Thompson Rowling Fund	76	0	6	82
Ethics and Law Fund	76	0	6	82
Other Endowments	124	0	8	132
	<b>6,001</b>	<b>0</b>	<b>414</b>	<b>6,415</b>

All College endowments are permanently endowed.

**Fund Transfers**

During the year the College undertook a review of the fund status of all of its endowed and restricted funds. This review, identified that all the College endowed funds have been treated correctly reported apart from the Sargant Fund and elements of the BOC Chair of Anaesthesia Fund. Through additional information obtained by the College and it's legal representatives, it was identified that the Lucy Sargant donation carried no restriction and that this fund was therefore unrestricted. For the BOC Chair of Anaesthesia Fund the College identified that during the period 2008-2010 unspent income had been incorrectly added to the endowed fund instead of the restricted income fund. Transfers from these endowments to the relevant restricted and unrestricted funds have been made as shown above to reflect this additional information.

**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 education in anaesthetics as considered appropriate by the President and their advisers.

### **Sargant Fund**

This fund was established in 2005. The purpose of the fund is to be used for educational and research purposes and travel on College business on the decision of the President. This fund was transferred from endowed funds to unrestricted on the 30 June 2019 for the reasons noted above.

### **Foundation Fund**

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

### **Bernard Johnson Memorial Fund**

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

### **The Samuel Thompson Rowling Fund**

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

### **Ethics and Law Fund**

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

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

**18. (A) RESTRICTED FUNDS – CONSOLIDATED AND COLLEGE**

	Balance	Incoming	Gains	Resource Movement:		Balance
	01-Jul-2018			£000's	£000's	Transfers
	£000's	£000's	£000's	£000's	£000's	£000's
				(Note 17)		
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	28	623	(161)	1,555

**(B) RESTRICTED FUNDS – CONSOLIDATED & COLLEGE PRIOR YEAR COMPARISON**

	Balance	Incomin	Gains	Resource Movement:		Balance
	01-Jul-2017			g £000's	£000's	Outgoing
	£000's	£000's	£000's	£000's	£000's	£000's
The BOC Chair of Anaesthesia Fund	647	103	27	(145)		632
Ernest Leach Research Fund	89	0	0	(19)		70
Rank Educational Fund	44	0	0	(1)		43
Bernard Johnson Memorial Fund	21	2	0	0		23
Belfast Fund	25	0	0	(2)		23
Sargant Fund	13	9	0	(5)		17
Other Restricted Funds	52	36	0	(24)		64
	891	150	27	(196)		872

The majority of restricted funds represent income earned on the endowed funds (see Note 17). 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.

## 19. 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 £3,620 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 paragraphs 28.11 of FRS 102.

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 was written back in 2017-18 (see Note 20).

**20. PROVISIONS FOR LIABILITIES & CHARGES**

	2019 £000's	2018 £000's
Opening Balance	0	73
Paid in Year	0	(73)
Additions in Year	0	0
<b>Closing Balance</b>	<b>0</b>	<b>0</b>

Further detail regarding the use of the pension provision in the prior year is given in note 19.

**21. 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.

**22. OTHER INCOME**

	2019 £000's	2018 £000's
Part rental of Churchill House by a 3 <sup>rd</sup> party	113	0
Sundry income	52	21
<b>Closing Balance</b>	<b>165</b>	<b>21</b>



### 23. 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 **£1,290,572** (2018: £3,485,527) 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 **£76,590** 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 & Retained Earnings

	2019 £000s	2018 £000s
Turnover	1,291	3,486
Operating Expenses	(1,076)	(3,064)
Operating Profit	215	422
Taxation	0	0
Profit After Taxation	215	422
Retained Earnings at Start of Period	0	0
Gift Aid payments to Royal College of Anaesthetists	(215)	(422)
	<b>0</b>	<b>0</b>

#### Balance Sheet

	2019 £000s	2018 £000s
Debtors	179	424
Cash at Bank & in Hand	282	9
	461	433
Creditors	(461)	(433)
<b>Total Funds</b>	<b>0</b>	<b>0</b>

#### Capital & Reserves

	2019 £s	2018 £s
Called-up Share Capital	2	2
Profit & Loss Account	0	0
<b>Total Shareholder Funds</b>	<b>2</b>	<b>2</b>

## LEGAL & ADMINISTRATIVE DETAILS OF THE CHARITY, TRUSTEES & ADVISORS

The College's Board of Trustees consists of 24 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

Dr E Fazackerley, Lymm; Dr S Fletcher, Norwich

#### Consultants

(Elected for a term of six years with eligibility for re-election for a further term of four years)

Dr W Harrop-Griffiths, Roehampton; Professor J Pandit, Buckingham; Professor M Grocott, New Milton; Dr E O'Sullivan, Booterstown, Republic of Ireland; Dr D Bogod, Nottingham; Dr K Ramachandran, Birmingham; Dr F Donald, Bristol; 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 Laat, London; Dr M Swart, Torbay

#### Staff and Associate Specialists (SAS)

(Elected for a term of six years with eligibility for re-election for a further term of four years)

Dr K May, Banbury; Dr L Williams, Chippenham

#### Trainees

(Elected for a term of four years)

Dr J Strachan, Thame; Dr S Muldoon, London

#### Lay Trustees

(Appointed for an initial term of three years)

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

#### Faculty Deans

(Current Deans of the faculties)

Dr B Miller, Salford; Dr C Waldmann, Reading

## Senior Management Team

### Directors

Mr T Grinyer, Chief Executive  
Ms S Drake, Deputy Chief Executive & Director of Clinical Quality & Research  
Mr M Blaney, Finance & Resources Director  
Mr R Ampofo, Director of Education, Training & Examinations  
Ms K Stillman, Director of Communications & External Affairs  
Mr A Woods, Technology Strategy Programme Director

## Professional Advisors

### External Audit

Crowe U.K. LLP  
St Bride's House  
10 Salisbury Square  
London  
EC4Y 8EH

### Solicitors

EMW LLP  
1<sup>st</sup> Floor  
90 Chancery Lane  
London  
WC2A 1EU

### Bankers

Royal Bank of Scotland  
1<sup>st</sup> Floor Houblon House  
62-63 Threadneedle Street  
London  
EC2R 8HP

### Investment Managers

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

CCLA  
Senator House  
85 Queen Victoria Street  
London  
EC4V 4ET

### Registered Office Address

Churchill House  
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Information correct as at September 2019