

RNIB Charity annual report and financial statements 2019/20

The Trustees, who are also directors of RNIB Charity for the purposes of the Companies Act, have pleasure in submitting their annual report and the audited financial statements for the year ended 31 March 2020.

The Trustees have adopted the provisions of the 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) in preparing the annual report and financial statements of the charity. The Reference and Administrative Details also form part of this report.

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Trustees' Report and Strategic Report

Structure and objectives

Our legal structure

RNIB Charity (company number 08971500, charity number 1156629 (England and Wales) and charity number SC044876 (Scotland) was established as a subsidiary of the Royal National Institute of Blind People (RNIB) on 1 April 2014 in order to provide some of RNIB's service delivery. RNIB provides central support and fundraising activity for RNIB Charity and all other entities within the group.

On 1 April 2017, most of the assets and liabilities of RNIB Charity were transferred to RNIB Group. The aim of the reorganisation was to better enable RNIB to provide support and services to all of its beneficiaries and to reduce the cost and administrative burden of operating separate charities.

The remaining activity within RNIB Charity relates principally to the running of schools and care homes. These will be transferred to RNIB once regulatory consents have been obtained from the Care Quality Commission, Ofsted and the Care Inspectorate in Scotland, and then the company will be dissolved.

RNIB Group's annual report and financial statements provide additional details of the work of RNIB and its aims for the next twelve months. Copies are available from RNIB, 105 Judd Street, London, WC1H 9NE or our website www.rnib.org.uk.

RNIB Charity is governed by a Trustee Board, which currently consists of two people. It takes all important strategic, policy and financial decisions and has overall responsibility for RNIB Charity activities. Full details of Trustees are included within the 'Who's who at RNIB Charity' section.

Trustees serve a three-year term of office but may serve for no more than three consecutive terms of three years, other than in the case of an Honorary Officer in exceptional circumstances approved by the Board.

An induction pack is provided to all new Trustees and they are invited to attend an intensive induction day during which they are provided with information on the key services provided by RNIB Charity and the main challenges and policy issues facing RNIB Charity. Each Trustee receives an annual appraisal during which any individual training needs are identified. Where collective training needs are established, these are delivered to the Board as a whole.

Trustees' Report and Strategic Report (continued)

Structure and objectives (continued)

How we are managed

All members of the RNIB Charity Board are also members of the RNIB Group Board. During 2018/19, RNIB Group refreshed Board, Committee and Steering Group membership, remaining committed to continuing to strengthen the breadth of skills, experience and effectiveness of the governance arrangements.

Trustees and Independent Committee and Steering Group Members serve terms of office of up to three years and do not serve more than three consecutive terms of three years. An induction pack is provided to all new Trustees and Independent Members, and they are invited to attend a comprehensive induction day. Each Trustee receives an annual appraisal, during which any individual training needs are identified. Where collective training needs are established, these are delivered to the Board as a whole.

Changes to our Structure

Summary of new governance structure within RNIB, June 2020

1. Background

Since October 2019 RNIB has been reviewing its Board Committee structure. The review assessed what Committees are needed to promote good governance while ensuring the structure works effectively and efficiently. An external Governance Review carried out in 2019 made recommendations about RNIB's Committee structure, which RNIB has considered as part of the review, along with relevant provisions of the Charity Governance Code.

The Board of RNIB discussed the proposals and approved the revised structure (as detailed in section 3 below) at its November 2019 Board meeting. Since then RNIB has been working to implement it.

Trustees' Report and Strategic Report (continued)

Structure and objectives (continued)

Changes to our Structure (continued)

2. Previous RNIB Board Committee Structure - prior to November 2019

RNIB had three Board Committees and four Steering Groups. These were:

Committees

- Audit and Risk
- People
- Regulated Services and Safeguarding ("RSSC")

Steering Groups

- Business Change
- Transitions
- Relationships
- Customer

Despite the distinction in name, all the Committees and Steering Groups had delegated authority from the Board, other than the Transitions Steering Group, which had a purely advisory function.

3. Revised Composition

The revised Committee structure is therefore as follows:

- Audit & Risk
- People
- Nominations
- Governance and Transformation Implementation Group (GTIG)
- Income and Partnerships (formally Relationships)
- Customer
- Regulated Services and Safeguarding Committee (RSSC)
- Transitions

Trustees' Report and Strategic Report (continued)

Structure and objectives (continued)

Changes to our Structure (continued)

Rather than retaining the distinction between Committees and Steering Groups it has been decided that they will all be constituted as Committees. This is in order to streamline and simplify governance structures.

Two new Committees were created:

- The GTIG oversees the planned governance changes and delivery of the Statutory Inquiry Action Plan, and also has oversight of Business Change; and
- The Nominations Committee leads on the appointment of Trustees and non-trustee Committee members, oversees their induction, and training throughout their time with RNIB.

The Business Change Steering Group has been wound up, with GTIG taking oversight of key business change items (which do not sit within the remit/ terms of reference of another Committee) moving forward.

Each Committee has three Trustee members, including a Trustee chair (other than Audit and Risk and RSSC, which each have an independent chair) and up to two other non-trustee members) to be agreed by the Nominations Committee.

Revised Terms of Reference for each Committee have been drafted and were approved at the February Board meeting. These detail the key functions and areas of oversight for each Committee, as well as highlighting where Committees must liaise with or report to other Committees on areas of common interest and overlap.

The day-to-day management of RNIB is delegated to the Executive Leadership Team (ELT), consisting of the CEO and four employed Directors as at the year end. The CEO with the support of the rest of the ELT reports to the Board for all major decisions.

Trustees' Report and Strategic Report (continued)

Structure and objectives (continued)

Changes to our Structure (continued)

Charity Governance Code

The external governance review undertaken in 2019 included a detailed assessment of RNIB's governance against the Charity Governance Code. This revealed a number of areas where more could be done to apply the best-practice standards outlined in the Code and made recommendations for improvements. These recommendations were adopted in full by the Board and are now in the process of being implemented. RNIB aims to carry out a review of its governance against the Charity Governance Code in 2021 once this work is complete, and report on our application of the Code in the 20/21 Annual Report.

Our Board of Trustees and Non-Trustee Committee Members

At 31 March 2020

Eleanor Southwood, Chair of Trustees, Chair of Income and Partnerships Committee, Member of Transitions Programme Committee, Member of People Committee, Member of Nominations Committee, Member of GTIG

Liz Walker (from 21 August 2019), RNIB Honorary Treasurer, Member of Audit and Risk Committee, Member of RSSC

Martin Davidson (from 21 August 2019), Vice Chair of Trustees, Chair of GTIG, Chair of Nominations Committee

Ozzie Clarke-Binns, Chair of People Committee, Member of Audit and Risk Committee, Member of Nominations Committee

Nora Colton (from 21 August 2019), Board Safeguarding Lead Trustee, Member of RSSC, Member of Income Partnerships Committee

Isabel Hunt, Member of Transitions Programme Committee, Member of Customer Committee

Iain McAndrew, Chair of Customer Committee

Trustees' Report and Strategic Report (continued)

Structure and objectives (continued)

Our Board of Trustees and Non-Trustee Committee Members (continued)

Amanda Rowland (from 1 September 2019), Chair of Transitions Programme Committee, Member of GTIG

Other Trustees serving in 2019/20

Heather Giles (to 31 March 2020), Chair of Customer Committee, Member of Income and Partnerships Committee

Mike Nussbaum (to 31 March 2020), Chair of Transitions Programme Committee, Member of People Committee, Member of RSSC

Alan Tinger (to 31 March 2020), Honorary Treasurer, Member of Audit and Risk Committee, Member of Business Change Steering Group, Member of Transitions Programme Committee

New Trustees appointed after 31 March 2020

Anna Tylor (appointed 29 July 2020), Chair-designate

Non-Trustee members of Audit and Risk Committee

Mike Barber (Committee Chair)

Jonathan Blackhurst

Susan Crichton (appointed 1 September 2019)

Non-Trustee members of Regulated Services and Safeguarding Committee

David Ashcroft (Committee Chair)

Graham Hewitt

Nicky Shaw

Non-Trustee members of People Committee

David Raeburn (appointed 1 April 2019)

Rupert Evenett

Sharron Lewis-James (appointed 1 April 2019)

Trustees' Report and Strategic Report (continued)

Structure and objectives (continued)

Our Board of Trustees and Non-Trustee Committee Members (continued)

Non-Trustee Members of Customer Committee

Caroline Stanfield

Derrick Mabbott

Tony Pinkham

Non-Trustee Members of Income and Partnerships Committee

Dan Jones (appointed 1 April 2019)

Richard Etienne (appointed 1 April 2019)

Our registered office

We are registered at 105 Judd Street, London WC1H 9NE, telephone 020 7388 1266.

Trustees' Report and Strategic Report (continued)

Our Year

RNIB has this year continued its remarkable transformation to ensure it is properly equipped to stand with blind and partially sighted people through every challenge. This work has been completed against the backdrop of an ongoing Statutory Class Inquiry by the Charity Commission. This inquiry reported in June 2020 and we are profoundly sorry both to the individuals affected and for the failings identified in this report.

We have made significant changes to RNIB over the past two years and are continuing to embed improvements to ensure both that these failings cannot be repeated and that RNIB emerges from this as a better, more determined and more effective organisation.

We started this journey not a moment too soon. As coronavirus showed us, every organisation needs to be flexible, agile and resilient if it is to successfully support its community during such times.

We were approached by - and reached out to - blind and partially sighted people, who in some cases were struggling even to get access to essentials such as food and medicine, as life changed overnight.

As the UK moved on from the initial coronavirus lockdown, blind and partially sighted people were faced with even more challenges as difficulties including social distancing and street modifications became more apparent.

But, as we faced the coronavirus challenge, we knew we had the benefits of a successful year, both operationally and financially, behind us.

The activities remaining within RNIB Charity, are focussed on our schools, colleges and residences, where we continue to provide specialist education, care and therapies for blind and partially sighted children.

We concluded a review of our establishment-based services and decided to transfer our three older people's care homes, two schools and one college to specialist providers. RNIB Three Spires Academy transferred to the Thrive Partnership just after year-end (1 April 2020) and new providers were selected for Tate House, which was due to transfer in Q1 2020/21, and RNIB Loughborough College. The rest of these transfers are expected to take place during 2020/21, except for Sunshine House School, which will transfer to a new school being built by the Eden Academy in the next few years.

Trustees' Report and Strategic Report (continued)

Our Year (continued)

RNIB has thoroughly reviewed and strengthened its compliance, risk and assurance framework in the past year. We appointed a new Head of Compliance, Risk and Assurance who started in post in September 2019. A Risk Management Policy and Framework was agreed by RNIB's Board in November 2019 and has been implemented.

We have completed a review of RNIB's governance structures and procedures in the past year, particularly as part of implementing actions from the Statutory Inquiry into RNIB by the Charity Commission. We are meeting all key milestones in delivering the Action Plan agreed with the Charity Commission following independent review into RNIB. A robust Policy Framework was agreed by RNIB's Board in November 2019 and we are well underway with review of our policies against this framework, ensuring that policies are reviewed in a timely way and approved at the appropriate level.

The Head of Compliance, Risk and Assurance is ensuring that all compliance and risk work across the Group is coordinated with, and supports, other work completed or that is in progress to address the findings of the Statutory Inquiry.

We are working with Crowe UK LLP who are providing internal audit services to the Group, with a detailed annual internal audit plan agreed with our Audit and Risk Committee. Internal audit recommendations and other professional recommendations made are robustly followed up on, with the Head of Compliance, Risk and Assurance holding individuals to account to ensure they are addressed in a timely way, with appropriate evidence retained.

RNIB's regulatory compliance monitoring and reporting has been strengthened and includes regular assessment across each of our applicable regulatory compliance areas, with reporting quarterly to our Audit and Risk Committee and Board. Improvements in the area of regulatory compliance have been included.

On safeguarding matters, we have met key milestones in implementing our Safeguarding Improvement Plan.

Trustees' Report and Strategic Report (continued)

Our strategy, performance and business plan

Over the next year, bearing in mind the unprecedented situation we all find ourselves in, we will focus on the following objectives in our short-term organisational plan:

- Ensure that all blind and partially sighted people have access to food and supplies.
- Ensure that health and wellbeing is maintained for blind and partially sighted people throughout.
- Ensure that all blind and partially sighted people receive accessible critical information.
- Liquidity plan is followed, and long-term financial viability maintained.
- Statutory Inquiry action plan is actioned, on time and completed.
- RNIB Staff are kept safe, well, and fully supported.

Once the coronavirus response phase is over, we will revert to our Annual Plan, with the following priorities:

Priority 1 Equip blind and partially sighted people to live the life they want to lead.

Priority 2 Innovate and improve conditions in society so that blind and partially sighted people can live the life they want to lead.

Priority 3 Transform RNIB to be a catalyst for change.

RNIB Charity activities focus on Regulated Services, which sit within Priority 1. Through our association with the wider group, we are addressing the other three key priorities insofar as they impact our service delivery, beneficiaries and organisation.

RNIB Groups' expert information and advice will equip blind and partially sighted people, and anyone who cares about sight loss, so they can live the life they want to lead. We provide services, information and advice to everyone who wants it. Through our Sight Loss Advice Service, we're available face-to-face in eye clinics, over the phone and online. Our reading and product services are available to everyone, and through our specialist regulated services we provide education and care to children and adults with sight loss.

Trustees' Report and Strategic Report (continued)

Our strategy, performance and business plan (continued)

Within RNIB Charity, this is delivered through:

- Our schools, college and residences, where we continued to provide specialist education, care and therapies for blind and partially sighted children and young people with additional disabilities. We want everyone to achieve their goals for learning, to develop independence skills.
- Our residential care homes, where we provide short and long term stays for older people with sight loss in environments designed to make life easy and comfortable.
- Our community living service, where we provide residential care and supported living to adults aged 18-65 with sight loss and additional needs, including learning disabilities.

The full details of the strategy and business plan can be found within the RNIB Annual Report and Accounts.

Our values

Our values describe our ethos and drive our behaviours:

- Led by blind and partially sighted people: Blind and partially sighted people are at our heart and influence everything we do.
- Collaborative: We work together to make the biggest difference.
- Creative: We understand challenges and find ways to overcome them and move forward.
- Inclusive: We include and value people with diverse experience, abilities and backgrounds.
- Open: We are honest, candid and transparent, challenging ourselves and others.

Relationship with other charities

We maintain close links with, and support the aims of, other organisations working with or for people with sight loss. We also work closely with other disability charities on issues of mutual concern. We deliver services in partnership with some local societies for blind and partially sighted people, and some of our funding comes from charities and trusts which support our aims.

RNIB Charity is part of the RNIB group of charities.

Trustees' Report and Strategic Report (continued)

Financial review

Total income for 2020 was £13.9million (2019: £20.2million) of which £0.4million (2019: £4.7 million) came from a grant from Royal National Institute of Blind People, the charity which undertakes our fundraising activity.

Total expenditure for 2020 of £13.9 million was allocated to Equipping people with sight loss (2019: £20.2million).

We held minimal designated reserves of £0.01million at the end of the year and general reserves were nil as there is no intention for RNIB Charity to hold general reserves as set out in the reserves policy below.

Reserves policy

The Charity does not retain general reserves in its own right as it is fully funded on an annual basis by RNIB. RNIB Group's combined general reserves were £24.6million at 31 March 2020 (2019: £32.8 million). The Charity carries no restricted reserves, but does have a designated reserve to reflect the carrying value of fixed assets. At 31 March 2020, RNIB Charity held designated funds totalling £0.01million (2019: £0.04million) which relates to fixtures, fittings and equipment.

Remuneration

The RNIB Group is led by the Executive Leadership Team consisting of the CEO and four employed Directors as at the year end. The total remuneration paid to this group was £0.6m (2019: £0.9m). Of this, as in 2018/19, none related to termination and loss of office payments. Executive leadership pay is determined by the People Committee, comprised of Board Trustees and independent members.

RNIB is committed to diversity and inclusion (D&I) and has developed a D&I strategy during the year.

Due to the Coronavirus outbreak, the Government Equalities Office and the Equality and Human Rights Commissions have taken the decision to suspend enforcement of the gender pay gap deadlines for 2019/20. After careful consideration, RNIB has elected to defer its reporting requirements for this year.

In our continuing commitment to demonstrate equality and fairness in recruitment, pay, promotion and development we remain committed to the monitoring and addressing of any gender pay gaps that may have arisen.

Trustees' Report and Strategic Report (continued)

Safeguarding and compliance

RNIB's safeguarding commitment

Strategies for the prevention of abuse and neglect are a core responsibility for RNIB. Abuse and neglect can happen to anybody and can occur in any setting. The person causing the harm may be a stranger but, more often than not, they are in a position of trust or power such as a health or care professional, relative or neighbour.

RNIB has a specialist team which offers oversight, support, and continuous organisational learning and development, as well as a safe place for anyone to raise concerns confidentially. Additional scrutiny is provided through a Safeguarding Improvement Plan and governance structure which, since April 2018 includes a Regulated Services and Safeguarding Committee in addition to the Audit and Risk Committee and Board of Trustees.

RNIB has learnt valuable lessons throughout the Statutory Inquiry process. We have established a positive and open approach which sends out a clear message of transparency around safeguarding and the organisation is dedicated to making sure RNIB is run in a way which actively protects people. Key developments in 2019/20 include the introduction of the Safeguarding Improvement Plan, which outlines six key areas of work to ensure that safeguarding is at the forefront of everything we do. We have also developed the Safeguarding Quality Assurance Framework, which involves monthly audits of service safeguarding reporting. We have carried out staff, volunteer and customer surveys to enable the organisation to gauge the level of understanding and confidence around safeguarding. There remains no greater priority than to protect children and adults from abuse and to ensure that we have in place the systems, training and culture to ensure we can safeguard children and adults.

In June 2020, RNIB Safeguarding launched a new suite of corporate safeguarding policies and procedures. These define the difference between, and processes relating to, safeguarding concerns and allegations. The new policies and procedures distinguish between the legal requirements in safeguarding children and adults, how to make an assessment of risk, how to make safeguarding personal, and how to apply the mental capacity framework.

The Safeguarding team audited 12 months of safeguarding case work at the beginning of this reporting period. One of the outcomes of this was the identification of a high volume of suicide risk concerns that we deal with. To support RNIB's services and increase staff confidence in dealing with these types of concerns, the Safeguarding team developed new suicide risk guidance and training. As of July

Trustees' Report and Strategic Report (continued)

Safeguarding and compliance (continued)

2020, 215 staff members from priority areas including the Helpline and ECLOs attended the training, meaning that we are better prepared than ever to support customers who are dealing with sight loss.

In June 2019, we introduced the Eclipse CRM system to record safeguarding concerns and allegations. Mapped against the safeguarding procedural requirements, the system is clear and easy to use. Since launch, we have also made enhancements due to process developments.

The Board of Trustees received updated safeguarding training in November 2019. The training content covered all the updates from the Charity Commission's guidance: "Safeguarding and protecting people for charities and Trustees".

Safeguarding priorities for 2019/20

Promoting a safe and trusted environment and a culture that prioritises safeguarding.

We have measured this through auditing customer, staff and volunteer feedback.

Safely recruiting and supporting all people within RNIB.

Our safer recruitment policies and procedures ensure staff and volunteers recruited to work for RNIB are the right fit for our customers and the services we offer.

Responding promptly to every safeguarding concern or allegation.

The safeguarding team ensures the work we do in RNIB is fit for purpose and we respond to concerns and allegations in a timely way. Our audits ensure we monitor timeliness in dealing with all matters.

Treating with respect, care and dignity the victims of abuse and other safeguarding concerns.

This is integral to our safeguarding practices. Our recent customer feedback provided positive responses to the support we offer our customers at a time of crisis.

Trustees' Report and Strategic Report (continued)

Safeguarding and compliance (continued)

Treating with respect, care and dignity those that are the subject of concerns or allegations.

Fairness and respect are core to our safeguarding practices. We ensure liaison with partner agencies is balanced and proportionate.

Encouraging a culture of learning throughout the organisation.

We provide safeguarding training to all our staff and volunteers. This is a rolling programme of learning and development with bespoke training and case discussion within teams and services.

Safeguarding performance data 2019/20

This is an overview of the number of safeguarding concerns that we have received and the number and types of investigations that have been concluded from April 2019 to March 2020:

- 150 safeguarding concerns were reported to RNIB
- We made 172 referrals to statutory services (Local Authorities, GP's etc) in response to these concerns.
- 25 safeguarding allegations were reported covering abuse, poor practice and medication errors.
- 16 referrals were made to statutory services including Adult Social Care, the Care Quality Commission CQC and the Scottish Care Inspectorate.

Of those allegations which involved RNIB staff, 8 resulted in disciplinary action and 6 resulted in dismissal. 4 cases were referred to the Disclosure and Barring Service (DBS).

Trustees' Report and Strategic Report (continued)

Safeguarding and compliance (continued)

Safeguarding priorities for 2020/21

Safeguarding across RNIB will focus on the following priorities over the next 12 months:

Empowerment

Staff and volunteers take a person-centred approach to safeguarding.

Prevention

Minimise repeat safeguarding issues.

Proportionality

Robust risk identification, assessment and management involving adults, children and their families and carers.

Accountability

Being held accountable with a clear line of sight from Regulated Services Safeguarding Committee and the Board.

Protection

Ensure all vulnerable adults and children are effectively protected from harm.

Six key areas of work

- Promoting a safe and trusted environment and a culture that prioritises safeguarding.
- Safely recruiting and supporting all people within RNIB.
- Responding promptly to every safeguarding concern or allegation.
- Treating with respect, care and dignity, the victims of abuse and other safeguarding concerns.
- Treating with respect, care and dignity, those that are subject of concerns or allegations.
- Encouraging a culture of learning throughout the organisation.

Trustees' Report and Strategic Report (continued)

Safeguarding and compliance (continued)

Health and safety

In 2019 we introduced our Occupational Health and Safety Strategy and accompanying Action Plan for delivery. Good progress was made on this but focused changed in the latter part of the year to the significant challenges brought about by Coronavirus pandemic. Across the organisation we took an early and proactive approach to protecting our clients in our care homes and schools; and our people by moving rapidly to homeworking, for which we were already well prepared.

To deal with the pandemic and to ensure the safety of our people and clients, we introduced:

- An on-line portal dedicated to providing staff and volunteers with a focused resource of Government, NHS and in-house guidance;
- A dedicated mailbox to respond to all questions on Covid-19;
- Weekly updates and FAQ's on what we were doing on Covid-19;
- A range of HR guidance and wellbeing resources, and health and safety guidance on temporary homeworking;
- A procurement initiative to guarantee the provision of PPE; and
- We are currently undertaking Covid-19 Risk Assessments in advance of re-opening offices and of those sites that have remained open during the pandemic.

To meet our responsibilities for the delivery of statutory health and safety we have been developing a series of in-house training modules in a choice of accessible formats including video, audio, PowerPoint and Word documents.

We continue to build on our wellbeing and mental health support by doubling the numbers of mental health first aiders in the organisation this year and are developing remote modules to support the reach of our mental health awareness sessions. We have also developed an internal wellbeing area online which houses a suite of wellbeing resources where staff can access guidance, information, videos and links to external partners. We have also created wellbeing focussed discussion groups where staff can interact and connect.

Trustees' Report and Strategic Report (continued)

Safeguarding and compliance (continued)

Information governance

We are committed to improving, embedding and maintaining a clear and consistent approach to the way customer data is managed in RNIB.

A refresh of mandatory Privacy and Security Basics training has been carried out for all staff and tracking and reporting processes have been introduced to ensure all new starters complete this course. Compliance with this is reported to and escalated through the monthly Information Governance Group.

We have introduced additional controls to document and manage privacy and security risk when any team in RNIB makes changes to the ways in which people's data is handled.

This year we are working through an in-depth review of all personal data processing across RNIB, creating a full set of documentation, a comprehensive retention schedule and updated Privacy Notices to ensure we are clear and transparent about how we use people's data.

We are continuing to focus on giving our staff the guidance, tools, knowledge and confidence to manage customers' information securely and compliantly, and to be open and honest if they make a mistake, or find something that concerns them.

Trustees' Report and Strategic Report (continued)

Principal risks and uncertainties

Governance of the Group's risk management ultimately sits with the Board of Trustees. Detailed consideration of risk is delegated to the Audit and Risk Committee. The Executive Leadership Team oversees the management of risks and reports to the Audit and Risk Committee quarterly.

Strategic management of risk is an integral part of RNIB's decision-making processes and culture, supporting effective planning and evaluation of activities. Our risk management is focused on risks and opportunities associated with delivering the strategy and business plan.

The Board of Trustees is satisfied major risks have been identified and processes for addressing them have been put in place. It is recognised that control systems can only provide reasonable - but not absolute - assurance that major risks are being adequately managed. Overall, we are confident that our risk position remains within acceptable levels.

Risk management structure

- Board of Trustees – ultimately responsible for governance of the Group's risk management.
- Audit and Risk Committee – considers risk in detail and reports to Trustees.
- Executive Leadership Team – oversees risk management and reports to the Audit and Risk Committee quarterly.

Trustees' Report and Strategic Report (continued)

Principal risks and uncertainties (continued)

Risk	Primary mitigations
Finance Risk of unanticipated falls in voluntary income, reducing liquidity and capacity to effectively deliver against plans.	<p>Our risk-based reserves policy protects us against the impact of short-term volatility of cash flows. We closely monitor our forward indicators, income against budgets and perform regular reforecasting. This ensures early recognition of longer-term challenges and any need for course correction.</p> <p>In the past year specific consideration of finance risk has included in relation to the impact of Brexit and, since the year-end, the impact of coronavirus. Consideration of principal risks in relation to the coronavirus pandemic is outlined below.</p>
People Risk of inability to find, and keep, people with the right skills to deliver our plans. Also, fitness for purpose of organisational culture.	<p>Our reward and benefits package is benchmarked against the sector, and in line with an approved pay policy.</p> <p>We monitor turnover, with exit interviews providing qualitative data. We map the capability of our teams against requirements, continually consult and refine communications to ensure all are aligned behind our plans.</p> <p>Focus in the past year has been specifically on strengthening our leadership with less reliance on interim staff and ensuring clear accountability in relation to the performance of our people going forward.</p>

Trustees' Report and Strategic Report (continued)

Principal risks and uncertainties (continued)

Risk	Primary mitigations
Strategic impact Risk that our strategy is not sufficiently clear and innovative to deliver against our ambitions.	Our plans for 2020/21, and beyond, move RNIB towards a better balance of reach, resources and impact. We will continually test our strategy to ensure maximum impact for blind and partially sighted people, with constant consideration of the risk of missed opportunities. Current focus is on being able to demonstrate our impact and on delivering innovatively. We believe the way we have adapted in relation to the coronavirus situation, and the lessons learnt, will enable us to improve our ways of working and strategic impact going forwards.
Safeguarding, regulatory and operating risk Risk of safeguarding incidents, particularly in education or care settings, as well as other regulatory compliance risks. Ensuring that we are able to respond to a major incident that impacts on RNIB.	Implementing strong safeguarding improvement plans, developed following external review of our compliance with safeguarding requirements, and ensuring all RNIB individuals and those we work with have received appropriate training in safeguarding. Implementation of a Risk Management Policy and Framework in the past year and new and strengthened policies, procedures and protocols in relation to regulatory compliance. Working with our internal auditors and other providers of external assurance, ensuring recommendations are implemented in a timely fashion. Strengthened monitoring of and reporting on regulatory compliance. Review and strengthening of our business continuity framework.

Trustees' Report and Strategic Report (continued)

Principal risks and uncertainties (continued)

Risk	Primary mitigations
<p>Technology, data and digital</p> <p>Risk of insufficient pace and depth of digital transformation combined with failure to resolve issues of data quality and integration, thereby failing to meet customer expectations. Also, risk of cyber-security breaches.</p>	<p>Implementation of a Digital Transformation Plan that is well underway to ensure all internal systems are fit for purpose, robust and reliable, and support efficiency across the business.</p> <p>Work has focussed on rationalising the technical estate and leveraging software as a service within the Microsoft technology stack.</p> <p>Attention is being paid to automation - based upon new generation integration methods.</p> <p>All introductions and changes are scrutinised by a newly formed Technical Design Authority which, among other things, helps to assure cyber-security. We are working towards achieving ISO27001.</p>

Trustees' Report and Strategic Report (continued)

Principal risks and uncertainties (continued)

Specific consideration of risk in relation to coronavirus

As part of RNIB's strategic management of risk a robust assessment of risk in relation to the coronavirus pandemic has been undertaken. A summary of this assessment is provided below.

Risk	Primary mitigations
Crisis Response / Business Continuity Planning	
Risk that decision making during pandemic period is not based on data and/or decisions are not documented.	Corporate Major Incident Response Team (Corporate MIRT), including all Executive Leadership Team (ELT) members, initially led on responding to the coronavirus situation with detailed minutes and action points. Specific data was reported to Corporate MIRT. A longer-term working group is now focused around all elements of being prepared as the UK eases out of lockdown, reporting into the Executive Leadership Team (ELT).
Risk internal audit is not used to support coronavirus risk assessment.	Work with RNIB's internal auditors, with Executive Leadership Team (ELT) and Audit and Risk Committee informed.
Risk that business continuity planning is not agile enough to address the fast-moving response to coronavirus.	Regular review and reporting to Executive Leadership Team (ELT) and Audit and Risk Committee on business continuity plans in relation to the pandemic.

Trustees' Report and Strategic Report (continued)

Principal risks and uncertainties (continued)

Managing Risk of Change	
Risk that the design of interim processes undermines controls.	Financial, and other controls, in relation to staff working remotely considered. Where necessary controls have been strengthened.
Risk that scenario consideration and action planning is not adequate.	Corporate MIRT initially, and now Executive Leadership Team (ELT), lead on scenarios considered, ensuring necessary action plans in place, with regular reporting.
Risk to going concern from coronavirus situation.	Regular updates on going concern to Executive Leadership Team (ELT), Audit and Risk Committee and Board, with a Cash Committee and liquidity plan in place in relation to the situation. Liquidity position remains healthy against reserves policy.
Data	
Risk in relation to any changes in how data is being secured and managed, with increased working from home and lack of direct access to files.	Subject to regular review by RNIB's Information Governance team.

Trustees' Report and Strategic Report (continued)

Principal risks and uncertainties (continued)

People	
Risks to staff mental health and wellbeing.	Corporate MIRT led on initially, and now a longer-term working group, with regular internal content and opportunities to connect put in place. A specific pulse survey conducted with follow on actions.
Risk in relation to how messages are being cascaded across teams during the coronavirus pandemic.	Robust internal communications plans implemented with Executive Leadership Team (ELT) oversight.
Furlough process risks.	Corporate MIRT initially, and now a longer-term working group, together with a Cash Committee, oversees furloughing, with oversight from Director of Finance and Director of People and Organisational Transformation.
Financial	
Risk that cash flow forecasting and fundraising forecasting is not adequate.	Cash Committee and liquidity plan is in place in relation to the coronavirus pandemic, with regular consideration of fundraising forecasts.

Trustees' Report and Strategic Report (continued)

Principal risks and uncertainties (continued)

IT/Cyber	
Increased risk of cybercrime and fraud.	Awareness programme put in place, as well as checking of robust existing controls.
Remote access risks and software licencing risks.	<p>IT Team ensures robust controls are in place along with adequate licencing of software.</p> <p>P43 remote access risks: Microsoft Office 365 is a cornerstone of our remote access – an independent security review scored our implementation as being twice as good as average by sector and by size.</p> <p>Robust implementation of multi-factor authentication minimises remote access risks.</p>

Trustees' Report and Strategic Report (continued)

Principal risks and uncertainties (continued)

Supply chain	
Supply chain risks.	Corporate MIRT initially, and more recently Executive Leadership Team (ELT), has oversight of this area, with procurement team providing necessary support. Personal Protective Equipment (PPE) has been a challenge to source, as recognised at national and international levels, but RNIB has been able to procure necessary PPE supplies to meet government requirements.
Safeguarding	
Increased safeguarding risks.	Raising awareness of the ongoing need to escalate any safeguarding concerns. The Director of Care, Education and Safeguarding, a member of the Executive Leadership Team (ELT), leads on safeguarding risks and reports to RNIB's Regulated Services and Safeguarding Committee.

Trustees' Report and Strategic Report (continued)

Going concern

The Trustees have reviewed the use of the going concern basis in preparing the financial statements in light of the ongoing uncertainty around Covid-19. The charity is responsible for managing the regulated service activity performed by the wider RNIB Group. The Trustees have received confirmation from the RNIB Group that the provision of these services remains a core aspect of the group forecast activities and these operations have been included in the group's budget and going concern assessment. As such, the RNIB Group have provided assurances to the Trustees of RNIB Charity that they will continue to provide ongoing financial support to the charity as required. On this basis, the charity's financial statements have been prepared on a going concern basis.

Our volunteers

Volunteers are right at the heart of our work, giving their valuable time, skills and experience to help us create a world without barriers.

In 2019/20, 3,773 volunteers supported us in 4,715 roles and their contribution equated to an estimated financial resource of more than £5.5million (2018/19: £6million).

Our employees

A HR review in early 2019 revealed ineffective systems and inefficient processes. Under the management of a new people leadership team, we have addressed many of these challenges over the past year, building a more-efficient, customer-focussed and modern HR function. Systematic challenges were highlighted in the annual staff engagement survey which showed that, while our staff have a much better understanding of RNIB's strategic direction, just over half would recommend it as a place to work.

Feedback from the annual staff engagement and volunteer surveys highlighted a number of other areas to focus on including:

- Leadership visibility and trust in leadership;
- Wellbeing and morale;
- Information and technology.

The individual directorates developed tailored plans to take these forward.

Trustees' Report and Strategic Report (continued)

Our employees (continued)

We have restructured HR Operations, recruiting nine new staff members to the team.

A strategic review of the HR Information System, iTrent, identified a number of areas where considerable efficiencies could be made with better use of the current system as well as some new investment. We have introduced more robust processes which link recruitment and safeguarding (including references and DBS checks). The upgraded system offers automated workflows throughout the employee lifecycle: streamlining recruitment and onboarding, employee development, performance management and departures. We will report on the impact of these changes on staff in the next Annual Report.

The impact of these changes is shown in a monthly HR dashboard to support regular performance reporting and provide the Directors and Trustees with regular insight into organisational health.

Diversity and Inclusion

We have created three new Diversity and Inclusion roles including a Strategic Lead for Accessibility and a new Diversity and Inclusion Manager, who leads on the implementation of D&I strategy.

In 19/20 we also introduced Flexible Working policies, a Workplace Adjustment policy, a new Safer Recruitment policy, have updated the Equal Opportunities policy and have introduced an Accessibility Assurance panel.

We also now have a Diversity and Inclusion strategy in place, supported by our Diversity and Inclusion manager and fledgling staff networks. This has been reprioritised in response to Black Lives Matter where we stand in solidarity with Black communities all over the world but where we also recognise that we need to do much more.

We have started by improving our data and by having honest conversations and listening in order to address racial inequalities both within the RNIB workplace and in the services we deliver and we have started to establish a BAME network for staff and volunteers. We have an ongoing commitment to do better and fight for change.

Trustees' Report and Strategic Report (continued)

Our employees (continued)

Human Resources

- Our non-financial benefits package for employees was enhanced with greater flexibility around annual leave, and the introduction of RNIB Rewards, for a variety of shopping discounts from a wide range of retailers.
- We have also prioritised internal communications:
 - The chief executive and chair create monthly broadcasts to all staff giving updates on RNIB's activities, successes and strategic areas of focus.
 - Weekly bulletins are issued to all staff covering a wide range of organisational updates.
 - Workplace, an internal social media platform, is also used for more dynamic day-to-day information sharing and increasing staff engagement and participation.

Organisational Development

- We are changing our senior leadership group responsibilities and membership to boost strategic focus and delivery.
- We are developing our leaders through a programme of continuous development, events, leadership away days, clarity on leadership groups and a strategic approach to talent management.
- We have introduced a talent mapping approach for all senior leaders, giving a clear overview of succession lines and overall leadership capability. This will feed this into a new leadership programme which supports talent and encourages the skills and behaviours needed for new and emerging leaders. We recognise that we are working in a more volatile world and our leaders need to have the skills to address that.
- We have expanded our Organisational Development (OD) with a new e-learning strategy, increased interventions to support inclusion, mental health and wellbeing and capacity building across our staff.
- We have rolled out a new performance management tool on our HR database to ensure individual objectives are linked to strategic priorities, allowing us to measure our impact through our activity.

Trustees' Report and Strategic Report (continued)

Our employees (continued)

- We sourced an e-learning provider to support blended learning and to increase the reach of OD interventions, and worked to ensure organisational compliance with mandatory training.
- Finally, we trained 17 Mental Health First Aiders and are looking to double our capacity of Mental Health First Aid Instructors next year.

Trustees' Report and Strategic Report (continued)

Statement of Trustees' responsibilities

The Trustees (who are also directors of RNIB Charity for the purposes of company law) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation.

Company 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 company 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- state whether applicable UK 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 will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charitable company's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charitable company's website is the responsibility of the trustees. The trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Trustees' Report and Strategic Report (continued)

Provision of information to auditors

Each of the persons who are a Trustee at the date of approval of this report confirms that:

- So far as the Trustees are aware, there is no relevant audit information of which the charitable company's auditors are unaware; and
- Each Trustee has taken all the steps that he/she ought to have taken as a director in order to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of Section 418 of the Companies Act 2006.

Statement of public benefit

RNIB's charitable objects are enshrined within its Charter, and as such, the Trustees ensure that this Charter is carried out for public benefit through our four strategic priorities.

This is done through delivery of services that are primarily aimed at blind or partially sighted people, and, where appropriate, open to all who might benefit throughout the United Kingdom, as well as through advocacy and campaigning.

This report allows us to show how our charitable funds are distributed and spent. It also demonstrates the benefits and effect that the funds have had on those using the services, as well as their wider impact on society for the reported year and in the future.

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit: "Charitable Purposes and Public Benefit".

The Trustees' report including the strategic report was approved by the Board of Trustees and authorised for issue on 16 October 2020.



Eleanor Southwood, Trustee

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
RNIB CHARITY**

Opinion

We have audited the financial statements of RNIB Charity ("the charitable company") for the year ended 31 March 2020 which comprise the statement of financial activities, the balance sheet, the cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006, as amended in 2010.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements 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 related to going concern

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

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

Other information

The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. The other information comprises: The Trustees' Report. The Trustees are responsible for the other information.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

RNIB Charity, Company Number 08971500
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
RNIB CHARITY (CONTINUED)

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' Report, which are included in the Trustees' Report, have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or the Trustee's report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 requires us to report to you if, in our opinion;

- proper and adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

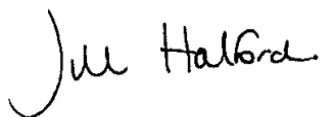
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee 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 at the Financial Reporting Council's ("FRC's") website at:

<https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members and 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 charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Jill Halford (Senior Statutory Auditor)
For and on behalf of BDO LLP, statutory auditor
London, UK
20 October 2020

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Statement of financial activities for the year ended 31 March 2020 (including an income and expenditure account)

		2020			2019
		Unrestricted funds			
	Notes	Continuing Operations £'000	Dis-Continuing Operations £'000	Total £'000	Unrestricted funds £'000
Income from:					
Charitable activities:					
Intercompany grants receivable		-	1,007	1,007	4,665
Sales, fees and other service income		1,868	11,010	12,878	15,502
Total Income from charitable activities:		1,868	12,017	13,885	20,167
Total income		1,868	12,017	13,885	20,167
Expenditure on:					
Charitable activities:					
Equip people with sight loss – Regulated services	2	1,274	12,050	13,324	20,182
Intercompany grants payable		594	-	594	-
Total Expenditure from charitable activities		1,868	12,050	13,918	20,182
Net Income/Expenditure Before Transfers		1,868	(33)	(33)	(15)
Other Transfers	2	-	3	3	-
Net movement in funds		-	(30)	(30)	(15)
Reconciliation of funds					
Total funds brought forward		-	38	38	53
Total funds carried forward	13	-	8	8	38

All gains and losses recognised in the year are included in the Statement of Financial Activities.

The notes on pages 44 to 55 form part of the financial statements.

RNIB Charity, Company Number 08971500
Balance sheet as at 31 March 2020

	Notes	2020 £'000	2019 £'000
Fixed assets			
Tangible assets	9	8	38
Total fixed assets		8	38
Current assets			
Debtors due within one year	10	7,207	11,859
Cash at bank and in hand		231	15
Total current assets		7,438	11,874
Creditors: amounts falling due within one year	11	7,368	11,804
Net current assets		70	70
Total assets less current liabilities		78	108
Provisions for liabilities and charges	12	70	70
Net assets		8	38
The funds of the Charity:			
Designated	13	8	38
Total Charity funds		8	38

These financial statements were approved by the Board of Trustees on 06 October 2020 and signed on behalf of RNIB Charity by Eleanor Southwood,



Trustee.

Eleanor Southwood, Trustee

The notes on pages 44 to 55 form part of the financial statements.

Cash flow statement for the year ended 31 March 2020**Cash flow statement**

	2020 £'000	2019 £'000
Net cash provided by operating activities	216	23
Cash flows from investing activities		
Purchase of tangible fixed assets	-	-
Net cash used in investing activities	-	-
Change in cash and cash equivalents in the reporting year	216	23
Cash and cash equivalents at the beginning of the reporting year	15	(8)
Cash and cash equivalents at the end of the reporting year	231	15

Notes to the Cash flow statement**Reconciliation of changes in resources to net cash inflow from operating activities**

	2020 £'000	2019 £'000
Net (expenditure) for the reporting period	(30)	(15)
Adjustments for:		
Depreciation	20	15
Loss on Disposal of Fixed Asset	10	-
(Decrease)/Increase in current creditors	(4,436)	1,291
(Decrease)/Increase in provision for liabilities and charges	-	(446)
Decrease/(Increase) in debtors	4,652	(822)
Net cash inflow/(outflow) from operating activities	216	23

Cash flow statement for the year ended 31 March 2020 (continued)

Analysis of change in net debt	1 April 2018 £'000	Cash flow 2018/19 £'000	31 March 2019 £'000	Cash flow 2019/20 £'000	31 March 2020 £'000
Cash at bank	-	15	15	231	231
Bank overdraft	(8)	8	-	-	-
Total cash and cash equivalents	(8)	23	15	231	231
Debt due within one year	-	-	-	-	-
Debt due after one year	-	-	-	-	-
Total net debt	-	-	-	-	-

The notes on pages 44 to 55 form part of the financial statements.

Notes to the financial statements for the year ended 31 March 2020

1. Statement of accounting policies

The principal accounting policies adopted, judgement and key sources of estimation uncertainty in the preparation of these financial statements are as set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1.1 Basis of preparation

The financial statements have been prepared on a going concern basis and in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). They also conform to the requirements of the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006.

1.2 Going concern

The financial statements have been prepared on the going concern basis, which the Trustees consider to be appropriate in the context of the Charity's ability to meet its obligations as they fall due, in the period of twelve months following the date of approval of these financial statements. In light of the uncertainty around Covid-19, the charity have received assurances from the RNIB Group that the group will provide ongoing financial support to the charity as required. On this basis, the trustees have concluded a material uncertainty does not exist and therefore the going concern basis is appropriate.

1.3 Company status

The Charity is a company limited by guarantee. The members of the Charity during the year were the Trustees named in the 'Who's who at RNIB Charity' section.

In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member.

1.4 Fund accounting

Unrestricted funds comprise the fixed asset designated fund only. In line with RNIB Group reserves policy, the unrestricted general fund balance in RNIB Charity is expected to be nil at each year end.

Notes to the Financial Statements (continued)

1.5 Income

Charitable activities income is recognised when it can be reliably measured, there is entitlement, and receipt is probable.

Accrued income is provided for in respect of revenues that have been earned in the current financial year but are yet to be invoiced.

1.6 Expenditure

(a) Expenditure, including irrecoverable VAT, is accounted for on an accruals basis.

(b) Support costs are those incurred in support of direct service expenditures. Support costs also include the governance costs incurred in relation to the running of the Charity. The allocation of support costs is on a mixture of bases (see note 3).

1.7 Fixed assets

Tangible assets are recorded at cost, including irrecoverable VAT, or where donated, open market valuation at the time of donation. The minimum threshold for capitalisation is £5,000. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight-line basis over their expected useful lives. Where the assets have been acquired under a finance lease then depreciation, and any impairment, is provided at rates calculated to write off the cost, less estimated residual value of each asset, over the life of the primary lease. The standard rates of depreciation are five years for fixtures, fittings and equipment.

Fixed assets are subject to review for impairment when there is an indication of a reduction in their carrying value. Any impairment is recognised in the Statement of Financial Activities in the year in which it occurs.

1.8 Debtors

Debtors are stated after provision for impairment. Prepayments are valued at the amount prepaid. Where debtors are due after more than one year, they are discounted for the time value of money where material.

1.9 Cash at bank and in hand

Cash at bank and cash in hand includes cash, short term highly liquid investments with a maturity of three months or less and bank overdrafts.

1.10 Creditors

Creditors are recognised where there is a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount.

Notes to the Financial Statements (continued)

1.11 Other Financial instruments

RNIB Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.12 Pension scheme

RNIB Charity participates in the RNIB Benefits Scheme. This is a hybrid scheme for members joining after 1 April 2005 and a defined benefit scheme for prior entrants. The charity is unable to identify, on a reasonable and consistent basis, its share of the underlying assets/liabilities as such information is unavailable on a disaggregated basis. Therefore, the Charity accounts for contributions as if the scheme were a defined contribution scheme. For the defined contribution schemes the amount charged to the Statement of Financial Activities in respect of pension costs and other post-retirement benefits are the contributions payable in the year. Details are set out in note 15.

1.13 Taxation

RNIB Charity is a registered charity, and as such is entitled to certain tax exemptions on income and profit from investments and surpluses on any trading activities carried out in furtherance of RNIB Charity's primary objectives, if these profits are applied solely for charitable purposes.

1.14 Accounting estimates and judgements

In preparing the financial statements, the trustees are required to make estimates and judgements. The matters considered below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the amounts reported in the results of operations, financial position and cash flows.

Cost allocation

Support costs not attributable to a single charitable activity are allocated or apportioned on a basis consistent with identified cost drivers for that cost category.

Cost drivers utilised include head count, floor space, and effort and judgement is exercised in applying cost drivers to cost categories.

Provisions

Provisions are recognised when the RNIB has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount of the obligation can be estimated reliably.

Notes to the Financial Statements (continued)**2. Expenditure**

	2020			2019		
	Direct costs £'000	Support costs £'000	Total £'000	Direct costs £'000	Support costs £'000	Total £'000
Charitable activities						
Equip people with sight loss – Regulated Services	9,789	3,535	13,324	15,783	4,399	20,182
Intercompany grants payable	594	-	594	-	-	-
Total expenditure on charitable activities	10,383	3,535	13,918	15,783	4,399	20,182
Total expenditure	10,383	3,535	13,918	15,783	4,399	20,182

Support costs of £3.5 million are split between continuing operations £0.3 million and discontinuing operations £3.2 million.

3. Support costs allocation

An analysis of types of expenditure included in support costs is

	2020 £'000	2019 £'000
Human resources	900	1,089
Finance	419	693
IT	1,363	1,311
Legal services	65	123
Property services	165	236
Other	464	716
Governance	159	231
Total	3,535	4,399

Notes to the Financial Statements (continued)**4. Governance costs**

	2020 £'000	2019 £'000
Auditors remuneration		
Fees payable to the charity's auditors and their associates for the audit of the parent charity and the Group's consolidated financial statements*	27	46
Total amount payable to the charity's auditors and their associates	27	46
General costs incurred in servicing RNIB	132	185
Total governance costs	159	231

*Excluding VAT

5. Taxation

RNIB Charity is a registered charity and is thus exempt from tax on income and gains falling within sections 478 – 489 of the Corporation Tax Act 2010 or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

6. Employee remuneration

The average monthly number of employees during the year was 442 (2019: 652), of which, the average full-time equivalent was 288 (2019: 379). The total emoluments are analysed as shown below:

	2020 £'000	2019 £'000
Wages and salaries	7,400	9,818
Social security costs	488	709
Pension costs	806	535
Redundancy costs	-	570

Notes to the Financial Statements (continued)

The following numbers of employees received total emoluments within the bands shown:

Banding	2020	2019
Between £60,001 and £70,000	1	-

No higher paid employees received payments on termination of employment (2019: nil). Included in the total emoluments figures above are payments amounting to nil (2019: nil) on termination of employment.

Also, of the number of staff disclosed in the table above RNIB made payments on behalf of nil (2019: nil) employees in respect of the RNIB Retirement Benefit Scheme and the Teachers' Pension Scheme, and there were payments made to nil (2019:nil) members of staff in respect of the defined contribution element of the RNIB Retirement Benefits Pension Scheme. The total amount of employer contributions paid in respect of these employees was £nil (2019: nil). For new entrants since 1 April 2005 the RNIB Retirement Benefits Pension Scheme (RBPS) is partly defined benefit and partly defined contribution so included in the numbers reported are staff that may be within both elements of the scheme.

The Charity's senior management team consists of the Chief Executive Officer and members of the Executive Board. Senior managers are remunerated by RNIB as disclosed in the Group Trustees report.

Staff can claim reimbursement of expenditure incurred by them in the course of undertaking business on behalf of RNIB Charity. Expenses are claimed against a set policy and guidelines, are independently authorised and are not regarded as part of the employee's emoluments.

Notes to the Financial Statements (continued)

7. RNIB Charity Trustees' expenses and related party transactions

Many Trustees and/or their organisations bear the cost of attending meetings themselves. They receive no benefits from the Charity except as users of our services.

Trustees of the Charity represent agencies and organisations throughout the United Kingdom, and they attend many committee, sub-committee and Boards of Governors' meetings, most of which are held at the Charity's London service centre.

Eleanor Southwood became Chair of RNIB in November 2017. During the 19/20 financial year she received a salary of £26,000 in respect of carrying out her duties as Chair of RNIB (2019: £26,000). These payments have been made with the consent of the Charity Commission. Eleanor is also Trustee for Vision 2020 UK, from whom RNIB received invoices totalling £5,000 during the financial year. RNIB raised invoices to Vision 2020 UK totalling £3,279 during the year and as at 31st March 2020 a total of £41 was owing to RNIB.

The RNIB Group enters a comprehensive range of insurance policies to protect trustees, officers and employees against losses and legal liabilities arising from neglect or default in the course of business. Total premiums for these policies amounted to £24,125 (2019: £26,589).

8. Net income for the year is stated after charging

	2020 £'000	2019 £'000
Auditors' remuneration – statutory audit fee	27	46
Depreciation charge – tangible fixed assets	20	15

Notes to the Financial Statements (continued)**9. Tangible Assets**

	Fixtures, fittings and equipment £'000	Fixtures, fittings and equipment held for sale £'000	Fixtures, fittings and equipment total £'000
Cost			
Balance 1 April 2019	120	186	306
Additions	-	-	-
Eliminations on Disposal	(98)	-	(98)
Balance 31 March 2020	22	186	208
Accumulated depreciation			
Balance 1 April 2019	106	162	268
Charge for the year	4	16	20
Eliminations on Disposal	(88)	-	(88)
Balance 31 March 2020	22	178	200
Net book value 31 March 2020	-	8	8
Net book value 31 March 2019	14	24	38

10. Debtors due within one year

	2020 £'000	2019 £'000
Trade debtors	557	930
Amounts owed by Group undertakings	6,515	10,558
Other debtors	102	94
Prepayments and accrued income	33	277
Total	7,207	11,859

Notes to the Financial Statements (continued)**11. Creditors amounts falling due within one year**

	2020 £'000	2019 £'000
Trade creditors	146	146
Taxes and social security costs	117	125
Amounts owed to Group undertakings	6,426	10,223
Finance leases	-	-
Other creditors	427	1,231
Bank overdraft	-	-
Accruals	198	49
Deferred income – all utilised in the year	54	30
Total	7,368	11,804

12. Provisions for liabilities and charges

	Balance at 1 April 2019 £'000	Charged to income and expenditure £'000	Released during the year £'000	Balance at 31 March 2020 £'000
Sleep in provision	70	-		70
Total	70	-		70

13. RNIB Charity statement of funds

	1 April 2019 £'000	Income £'000	Expenditure £'000	Transfers £'000	Gains (losses) £'000	31 March 2020 £'000
Designated	38	13,885	13,918	3	-	8
General	-	-	-	-	-	-
Total	38	13,885	13,918	3	-	8

Notes to the Financial Statements (continued)**14. Analysis of net assets between funds**

Fund balances are represented by:	2020 Unrestricted funds £'000	2019 Unrestricted funds £'000
Tangible fixed assets	8	38
Net current assets	70	70
Long term liabilities	(70)	(70)
Total net assets	8	38

15. Pensions

RNIB Charity participates in the RNIB Retirement Benefits Scheme. This is a hybrid scheme for members joining after 1 April 2005 and a defined benefit scheme for prior entrants. The assets and liabilities of the scheme are accounted for within the Group accounts. The charity is unable to identify, on a reasonable and consistent basis, its share of the underlying assets/liabilities as such information is unavailable on a disaggregated basis. Therefore, the Charity has accounted for contributions as if the scheme were a defined contribution scheme. In the year, the Charity made contributions totalling £nil (2019: £364,000) and nil members (2019: 152 members) remain active.

The Scheme was closed to future accruals on 31 March 2019. On-going benefits are provided in a new "Defined Contribution" section to the Scheme provided by Legal & General. In the year RNIB Charity contributed £754,000 to the scheme (2019: £nil).

RNIB Charity also participates in the Teachers' Pension Scheme, a defined benefit scheme for employees who were formerly employed by local education authorities. The Teachers' Pension Scheme is an unfunded scheme. Contributions on a "pay as you go" basis are credited to The Exchequer under arrangements governed by The Superannuation Act 1972. Therefore, this scheme is treated as a defined contribution scheme from an accounting perspective. RNIB Charity made contributions to the Teachers' Pension Scheme for 15 employees (2019: 20) totalling £85,000 (2019: £97,000).

RNIB Charity has an auto-enrolment pension scheme which is administered by the National Employment Savings Trust (NEST). This is a defined contribution scheme. In the year RNIB Charity contributed £nil (2019: £74,000) on behalf of no employees (2019: 748).

Notes to the Financial Statements (continued)

16. Group commitments

a. Capital

At 31 March 2020, RNIB Charity has no outstanding commitments (2019: £nil)

b. Operating leases

At 31 March 2020, RNIB Charity has no non-cancellable operating leases. (2019: £nil)

17. Contingent liabilities

At 31 March 2020 there are no contingent liabilities. (2019: £nil)

18. Ultimate Controlling Party

The Trustees of the Charity consider that the ultimate controlling party of the Charity is Royal National Institute of Blind People (RNIB) number 226227, in England and Wales and number SCO39316 in Scotland. Established in 1868, RNIB was incorporated under Royal Charter in 1949, with a Supplemental Charter in 1993 (revised in 2007 and 2014).

Copies of the RNIB financial statements are available at www.rnib.org.uk.

19. Post balance sheet events

The transfer of discontinuing establishment based services to specialist providers has progressed during the first quarter of 2020/21 with the transfer of Tate House on 2 June 2020 for a consideration of £1,650,000 resulting in a profit on disposal of £1,194,000, the Stan Bell Centre on 23 July 2020 for a consideration of £3,100,000 resulting in a profit on disposal of £1,072,000, Loughborough College on 3 September 2020 for a consideration of £1,212,500 resulting in a profit on disposal of £360,000 and Kathleen Chambers House on 25 September 2020 for a consideration of £1,395,000 resulting in a profit on disposal of £740,000. Activity for these services being transferred is presented as discontinuing operations in the statement of financial activities and all transferring assets are presented as assets held for sale within fixed assets in the notes to the accounts.

Who's who at RNIB Charity

Trustees

Dr Heather Giles (from 02 May 2019 to 09 April 2020)
Stuart Alan Tinger (from 02 May 2019 to 09 April 2020)
Eleanor Southwood
Martin Stuart Davidson (from 09 April 2020)
Amanda Rowland (from 09 April 2020)
Liz Walker (from 09 April 2020)

Professional advisers

Independent Auditors

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Solicitors

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Bankers

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Branch
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London
W1A 1FH

Charity Commission Reg:

England and Wales: 1156629
Scotland: SC044876