



Charity Number: 299872
in England and Wales
SCO45652 in Scotland

The Royal College of Ophthalmologists

Report and financial statements
For the year ended 31 December 2020

The Royal College of Ophthalmologists

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For the year ended 31 December 2020

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The Royal College of Ophthalmologists

Report of the Trustees

For the year ended 31 December 2020

Charity number 299872 in England and Wales and SC045652 in Scotland

Registered office and operational address 18 Stephenson Way
London
NW1 2HD

Trustees The Trustees of the College who served during the year and up to the date of this report were as follows:

Mr MA Burdon	President – to 20 May 2020
Mr B Chang	President – from 21 May 2020
Mr DW Flanagan	Vice President
Mr N Wilson–Holt	Honorary Treasurer – to 7 July 2020*
Prof CSC Liu	Honorary Treasurer – from 19 November 2020
Mr M Gupta	Honorary Secretary
Miss M Corbett	Member Trustee – from 21 May 2020
Mr MSM Elalfy	Member Trustee
Mrs M Hingorani	Member Trustee – from 21 May 2020
Mr PN Hossain	Member Trustee
Dr V Kirthi	Member Trustee – to 20 November 2020
Dr S Mamtora	Member Trustee – from 23 November 2020
Miss AF Spencer	Member Trustee – to 20 May 2020
Mr RH Taylor	Member Trustee – to 20 May 2020
Mr GG Cropper	Lay Trustee – to 19 November 2020
Lord PA Hunt	Lay Trustee
Mr B Smith	Lay Trustee
Dr A Welchman	Lay Trustee – from 4 December 2020

Investment managers	Solicitors	Auditor
Juxon House 100 St Paul's Churchyard London EC4M 8BU	Camerons Solicitors LLP 70 Wimpole Street London W1G 8AX	Sayer Vincent LLP Chartered Accountants and Statutory Auditors Invicta House, 108–114 Golden Lane EC1Y 0TL

*Mr Wilson–Holt died in July 2020. He was greatly respected by clinicians, staff and patients; the Trustees pay tribute to his outstanding contribution as Honorary Treasurer.

Foreword from the Chief Executive

Anyone interested in the use of English will find much to consider in the analysis produced by Oxford Languages 2020 – Words of an unprecedented year. <https://languages.oup.com/word-of-the-year/2020/>

It concluded that this year “cannot be neatly accommodated in one single word”.

I disagree and my word of the year is Covid-19, first known to be used in February 2020 by the World Health Organisation. While this report is peppered with words that would have been unfamiliar in 2019, the coronavirus disease has dominated our thinking and our actions since March when we closed the College for an initial 30 days. The transition to working from home went remarkably smoothly and we quickly adapted to Zoom meetings and the need to unmute before speaking.

In the event we kept the College closed completely until September when we returned on specified days for core business purposes, mainly to run courses and for some exam admin. The building had been well maintained by the Facilities Manager and everything worked satisfactorily. The refurbishment of building opposite was largely completed in our absence, but the area remained dominated by HS2 preparations and was strangely empty.

Remote working brings challenges; while many enjoy the freedom from commuting and some reported in a staff survey enhanced feelings of wellbeing, there is the danger of social isolation. In response, the College increased its training opportunities and we have had a series of webinars on topics such as managing mental health, equality and diversity, privilege and unconscious bias, leavened by a smattering of quizzes, social gatherings and, on one of the hottest days of the year, a chocolate making session.

Early on in lockdown we set up the COVID-19 Action Team. It initially met daily to produce guidance and step in to resolve local problems. It now meets on a weekly basis and its focus is on restoring ophthalmology services. <https://www.rcophth.ac.uk/about/rcophth-guidance-on-restoring-ophthalmology-services/>

Of particular note, this year we have:

- Transformed the way written exams have been delivered. In a couple of years we have gone from a format that 19th century surgeons would recognise to computer-based exams taken at a place of the candidates choosing.
- Delivered the FRCOphth Part2 Oral using videos of patients rather than actual patients; trainees have appreciated the care this required from the Exams Team.
- Continued to run courses in the Skills Centre where we have been able to maintain social distancing (another 2020 word) and the feedback has been very positive.

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- Learned to run webinars, seminars, the AGM and committee meetings on-line. We had to cancel the Annual Congress planned for May 2020, which was a great shame, but we are making plans to come back stronger in 2021.
- Ramped up plans to start an AMD National Audit, whilst maintaining the Cataract National Audit.
- Developed the Cataract Workforce Project, soon to be published.
- Introduced a new HR system and a new database.

And all the while we have continued to:

- Regularly communicate with members via EYEMail and College News.
- Produce monthly issues of the journal EYE.
- Support CESR and Dual Sponsorship Scheme Applicants.
- Develop the Ophthalmic Community Clinical Competency Framework (OCCCCF) into the Ophthalmic Practitioners Training (OPT) programme for the allied graduate professionals.
- Support Advisory Appointment Committees.
- Pay suppliers, collect subscriptions and other fees, process the payroll and attend to all the regulatory commitments of running a Charity.

Throughout this unprecedented and extraordinary year, the contribution of the staff team, the clinicians connected with the College, the Lay Advisors, Council and Trustees has been immense.

Kathy Evans
Chief Executive

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Report of the Trustees

For the year ended 31 December 2020

The Trustees of the College present their report and the audited financial statements for the year ended 31 December 2020.

The reference and administrative information set out on page 1 forms part of this report. The accounts have been prepared in accordance with the accounting policies set out on pages 22 to 49 of the attached accounts and comply with the College's Charter, applicable laws, and the requirements of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

The Aims, Objectives and Activities of the College

The College's strategic plan sets out its focus areas and supporting aims as follows:

Strategic focus areas 2020 – 2022	Supporting strategic aims
To empower all our members to achieve the life-long learning and expertise needed for the future of ophthalmology	<ul style="list-style-type: none">• to deliver our charter in ways that are relevant to modern ophthalmic care• to offer ophthalmologists in the UK and overseas, throughout their working lives, relevant training, education and guidance
To define the workforce and resources needed to deliver safe sustainable care	<ul style="list-style-type: none">• to define the UK workforce required and campaign to ensure that it is developed and sustained• to invest in research to understand the future demand for eye care• to improve service transformation through guidance and leadership
To promote the highest achievable standards of eye care and speak out if care falls short	<ul style="list-style-type: none">• to continue to develop a proactive public affairs programme of activity in the UK• to implement and maintain strategic membership communications
To deliver our work through efficient, flexible and transparent processes	<ul style="list-style-type: none">• to implement a robust operational structure supported by efficient and consistent processes• to invest in the development of our staff and recruit effectively to attract the right skills and experience• to implement a strategy to broaden our sources of income

Achievements and Performance

Last year's accounts were signed in April 2020 – just as COVID 19 was taking hold and beginning to impact the College's operations significantly. The College's offices were closed for business from 23 March 2020, and all staff were asked to work from home, which they still do at the date of signing of this report. Despite significant disruption to the College's activities during the period of national lockdown, resulting in the postponement and cancellation of many of our in person examinations and seminars – the College has still managed to maintain high levels of activity.

Working with our clinicians and external stakeholders, the College produced the following guidance and documentation to continue to engage with and provide guidance to members during the pandemic:

- COVID-19 Urgent Eyecare Service specification (CUES)
- Principles for the restarting of elective care services PPE and Aerosol Generating Procedures (AGP) principles for ophthalmology
- Non-contact tonometry and IOL COVID19
- RCOphth UKISCRS COVID cataract surgery restoring services 070520
- Prioritisation of ophthalmic outpatient appointments
- Prioritisation of ophthalmic procedures COVID19 060520
- Reopening and redeveloping ophthalmology services during COVID-19 – Interim guidance 290420
- Guidance on restarting Medical Retina Services
- RCOphth UKEGS Glaucoma management plans during recovery phase of COVID 020820
- Restarting and Redesigning of Cataract Pathways in response to the COVID-19 pandemic
- Resumption of Paediatric Ophthalmology Services during COVID-19
- Mitigating the Impact on Academic Ophthalmology and Ophthalmic Research

The achievements and performance of the College during the year are set out below in the order of the four key strategic objectives.

Strategic Area 1 – To empower all our members to achieve the life-long learning and expertise needed for the future of ophthalmology

The College continued its aim to develop electronic examinations – a project that was accelerated because of the pandemic. Having just secured the facility for examinations candidates to take written exams at computer based testing centres, the pandemic necessitated a move to the delivery of online proctored examinations which could be delivered to and taken by candidates in their own homes. The College was able to run its overseas practical examination in Singapore in early 2020 but was forced to cancel its refraction exam in Malaysia. Both examinations are scheduled to run in 2021.

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The College also ran its recently re-formatted one and two-day Introduction to Ophthalmic Surgery and Phacoemulsification courses for trainees during 2020. These courses were run in Q3 and Q4 of 2020 as planned, albeit with reduced numbers due to social distancing requirements.

In addition to the production of the COVID specific guidance and documents listed above, the College produced a guideline document entitled *Hydroxychloroquine and Chloroquine Retinopathy: Recommendations on Monitoring*, following the publication of the RCOphth recommendations for monitoring in hydroxychloroquine and chloroquine users in 2018. This guideline was published due to recent data providing new evidence of hydroxychloroquine retinopathy being more common than previously reported.

The Annual Congress 2020 scheduled to run in May 2020 was cancelled and re-run as a smaller online event in October 2020. The College was also able to convert several seminars to webinars.

Strategic Area 2 – To define the workforce and resources needed to deliver safe sustainable care

The College has committed to carrying out a Workforce Project over the current strategic period to help address workforce issues identified in the 2018 workforce survey. In November 2020, the College embarked on a Cataract Workforce Project and opened a **RCOphth Cataract Workforce Guidance Consultation** to seek views on the proposed RCOphth Cataract Workforce Guidance. This guidance aims to facilitate streamlining the cataract referral pathways and help implement the pathways at a local level.

The College has also continued to use funding received from Health Education England to continue to develop and roll out the Ophthalmology Common Clinical Competency Framework (OCCCF), a training programme for postgraduate orthoptists, optometrists and ophthalmic nurses working in secondary care to help develop skills in cataract, glaucoma, medical retina and emergency eye care. This framework was developed into Ophthalmic Practitioner Training (OPT) and was ready to be implemented in all units from March 2020.

The College will continue to engage with the Government about the impact of changes to the NHS as they affect ophthalmologists and the practice of ophthalmology to ensure that patients receive the best possible treatment and care.

Strategic Area 3 – To promote the highest achievable standards of eye care and speak out if care falls short

Since August 2019, the College has sourced funding from Trusts and other interested parties to ensure that the Cataract National Ophthalmology Data audit can continue, with donations received from Bayer and Alcon. The fourth prospective National Ophthalmology Database (NOD) Audit report on cataract surgery performed in England, Wales and Guernsey during 01 September 2018 to 31 August 2019 was published on 15 September 2020. The NOD Audit Annual Report 2020 and the Key Findings Summary 2020 are available for download [here](#).

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In December 2020, the College publicised that its **Eye to Eye Podcast** had been listed as one of Eye News' top five podcasts for trainees to listen to. In addition, the podcast has had its 10,000th listen. Reaching these two major milestones in the same week is testament to the popularity of this broadcast. The podcast is hosted by Doctor Sunil Mamtora, an Ophthalmology Trainee, but has content that all Ophthalmic healthcare professionals can enjoy.

Strategic Area 4 – To deliver our work through efficient, flexible and transparent processes

The College has begun a review of its governance and decision making framework to ensure that it is able to adapt to changes quickly and to deliver work efficiently is set up.

In addition to the changes made to the delivery of examinations noted above, the College has continued to focus on improving the efficiency of its processes during 2020 by launching a new customer relationship management system, iMIS. The College also moved to an electronic HR system to support its aim to reduce its reliance on paper. The College has also continued its work to develop a new and more engaging website.

A review of the finances of the College

The results for the year are summarised in the Statement of Financial Activities on page 22 with further details shown in the notes to the accounts. The overall net outgoing resources before gains and losses and transfers amount to £546,000 (2019: net outgoing resources of £335,000). This is combination of net losses on unrestricted, endowment and restricted funds of the College of £484,000, £6,000 and £56,000.

The College's total income for 2020 was approximately £1m lower than in 2019 due mainly to the cancellation of its annual congress (which generated £670,000 in 2019 vs £14,000 in 2020) and a reduction in examination income because of the COVID pandemic. The College's largest source of income is from membership subscriptions which rose slightly in 2020 and accounted for approximately 39% of the College's (reduced) income this year (2019: 30%).

The resources expended totalled £4,258,000 of which £38,000 relates to expenditure against the endowment fund and £166,000 relates to the costs of activities funded by external parties who have given funding for restricted purposes. The remaining expenditure of £4,054,000 on unrestricted funds includes central costs of £1,726,000 which are allocated to the individual departments based on the number of staff employed in each department. The departmental expenditure both before and after this allocation is shown in more detail in note 6.

A major component of expenditure is the depreciation of the costs of 18 Stephenson Way and its installed contents and systems: this amounts to £299,000. The building is being depreciated over 30 years. The electronic equipment and other moveable furniture and systems are being written off over periods of between three and ten years.

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Reserves policy

The College has a policy of holding an income reserve to protect it against future and unforeseen fluctuations in its income and expenditure, particularly in the current period of change regarding the College's role in training and education and its need to support ophthalmologists.

The College holds a mixture of restricted, designated and unrestricted funds. Two endowment funds (one permanent and one expendable) together valued at £925,000 at 31 December 2020 are used to fund research projects. Several restricted funds, together valued at £833,000 at 31 December 2020 are used to fund scholarships, awards, and projects. Designated funds totalling £6,286,000 at 31 December 2020 mostly comprise the fixed assets represented on the balance sheet at 31 December 2020.

Trustees have agreed to fund the additional programme of work in the College's strategic plan using the College's reserves where necessary. This includes additional work

- to carry out a review of the Ophthalmological workforce
- to review the structure of the College
- to improve the efficiency of the College's processes, and
- to introduce a greater focus on public affairs and policy work

and will result in additional expenditure that may not be covered by income receipts, but which are deemed important for the College's future. With that in mind, the Trustees have agreed to maintain general reserves of no less than 6 months' running costs for the College.

As at 31 December 2020, general reserves amounted to just under £4,500,000 or 11.4 months of 2019's unrestricted expenditure (2019: 11.8 months).

Investment policy and performance

The College has been given, by Royal Charter, wide powers to invest monies not immediately required. It has appointed Sarasin & Partners LLP as investment managers.

The College aims to invest funds not required for its immediate use to maintain the real value of its assets and the purchasing power of its income for both current and future beneficiaries of its services. The College also wishes to minimise its risk of capital and income losses. It does this by employing a professional fund manager, by restricting the range of investment instruments and by requiring its investment portfolio to be diversified by placing its investments in a range of common investment funds specifically designed for charities. For 2020, the performance of the funds was as follows:

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Fund	Portfolio	Benchmark	Peer group benchmark (ARC charity peer group)
Income Reserves and Research and Other Fund	7.8%	6.7%	3.9%
Endowment and Reserves Fund	9.6%	6.8%	3.8%

The portfolio of investments currently has a market value at 31 December 2020 of £3,474,000 (2019: £3,227,000).

Funds held as custodian trustee

The College holds funds donated to the Keeler Scholarship Fund which is a charitable fund registered separately with the Charity Commission but incorporated within these financial statements. The fund receives regular donations which are dispensed by way of a scholarship to enable a member of the College to acquire further skill, knowledge or experience. No awards were made in 2020 (2019: none).

Risk Management

The Trustees understand that they have a duty to identify the major risks to which the College is, or might be, exposed. They also have a duty to establish systems to ensure that the exposure to these risks is minimised. The key operational, reputational and financial risks are included in a risk matrix which is reviewed at each Trustee Board meeting, and action is taken to ensure that mitigation measures are in place and acted on by all staff.

Key risk	This is being managed by:
<ul style="list-style-type: none">A lack of strategic leadership and direction will negatively impact on the RCOphth's ability to set strategic objectives and then align service delivery and resources to achieve agreed objectives. This to be set against COVID-19 and restructuring uncertainties.	<ul style="list-style-type: none">Ongoing discussions on the College's structure and decision making processesTrustee Board monitors progress against strategic objectives
<ul style="list-style-type: none">Continued impact of Covid-19 leading to a major reduction in income, especially on the College's annual congress and examinations	<ul style="list-style-type: none">Effective framework for longer term financial planningMonitoring of actual performance against budgetEffective collection of income due
<ul style="list-style-type: none">Employing NHS Trusts do not allow members to spend time on College business	<ul style="list-style-type: none">Communicating the benefits of College services to a wide audience

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	<ul style="list-style-type: none">• Writing supportive letters to trusts to encourage them to release members for College work• Active promotion of College roles to widen participation rates• Encouraging the use of technology to hold meetings e.g. video conferencing
<ul style="list-style-type: none">• Failure in infrastructure with an asset base that does not support RCOphth objectives	<ul style="list-style-type: none">• Maintaining an up to date disaster recovery plan• Regular meetings with IT service providers• Active maintenance of College assets to ensure they support the College's objectives• Having support contracts in place• Strong ICT and facilities planning

The Trustees consider that the major risks have been identified and adequate systems are in place to monitor the College's exposures and manage these risks.

How our activities deliver public benefit

The Trustees have considered the Charity Commission's general guidance on public benefit and regularly review the ways in which the activities of the College are carried out to enable the College to achieve its aims and deliver public benefit. This is also considered in the planning of future activities. Some of the ways in which the work of the College delivers public benefit are by the advancement of health and education and the promotion of the profession as fundamental to integrated primary health care.

All the activities of the College are directed to ensure high standards in the practice of ophthalmology for the benefit of both the medical profession and the public.

Going concern

The Coronavirus (COVID-19) continues to have a significant impact on the College. A year after the date of the last report, College staff continue to work from home – and so far, there continue to be changes to the programme of events planned by the College during 2021.

The College has decided to cancel the refraction examination scheduled for January 2021 and will instead run a larger examination in May. Although this does not have a negative effect on the College's finances – it does evidence the College's need to adapt quickly to the still fluid circumstances because of COVID-19.

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One significant area of uncertainty surrounds the College's annual Congress – scheduled to run in May 2021. The College had planned to run a hybrid event – one where members would both attend Congress in Liverpool as well as providing sessions online. However, the College will now run a fully virtual event in May 2021. Congress usually generates a surplus of more than £200,000 for the College – with this surplus used to subsidise less profitable but vital activities at the College such as examinations and training. At the time of writing this report the College is unable to confidently predict the income that will be generated from this event – however it is anticipated that the event will at least break even.

Trustees and senior management continue to monitor the situation closely – and have been provided with a revised budget for 2021 which analyses best, worst and most likely scenarios. Trustees have also been provided with an assessment of the effect on the College's cash position at the end of 2021 and continue to review the risks to the College.

At 31 December 2020, the College holds more than 11 months' unrestricted reserves and can absorb the impact of this outbreak in the short term.

The Trustees, having reviewed scenarios on the financial position of the Charity including its forecasts and cashflows, liquidity position and existing commitments, confirm that the College has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties impacting on the College's ability to be a going concern. Thus, the going concern basis of accounting is adopted in preparing the annual financial statement

Plans for the future

The College aims to deliver its core services (examinations, seminars and curriculum courses) with a minimum level of disruption during 2021.

Strategic Area 1 – To empower all our members to achieve the life-long learning and expertise needed for the future of ophthalmology

The College will continue its development of a new Curriculum for Ophthalmic Specialist Training as part of the GMC reform agenda (now due by 2023). In addition to this, the College aims to introduce further tools to support its members by the implementation of a learning management system during 2021. The structure of the material on the LMS will follow that already used by the College for educational materials:

- Clinical Knowledge – by subspecialty
- Personal Development – Wellbeing/Mentoring/Buddying, Ophthalmic Practitioners, Trainees, SAS, New Consultants, Established Ophthalmologists
- Professional Development – Clinician, Trainer, Researcher, Manager, Leader

Strategic Area 2 – To define the workforce and resources needed to deliver safe sustainable care

2021 will see the College take the results of the RCOphth Cataract Workforce Guidance consultation (which started in November 2020 to seek views on the proposed RCOphth Cataract Workforce Guidance) to help quantify the demand for cataract surgery over the next 10 years and define the workforce required to meet this demand in a sustainable way. This important work is being carried out in response to increasing vacancies for eye consultants in the UK in 2018, and the need for clarity on how to address the problem.

The College plans to carry out membership survey in June 2021 to seek members' views on how the College is performing, satisfaction levels with the services and benefits and to provide a chance for the College to gather insights.

Strategic Area 3 – To promote the highest achievable standards of eye care and speak out if care falls short

The College has committed to a three year project to develop an Age-related Macular Degeneration (AMD) national audit, in addition to the Cataract audit which is ongoing. AMD remains a leading cause of sight impairment – and the College aims to set up an audit to report on outcomes on AMD treatments in England, Wales and Northern Ireland. Using funding from the Macular Society, the College embarked on a project to assess the feasibility of setting up the audit. Discussions with funders to support this vital work are ongoing with the aim that the project begins in earnest in late 2021.

The College will also launch a new electronic database for the British Ophthalmological Surveillance Unit (BOSU) – which will enable the national collection of data on rare and important disorders in an efficient and more GDPR compliant manner.

Strategic Area 4 – To deliver our work through efficient, flexible and transparent processes

The College has begun a wide programme of works to improve its efficiency and processes. In July 2020, the College employed the services of an external consultant to review and suggest improvements to the College's governance processes. Initial findings from the first part of this review are being discussed by Trustees, Committee members and College staff.

The College continues to undergo a digital transformation. Work on the recently launched customer relationship management system, iMIS continues in 2021. The new system should enable the College to better connect its members to each other – as well as to the College.

The College continues its project to deliver a new website – which is due for launch by summer 2021.

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Structure, Governance and Management

The College was incorporated under Royal Charter on 14 April 1988 and was registered as a charity on 2 August 1988 in England and Wales (number 299872) and on 29 May 2015 in Scotland (number SC045652).

The College is governed by the rules and regulations set down in the Ordinances and enacted within its Royal Charter.

Trustee Board

The Trustee Board is the College's governing body and meets 4 times a year. The Trustee Board comprises 4 College Officers (the President, the Vice President, the Honorary Secretary and the Honorary Treasurer), four members nominated from Council (two Regional Representatives and two Chairs of Standing Committees), the Chair of the Ophthalmologists in Training Group (OTG) and lay members appointed by the Trustee Board (three).

The Trustee Board is responsible for the governance, financial and legal aspects of the College.

The members of the Trustee Board are recruited as follows:

- The President is elected by all Fellows, members and diplomates in good standing, home and overseas and the current OTG Chair is elected by the OTG. The Honorary Treasurer and Honorary Secretary are appointed following an application and interview process.
- Lay Trustees – Lay Trustees are appointed following an application and interview process, the posts are advertised in national newspapers and online.
- Chairs of Standing Committees – There are 6 Standing Committee chairs who are appointed, following an application and interview process. 2 Standing Committee chairs serve on the Trustee Board on a rotating basis.

The College provides all new Trustees with an induction pack which outlines their responsibilities and gives an overview of the College, its functions and how it operates. In addition, training is provided on a range of relevant topics both to the Trustees as a whole and to individuals or groups where specific knowledge is required.

Council

Council reports directly to the Trustee Board and meets 4 times a year. Its function is to develop the College's policy in relation to professional and clinical matters. Council comprises not more than 40 members including the Honorary Treasurer and Honorary Secretary, up to 20 members

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elected on a geographical basis and up to four members co-opted by the Council (Ordinance 28) and members appointed by the Council (Ordinance 32). The Editor of Eye attends as of right.

Regional representatives	Region	Date appointed/(resigned)
Mrs D Sim	Moorfields	
Mr A Raghu Ram	Wales	(3 December 2020)
Mr Gwyn Williams	Wales	4 December 2020
Mr IGM Duguid	NW Thames	
Mr M Mookhtair	Yorkshire	
Mr DC Mansfield	Scotland West	
Mr R Petrarca	South West Thames	
Mr P Puri	Trent	
Mr BJL Burton	East Anglia	
Mr A Reddy	NE Thames	
Mr IA Pearce	Mersey	
Mr M Adams	Oxford	
Mr MSM Elalfy	South East Thames	
Mr PN Hossain	Wessex	
Miss G Silvestri	Northern Ireland	(20 May 2020)
Mr R Best	Northern Ireland	21 May 2020
Dr A Blake	Eire	
Dr AAE Pyott	Scotland East	
Mr S Sandramouli	West Midlands	
Prof JM Sparrow	South West	
Mr S Mahmood	North West	
Mrs V Manjunath	North	
Co-opted Members		
Mr D Boghani	Staff and Associate Specialists	
Dr V Kirthi	Ophthalmologists in Training	(20 November 2020)
Dr S Mamtora	Ophthalmologists in Training	23 November 2020
Mr W Dean	International	
Vacant	Lay Advisory Group	
Prof JS Rahi	Academic sub committee	
Dr S Sobha	Editor of Eye	

Executive Committee

The Executive Committee reports directly to the Trustee Board. It meets regularly to enact College business in a timely manner and contributes to the formulation of the values, mission, vision, goals, objectives and strategic direction of the Royal College.

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It provides an opportunity for College clinical and staff leaders to consider issues of importance, or which cut across defined committee or departmental boundaries in detail before they are brought to the Trustees for further debate and a final decision and acts in accordance with the strategic plan whilst being cognisant of financial and reputational risks.

Membership of the Executive Committee comprises the College Officers, the Chairs of the Standing Committees as well as key management personnel (defined as those in charge of directing and controlling the charity and running and operating the charity on a day to day basis) at the College:

	Committee/role	Date appointed/(resigned)
Mr MA Burdon	President	(20 May 2020)
Mr B Chang	President	21 May 2020
Mr DW Flanagan	Vice President	
Mr M Gupta	Honorary Secretary	
Mr N Wilson-Holt	Honorary Treasurer (and Finance Committee Chair)	(7 July 2020)
Prof CSC Liu	Honorary Treasurer (and Finance Committee Chair)	19 November 2020
Miss M Corbett	Chair – Education Committee	
Mr R Taylor	Chair – Examinations Committee	(20 May 2020)
Mr G Shuttleworth	Chair – Examinations Committee	21 May 2020
Mrs M Hingorani	Chair – Professional Standards Committee	
Prof A Lotery	Chair – Scientific Committee	
Miss AF Spencer	Chair – Training Committee	
Key Management Personnel		
Mrs K Evans	Chief Executive	
Ms E Barnes	Head of Professional Support	
Mr D Costello	Head of Examinations	
Mrs A Fedyk	Head of Education and Training	
Ms T Mtetwa	Head of Finance and Operations	
Ms E Price	Head of Communications and Stakeholder Engagement	

The College also relies on a several sub-committees to provide advice on specialist issues and to help develop policy.

Staff and Remuneration Policy

Staff remuneration is now based on a scale comprising 9 grades each with 2 entry, 4 established and 2 discretionary points. Each grade's entry range is aligned to the recruitment market median for organisations of a similar size and carrying out similar activities to the College. No staff member is paid below the London living wage.

Staff progress up the pay scale in January of each year on successful completion of an annual performance review. Key management personnel meet annually to review and agree performance review summaries for all staff – and the Remuneration Committee reviews and ratifies this decision. The Remuneration Committee reviews the performance reviews for all key management personnel and agrees their progression up the pay scale as well as the % salary increase to apply to the College's pay scale based on market data and affordability.

Statement of the Trustee's responsibilities

The trustees are responsible for preparing the Trustee's report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the College will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Charter and Ordinances. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Royal College of Ophthalmologists

Report of the Trustees

For the year ended 31 December 2020

Auditors

Sayer Vincent LLP were re-appointed as the auditors of the College during the year and have expressed their willingness to continue in that capacity.

Approved by the Trustees on 15 April 2021 and signed on its behalf by

Prof Christopher Liu – Honorary Treasurer