

# The Royal College of Ophthalmologists Trustee Report 2018

For the year ended 31 December 2018

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**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  
Mr GG Cropper  
Mr M Gupta  
Lord PA Hunt  
Prof SB Kaye  
Dr V Kirthi (from 22 November 2018)  
Prof CSC Liu  
Mr PJ McDonnell (to 24 May 2018)  
Dr DAS Miller (to 21 November 2018)  
Mr B Smith  
Miss AF Spencer  
Mr RH Taylor  
Prof SA Vernon  
Mr N Wilson–Holt (from 25 May 2018)

**Council Members** Members of the Council who served during the year and up to the date of this report were as follows:

College officers		Committee	
Mr MA Burdon	President		
Mr R Taylor		Examinations	
Prof A Lotery		Scientific	
Mrs M Hingorani		Professional Standards	
Miss M Corbett		Education	
Mr M Gupta	Honorary Secretary		
Mr PJ McDonnell	Honorary Treasurer		(to 24 May 2018)
Mr N Wilson–Holt	Honorary Treasurer		(from 25 May 2018)
Prof S Vernon	Vice President, Policy and Communications		
Miss AF Spencer	Chair	Training	

# The Royal College of Ophthalmologists

## Reference and administrative details

For the year ended 31 December 2018

<b>Regional representatives</b>	<b>Region</b>		
Miss GGW Adams	Moorfields		(to 24 May 2018)
Mrs D Sim	Moorfields		(from 25 May 2018)
Mr A Raghu Ram	Wales		
Mr IGM Duguid	NW Thames		
Mr TR Dabbs	Yorkshire		(to 24 May 2018)
Mr M Mookhtair	Yorkshire		(from 25 May 2018)
Mr DC Mansfield	Scotland West		
Mr JR Eason	South West Thames		(to 24 May 2018)
Mr R Petrarca	South West Thames		(from 25 May 2018)
Mr P Puri	Trent		
Mr BJL Burton	East Anglia		
Mr S Jain	NE Thames		(to 24 May 2018)
Mr A Reddy	NE Thames		(from 25 May 2018)
Prof SB Kaye	Mersey		
Mr MD Leyland	Oxford		(to 24 May 2018)
Mr M Adams	Oxford		(from 25 May 2018)
Prof CSC Liu	South East Thames		
Mr AH MacLean	Wessex		
Miss G Silvestri	Northern Ireland		
Mrs L O'Toole	Eire		(to 7 March 2018)
Dr A Blake	Eire		(from 8 March 2018)
Dr AAE Pyott	Scotland East		
Mr S Sandramouli	West Midlands		
Prof JM Sparrow	South West		
Mrs A Stone	North West		(to 24 May 2018)
Mr S Mahmood	North West		(from 25 May 2018)
Mr SJ Talks	North		(to 25 May 2018)
Mrs V Manjunath	North		(from 25 May 2018)
<b>Co-opted Members</b>			
Mrs B Attrup	Staff and Associate Specialists		(to 1 November 2018)
Mr D Boghani	Staff and Associate Specialists		(from 2 November 2018)
Dr DAS Miller	Ophthalmologists in Training		(to 21 November 2018)
Dr V Kirthi	Ophthalmologists in Training		(from 22 November 2018)
Ms CC Davey	International		(to 25 October 2018)
Mr W Dean	International		(from 26 October 2018)
Mrs J Tweed	Lay Advisory Group		
Prof P Bishop	Academic sub committee		(to 23 August 2018)
Prof JS Rahi	Academic sub committee		(from 24 August 2018)
Dr S Sivaprasad		Editor of Eye	

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## Reference and administrative details

For the year ended 31 December 2018

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<b>Principal staff</b>	Chief Executive	Mrs K Evans
	Head of Education and Training	Mrs A Fedyk
	Head of Examinations	Miss S Grant (to Feb 2018)
	Head of Examinations	Mr D Costello (from May 2018)
	Head of Finance and Operations	Miss T Mtetwa
	Head of Professional Support	Miss E Barnes

**Investment managers**

Sarasin & Partners LLP  
Juxon House  
100 St Paul's Churchyard  
London  
EC4M 8BU

**Solicitors**

Camerons Solicitors LLP  
70 Wimpole Street  
London  
W1G 8AX

**Auditors**

Sayer Vincent LLP  
Chartered Accountants and Statutory Auditors  
Invicta House  
108-114 Golden Lane  
London  
EC1Y 0TL

# The Royal College of Ophthalmologists

## Report of the Trustees

### For the year ended 31 December 2018

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The Trustees of the College present their report and the audited financial statements for the year ended 31 December 2018.

The reference and administrative information set out on pages 1 to 3 forms part of this report. The accounts have been prepared in accordance with the accounting policies set out on pages 17 to 43 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).

### 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. It is responsible for the financial and legal aspects of the College and has the authority to delegate any of its powers to the College's Council and Committee. The Trustee Board comprises College Officers (four), members nominated from Council (four), the Chair of the Ophthalmologists in Training Group (OTG) and lay members appointed by the Trustee Board (three).

The members of the Trustee Board are recruited as follows:

#### College Officers and OTG Chair

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 by an interview panel. The posts are advertised in national newspapers and online.

#### Chairs of Committees

There are 5 chairs and they decided among themselves which 2 should be on the Board. The chairs are now appointed, following an application and interview process.

# The Royal College of Ophthalmologists

## Report of the Trustees

### For the year ended 31 December 2018

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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 meets 4 times a year and its function is to develop the College's policy in relation to professional and clinical matters. Council comprises not more than 34 members including the Honorary Treasurer and Honorary Secretary, up to 20 members 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.

#### Committees

Much of the work of the College is delegated to a number of Committees which have the power to co-opt both other members of the College and others to serve on Committees. The College currently operates the following main Committees:

Professional Standards  
Scientific  
Education  
Training  
Finance

Examinations  
European and International  
Lay Advisory Group  
Ophthalmologists in Training  
SAS Ophthalmologists' Group

#### Management

The day to day management of the College is delegated to the Chief Executive, Mrs Kathy Evans, who manages a staff of 32, a number of whom are part-time.

Key management personnel are defined as those in charge of directing and controlling the charity and running and operating the charity on a day to day basis. The Chief Executive meets this definition and her remuneration is set by the Trustees, who benchmark her salary against an appropriate position on the NHS pay scales. For all other staff, including the senior management team, the College generally applies the salary scales of the University and Colleges Employers Association.

#### 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 are 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.

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## Report of the Trustees

For the year ended 31 December 2018

Key risk	This is being managed by:
<ul style="list-style-type: none"> <li>Employing NHS Trusts do not allow members to spend time on College business and that as a result, the burden on those members able to provide services to the College as examiners, trainers etc. increases</li> </ul>	<ul style="list-style-type: none"> <li>Communicating the benefits of College services to a wide audience</li> <li>Writing supportive letters to trusts to encourage them to release members for College work</li> <li>Active promotion of College roles to widen participation rates</li> <li>Encouraging the use of technology to hold meetings eg video conferencing</li> </ul>
<ul style="list-style-type: none"> <li>Increasing austerity in the NHS leads to rationing of ophthalmic care</li> </ul>	<ul style="list-style-type: none"> <li>The Communications Manager increasing PR activity and improving communication with members</li> </ul>
<ul style="list-style-type: none"> <li>Failure Infrastructure and asset base does not support RCOphth objectives</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining an up to date disaster recovery plan</li> <li>Regular meetings with IT service providers</li> <li>Infrastructure and asset base is maintained, safe, efficient and supports the RCOphth objectives.</li> <li>Support contracts in place</li> <li>Strong ICT and facilities planning</li> </ul>
<ul style="list-style-type: none"> <li>A major reduction in income, especially: subscriptions/ Congress / Exams arising from a changes in attitudes of members, change in NHS policies. Resulting in a lack of income to support RCOphth objectives, reduced service provision and reduced performance levels.</li> </ul>	<ul style="list-style-type: none"> <li>Effective framework for longer term financial planning</li> <li>Monitoring of actual performance against budget</li> <li>Effective collection of income due</li> </ul>
<ul style="list-style-type: none"> <li>Disruption caused by HS2 and the redevelopment of 210 Euston Road (which backs on to Stephenson Way)</li> </ul>	<ul style="list-style-type: none"> <li>Developments cannot be stopped but the resultant disruption can be minimised by engagement with the contractors</li> </ul>

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.

### The Aims, Objectives and Activities of the College

The Royal College of Ophthalmologists launched its Strategic Plan 2015 – 19 on 6 March 2015. The next strategic plan is currently being drafted and is due to be published in autumn 2019.

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## Report of the Trustees

### For the year ended 31 December 2018

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The Plan was developed after broad consultation and outlines three priority areas over the next five years that the College will focus on to help shape eye care services of the future and to raise eye care higher on the health agenda.

The three aims outlined in the Strategic Plan are:

- to continue to develop training, education and assessment to meet the needs of ophthalmology specialists now and for the future in the UK and overseas
- to influence and uphold standards in eye health through leadership and expertise in the field of ophthalmology for the benefit of patients
- to better represent, support and engage with our members

### Objects of the College

The objects of the College are to:

- advance the science and practice of ophthalmology
- educate medical practitioners in the science and practice of ophthalmology
- maintain proper standards in the practice of ophthalmology for the benefit of the public
- promote study and research on ophthalmology and related subjects and publish the useful results of such study and research
- provide further instruction and training in ophthalmology both in the United Kingdom and overseas
- educate the general public in all matters relating to vision and the health of the human eye

### Achievements and Performance

The Achievements and Performance of the College during the year are set out in the order of the three key strategic objectives.

#### **Strategic Objective 1 – to continue to develop training, education and assessment to meet the needs of ophthalmology specialists now and for the future in the UK and overseas**

The College has continued to manage examinations for those training in Ophthalmology in the UK and has run examinations in Malaysia and Singapore for the fourth year. It has continued discussions with the General Medical Council about further improvements in the examinations regime.

The College has continued to provide an online training logbook for trainees which is proving popular and is used by an average of 200 trainees a day.

The College also ran 10 Microsurgical Skills courses for trainees during 2018. Further skills courses were also held during the year, ensuring that the Skills Centre was well used.

The College continues to engage with the Department of Health about the implementation of the “Shape of Training Review” and continues to put the case for ensuring adequate practical training for all ophthalmology trainees.

**Strategic Objective 2 – to influence and uphold standards in eye health through leadership and expertise in the field of ophthalmology for the benefit of patients**

As part of its planned operations the Professional Support Department of the College ran a successful scientific Congress in Liverpool which was attended by more than 1,100 ophthalmologists and those in related professions. The Congress was followed by specialist days devoted to retina, glaucoma, paediatric ophthalmology, oculoplastics and a survival guide to inflammatory disease of the eye and orbit.

The College continued with a regular seminar programme both at its premises in London and at other locations around the UK. These were well attended by all levels of the profession.

The College continued its work on a 2-year extension contract with the Health Quality Improvement Partnership to carry out a national audit of cataract procedure outcomes in England.

**Strategic Objective 3 – to better represent, support and engage with our members**

Members of the College as volunteers provide the vast majority of the examining, education and training activities of the College. Around 40% of the consultant membership of the College membership participates in some way in these activities. Both the Staff and Associate Specialist members and Trainee members also participate in aspects of these activities and contribute particularly to the development of specialist systems to support their training and education. NHS targets prioritise newly referred patients over review patients. Review patients are likely to be the most vulnerable and are 8–9 times more likely to have a sight threatening condition that needs long term monitoring and treatments.

**How our activities deliver public benefit**

The Trustees, Council and Committees 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 taken into account 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 general public.

**A review of the finances of the College**

The results for the year are summarised in the Statement of Financial Activities on page 17 with further details shown in the notes to the accounts. The overall net incoming resources before gains and losses and transfers amounts to £260,000 (2017: £82,000). This is combination of net surpluses on the restricted and endowment funds of the College of £174,000 and on unrestricted funds of £86,000.



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A major component of expenditure this year is the depreciation of the costs of 18 Stephenson Way and its installed contents and systems: this amounts to £288,000. 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.

The resources expended totalled £4,615,000 of which £32,000 relates to expenditure against the endowment fund and £236,000 relates to the costs of activities funded by external parties who have given funding for restricted purposes. The remaining expenditure of £4,347,000 on unrestricted funds includes central costs of £1,709,000 which are allocated to the individual departments on the basis of 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.

#### 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 changes 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 £908,000 at 31 December 2018 are used to fund research projects. A number of restricted funds, together valued at £1,058,000 at 31 December 2018 are used to fund scholarships, awards, and projects. Designated funds mostly comprise the Property and Equipment fund and totalled £6,629,000 at 31 December 2018.

The Trustees have agreed general reserves equivalent to between nine and twelve months' running costs of the College should be maintained. The available general reserve at year end stands at £4,279,000 which is around 11 months' budgeted unrestricted expenditure for 2019.

#### 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 in order 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 2018, the performance of the funds was as follows:

# The Royal College of Ophthalmologists

## Report of the Trustees

For the year ended 31 December 2018

Fund	Portfolio	Benchmark	Peer group benchmark (ARC charity peer group)
Income Reserves and Research and Other Fund	-2.1%	-1.7%	-3.1%
Endowment and Reserves Fund	-4.2%	-4.9%	-5.1%

The portfolio of investments currently has a market value at 31 December 2018 of £2,785,000 (2017: £2,931,000).

### 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. Two awards were made in 2018 (2017: one).

### Plans for the future

#### **Strategic Objective 1 – to continue to develop training, education and assessment to meet the needs of ophthalmology specialists now and for the future in the UK and overseas**

The College has received funding to develop the Ophthalmology Common Clinical Competency Framework (OCCCF). This will enable further development of an ophthalmology-led multidisciplinary workforce to meet the increasing demands on the hospital eye service.

The RCOphth will lead on this collaborative project with the Royal College of Nursing, the College of Optometrists, British and Irish Orthoptic Society, the Association of Health Professions in Ophthalmology.

The College is also committed to delivering a new Curriculum for Ophthalmic Specialist Training by 2020 as part of the GMC reform agenda

Full use will also be made of the facilities at Stephenson Way to deliver training and education for all levels of ophthalmologists and other eye health professionals.

The examinations department is making changes to the delivery of exams in order to future-proof the College in this area. The College has purchased its own equipment to enable it to run Part 2 exams outside of hospital eye departments from 2019. It is also introducing electronic examinations which should cement the global status of the FRCOphth as well as streamlining the delivery of the high stakes examinations.

**Strategic Objective 2 – to influence and uphold standards in eye health through leadership and expertise in the field of ophthalmology for the benefit of patients**

An expanded training and seminar programme will continue in 2019 with an increased emphasis on holding events outside London. The Scientific Committee is responsible for ensuring the seminar programme contains topics that are in line with members' demands and interests. The annual Congress, the College's largest annual event, will be held in Glasgow in May 2019.

The College will continue to publish the Eye scientific journal jointly with Springer Nature.

The results of the contract with the Health Quality Improvement Partnership to carry out a national audit of cataract procedure outcomes and feasibility studies for other treatments have been and will continue to be published at College events to ensure a high degree of participation by ophthalmology departments.

**Strategic Objective 3 – to better represent, support and engage with our members**

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.

The College carried out a Workforce Census in 2018 – the results of which were published on the College's website in January 2019. The census revealed that:

- Over the next two years an extra 230 consultant and 204 Staff and Associate Specialist (SAS) posts are required
- 67% of hospital eye units are using locum doctors to fill consultant posts, an increase of 52% since 2016
- 85% of units are undertaking waiting list initiatives to attempt to manage demand
- Around a quarter of the current workforce is nearing retirement

The College will focus on addressing workforce issues within Ophthalmology over the coming years.

The College will use the funds already provided by government sources to further develop e-learning resources for ophthalmologists and work to make their existence more widely known.

Internationally, the Head of Examinations and the Chair of the Examinations Committee visited Mbarara, Uganda to observe and provide guidance for their Fellowship examination. The COECSA–RCOphth link, via the Vision 2020 Link programme, has been going for eleven years and development of the COECSA fellowship exam has been a priority component. The aim now is for the College to work with COECSA to help make the exam sustainable and quality assured and run by an increasing pool of well-trained COECSA examiners.

# The Royal College of Ophthalmologists

## Report of the Trustees

For the year ended 31 December 2018

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### 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.

### 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 12 April 2019 and signed on its behalf by

Mr Nicholas Wilson-Holt – Honorary Treasurer