



**RNIB Group
annual report
and accounts
2019/20**

R N I B

See differently



"Blind and partially sighted people are at the heart of RNIB and they influence everything we do."

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Welcome from our Chair, Eleanor Southwood

Welcome to RNIB's annual report

It is with a mixture of pride and sadness that I present my last report as RNIB Chair. In the following pages, you will hear how this 152-year-old organisation has this year continued its remarkable transformation to ensure it is properly equipped to stand with blind and partially sighted people through every challenge. You will also see how this work was completed against the backdrop of an ongoing Statutory 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 its report. We have made significant changes to RNIB over the past two years and are continuing to embed improvements to ensure that these failings cannot be repeated.

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. It also needs to listen to the people it is here to support; we reached out to – and were approached by – 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, while facing the coronavirus challenge, we knew we had the benefits of a successful year, both operationally and financially, behind us.

We have made breakthroughs campaigning for an equal society. For the first time, many blind and partially sighted people were able to vote independently and in private in the 2019 General Election. This was a result of our campaigning – fuelled by public support – and saw the Government informing all Returning Officers that magnifiers and mobile phone AI apps to “read” the ballot paper were a reasonable adjustment under the Equality Act.

But our priorities are not just about changing things for the better outside RNIB. We want to involve more and more of the UK's two million blind and partially sighted people in our work as we expand our capability to engage, involve and understand the lived experience of sight loss.

At the end of the last financial year we launched Connect Voices. This

"As I reach the end of my term, I can only feel pride in how RNIB is rising to meet today's and tomorrow's challenges."

new initiative gives blind and partially sighted people a platform and an important role in our decision-making and helps us in our mission to create a world where there are no barriers for people with sight loss. Connect Voices has made a great start: 282 blind and partially sighted people joined online and have been involved with 102 pieces of work. Locally, 103 people joined 13 committees across the UK. This is particularly significant as blind and partially sighted people are at the heart of RNIB and they influence everything we do.

Alongside this, within RNIB we have created a Customer Voice team, bringing together our Research, Insight, and Involvement functions to better articulate what it can be like to live with sight loss and to drive RNIB towards new ways of removing barriers.

As we look to an uncertain future for the UK, I want to reflect on the important changes to RNIB over the last year. I also want to highlight how important it has been that we have kept our values – collaborative, creative, inclusive and open – at front of mind. Many of those values are best reflected by our generous supporters, supporters like Keith Ainsworth – Morecambe’s much-loved “Sooty Man” – who sadly passed away on 8 March 2020 after devoting so much of his life to raising more than half a million pounds for RNIB.

Our thoughts are with Keith’s family and friends and I want to let them know how much we appreciate all of Keith’s efforts.

Indeed, I want to thank all our volunteers, staff and supporters for all their help in ensuring we are still here, fighting for the best for blind

and partially sighted people, more than 150 years after our foundation.

So, yes, like many of us, I have experienced mixed emotions this year, but, as I reach the end of my term as a Trustee, I can only feel pride in how RNIB is rising to meet the challenges of both today and tomorrow. I leave looking forward to seeing the organisation continue to go from strength to strength.



Introduction from our Chief Executive, Matt Stringer

Last year, I had only just started at RNIB by the time the annual report was in production, so I barely had time to remark how we had an excellent foundation in place – in terms of brand and strategy – for the year ahead. Alongside our work to build on those foundations, we have



continued with our action plan to respond to the Charity Commission Statutory Inquiry (see page 54). We are truly sorry for the failings that led to this inquiry and I want to add my personal apologies to the families affected. Since the Inquiry opened, we have worked tirelessly to address the root causes of the failings and many of these changes are reflected in the progress you will read about in this report. I believe they will deliver a more effective, more relevant RNIB and we are already seeing their impact in our finances and governance.

Of course, I didn't know that we would end the year with most of the organisation working remotely and key services and staff, including our Eye Clinic Liaison Officers (ECLOs), having to adapt to new ways of working. I am incredibly proud of how our staff adapted to

the "new normal" and the positive, agile way we have responded. Many of these changes may bring long-term benefits as we evolve as an organisation. We have been actively listening, of course, to our customers and so we have expanded and evolved our services and campaigns to meet their new needs. With our new, long-term strategic priorities in place (in box opposite), in what quickly became an emergency situation for many blind and partially sighted people, we focused on the short-term needs. We addressed the unique challenges experienced by blind and partially sighted people during lockdown – ensuring access to food supplies, stepping up to be the voice of the blind and partially sighted community with government and campaigning tirelessly for critical information to be made available in accessible formats.

"By staying focused on our goals and the needs of our customers, RNIB will continue to progress."

Fundraising was also affected. All of our face-to-face fundraising efforts were immediately put on hold, which highlighted the need for flexibility, innovation and diversity in our revenue-generation. However, thanks to our turnaround planning and careful financial stewardship, we ended the year in a healthy financial state, as this report shows. And, while we are still reacting to the changes prompted by coronavirus, I believe we have a strategy in place which allows us to focus on core priorities to ensure we stand side by side with blind and partially sighted people through every challenge ahead.

There are more than two million people living with sight loss in the UK. Our efforts over the past year, coupled with the strategies we have in place for 2020/21, should put us in a strong position to reach more of those potential customers. We will

build on those strong foundations, aligning our resources and efforts to those areas where they will make the biggest difference.

From implementing new infrastructure and systems to investing in our people, our business strategy sets out the next stage of RNIB's transformation. I have no doubt that by staying focused on our goals and the needs of our customers, that RNIB will continue to progress positively on the next stage of its journey.

We must not lose that focus. Whatever challenges lie ahead.

To our community, staff, volunteers, supporters and partners, thank you. We could not do this without you.

Strategic priorities 2021/22

From implementing new infrastructure and systems to investing in our people, our business strategy sets out the next stage of RNIB's transformation.

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. A real focus on our customers, continued support for our staff and volunteers and a tight grip on our cashflow will ensure that we can meet these priorities.

Trustees' Report and Strategic Report

Highlights of 2019/20

Financial

- Total income: £95.9 million (2019: £106.3 million)
- Overall operating surplus before gains/losses and exceptional items: £3.1 million (2019: £3.8 million)
- Total voluntary income: £51.9 million (2019: £59.4 million)
- Reduction in expenditure: £9.6 million (2019: £10.0 million)
- Total funds: £115.6 million (2019: £85.8 million)

Where we made a difference

- Nearly 47,960 patients were supported by an RNIB ECLO – 30 per cent more than last year

- Our Connect Community grew to 63,983 people – 8 per cent larger than last year
- We sent more than 1.458 million Talking Books to customers – 6 per cent more than last year
- More than 23,000 learners benefited from Bookshare, our collection of educational books – 54 per cent more than last year
- The new digital platform, www.sightadvicefaq.org.uk, launched with sector partners, received more than 262,273 unique visitors in its first year of operation
- As the role of our digital platforms expanded, this year the RNIB Helpline answered more than 215,465 calls – 7 per cent fewer than last year.





**"We will stand side
by side with blind
and partially sighted
people through
every challenge
ahead."**

**Matt Stringer,
Chief Executive, RNIB**

Strategic priorities and impact: What we've achieved

RNIB's vision is to create a world where there are no barriers for people with sight loss. We want people to see differently.

To help us change society for the better, we established four priorities based on the issues blind and partially sighted people tell us matter the most and underpin our entire strategy.

Our clear focus is to equip blind and partially sighted people to thrive.

This is the second year we used these priorities to shape our work.

Priority 1: Equip blind and partially sighted people to thrive

Our support 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 needs it.

Our 2019/20 objectives:

1. Increase the reach and impact of the Sight Loss Advice Service to deliver a full range of information, advice and specialist support to people, whatever their individual circumstances.
2. To deliver innovative and sustainable solutions to transform reading and retail services, making sure people have access to the books, content and products they want.
3. Conclude our review of establishment-based services and put in place an action plan based on our conclusions.

Priority 2: Connect our community

We recognise the power of togetherness in making sure our collective voice is heard. We also

know how important it is to connect with others. This priority is brought to life by our Connect Community and 12 regional networks. We'll create a platform that makes it easy for blind and partially sighted people to talk, share and support each other.

Our 2019/20 objectives:

1. Grow our online, telephone and local network Connect Community.
2. Involve customers at the heart of RNIB's decision-making.
3. Work with partners to transform the sight loss charity sector.

Priority 3: Change society

We'll do everything we can to increase the public's understanding of sight loss and remove the barriers to equal participation in society. We'll do this by influencing political and

“The RNIB’s Slight Loss Advice Service really helped me to regain self-confidence through their counselling, particularly when I was going through the transition from being partially sighted to being registered blind.”

Roger, Hertfordshire

business decision makers and helping the public to understand more about sight loss.

Our 2019/20 objectives:

- Show the public what it really means to have sight loss in 2019/20.
- Raise awareness of RNIB, what we do and what we stand for.
- Develop a clear framework for change, focused on campaigning on the issues that have the biggest impact on the lives of blind and partially sighted people.
- Continue to innovate and develop new solutions to help blind and partially sighted people participate in society on an equal basis.

Priority 4: Make RNIB fit for our purpose

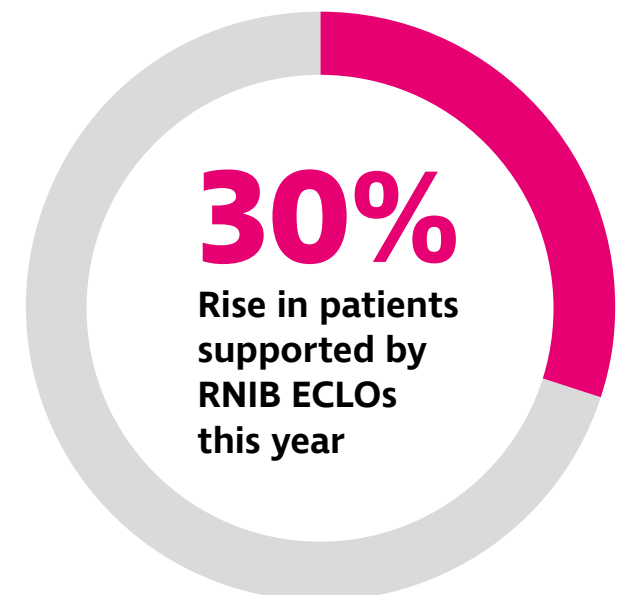
By developing a customer-centred, knowledge-based and agile organisation that puts accountability and empowerment at the heart of its culture.

Our 2019/20 objectives:

- Diversify and make RNIB's income portfolio sustainable.
- Continue to put the charity on a sustainable financial footing with capacity to withstand risk and maximise the use of our financial resources. Continue our financial turnaround and embed those principles as “business as usual”.
- Renew our infrastructure to deliver more cost-effective and sustainable ways of working, including sharing knowledge more efficiently. Inspire a diverse

workforce with a culture of accountability, performance and recognition, making it easier for colleagues and volunteers to focus on what matters most to deliver our priorities.

- Embed a culture of quality and compliance.



RNIB's Impact: Progress against our priorities

RNIB's impact is increasing in line with our business strategy, supporting more blind and partially sighted people. This year, we are publishing a separate Impact Report including case studies and further insight. For more details, please request a copy of the RNIB Impact Report 2019/2020.

Priority 1 impacts: Equipping blind and partially sighted people to thrive

"I initially phoned them to speak to them about Marriage Allowance. During the call, RNIB Benefits Service made me aware of Blind Person's Allowance. I'd never even heard of it before. RNIB talked me through both Allowances and then supported me to talk to the Tax Office... I found this approach so supportive. RNIB didn't just give me information and send me on my way. Nor did they take over. Instead, they made me feel informed by taking the time to explain

"The RNIB Helpline has been really useful for information and advice. It's great to know there's someone knowledgeable and helpful just on the end of the phone." Sarah, London

everything fully. And they made me feel empowered and in control of the situation by supporting me rather than doing it all for me." Tafсила, Cardiff

- The Sight Loss Advice Service delivered information, advice and specialist support to 26,113 blind and partially sighted people and 5,726 friends, family, carers and professionals this year. 7,282 benefits-related cases were opened; 1,312 for tax-related issues; 1,041 for registration-related enquiries.
- Helpline: Our advisers answered 215,465 calls and 30,480 emails. More than three quarters of customers (88 per cent) felt that all of their needs had been listened to and understood by the helpline which meant they were getting access to the books, content and products they required.
- We have established 12 new RNIB ECLO (Eye Clinic Liaison Officer) sites this year and helped 47,960 patients and 15,426 relatives, or carers, in total. Additionally, 94 per cent of patients (compared to 93 per cent last year) felt "well" or "very well informed" about the support available after interacting with an ECLO. Also, 58 per cent (up from 52 per cent last year) of patients felt they had a better understanding of their eye condition.
- Our Eye Health team supported 2,842 beneficiaries, including people with sight loss, their friends and relatives.
- 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.

“Losing my sight was devastating. I felt like my life was over. I could no longer work, drive or go places with my friends, but thankfully I had access to an Eye Clinic Liaison Officer (ECLLO) who gave me so much advice. She taught me tips and tricks to help me around the house and answered my family’s questions, to help them understand how to support me. The best thing she told me about was the

Dolphin Guide... which stopped me feeling isolated at home and meant I could call my friends and family.”
Andrew, Rotherham

Our advisers answered

215,465

telephone calls



Priority 2 impacts: Connecting our community

- We've grown our regional network and the community we serve directly from 61,000 (last year) to 63,983 by the end of this year. People with sight loss, their family, friends and carers meet face-to-face or online to offer invaluable peer-to-peer support, share knowledge and to campaign for the changes needed to help them meet their aspirations. We have restructured the way we work with our communities internally to boost communication and impact.
- This has laid the foundation for the next stage – Community Connection – which launches later in 2020 and brings people further into our service offer to ensure they get what they need, when they need it. It will better connect people with sight loss to each

other, the wider community and all RNIB has to offer in services, products and opportunities.

- People with little, or no sight also played a significant part in designing pioneering work with Guide Dogs and Thomas Pocklington Trust to better understand the broad community of people living with sight loss. Co-producing an extensive survey has enabled us to build a much more helpful picture of the experience and needs of blind and partially sighted people across the UK.

“I started getting help from RNIB’s Talk and Support service. There were five other women in my support group. Some, like me, had children. There was such a range of experiences – people all over the country who had lost their sight in different ways – but there was a real sense of community.”

Sarah, London



Priority 3 impacts: Changing society

- We have campaigned to ban pavement parking as part of our work to clear the pavements from obstructions and make them accessible to blind and partially sighted people. In October 2019, the Transport (Scotland) Act 2019 was finally passed and as a result of our campaigning the Act bans pavement and double parking in Scotland. Campaigning across the UK resulted in the Westminster Government finally agreeing to consult on banning pavement parking in England.
- In Wales, after we supported a partially sighted campaigner to petition the Welsh Assembly for change in this area, and following the submission of the petition, a Welsh Government Taskforce was established to look at the issue.

We are calling on the Northern Ireland Executive to follow suit on this issue.

- Fuelled by public support, our accessible voting campaign saw the Government informing all Returning Officers that magnifiers and mobile phone AI apps to “read” the ballot paper were likely to be a reasonable adjustment under the Equality Act. As a result, the 2019 General Election was, for many blind and partially sighted people, the first time they were able to vote independently and in private.
- We met the challenge of a snap election, drafting and publishing RNIB manifestos for each of the UK nations and creating a campaign action for blind and partially sighted people to write to their local candidates, asking them to become an RNIB Champion.

The team also attended organised blindfold walks across the country and organised and attended local hustings events. Following the election, we now have 116 MPs signed up to be RNIB Champions in Parliament.

- When the Northern Ireland Assembly was restored in 2020, we were ready with a call to action to politicians, policy makers and partner organisations to join us in ending the inequalities faced by blind and partially sighted people in Northern Ireland. In February 2020, we launched our Community Engagement Report at Stormont showing how people living with sight loss continue to face barriers in key areas such as: transport, accessible health information, receiving timely healthcare, access to employment and general equality of access to services.

Public fundraising and partnerships

£47 million

Net income delivered

Priority 4 impacts: Making RNIB fit for purpose

- Ensuring we can meet our priorities as well as possible, the overall operating surplus before exceptional items for the year was £3.1 million (2019: £3.8 million), with operating cash inflow of £11.0 million (2019: £11.9 million). Group expenditure has reduced by £9.4 million by making careful reductions – mainly through strong cost controls and efficiencies. Continuing our planned turnaround, this ensures more money is better spent on services for blind and partially sighted people.
- Public fundraising and partnerships activities delivered a net income of £47 million. The net income generated by Individual Giving activity was around £0.8 million higher than budgeted while

critical non-financial targets, such as the number of active regular donors, were still met thanks to more effective campaigns and efficiency savings. We are above target on the number of legacy-giving enquiries and our new business pipeline for 2020/21.

- 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 a 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 which is 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, ELT members and the Audit and Risk Committee 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 quarterly reporting to our Audit and Risk Committee and Board. Improvements in the area

of regulatory compliance have been included.

- On safeguarding matters, we have overhauled our training, strengthened the team and recruitment processes, and given greater transparency across the organisation and in governance, meeting key milestones in implementing our Safeguarding Improvement Plan.
- We are delivering effectively in relation to Information Governance and Information Security, with controls in this area strengthened through the work of our Information Governance Group. We are improving tracking through system improvements, for example, of mandatory training completed by RNIB individuals and contractors.

- Our Critical Disaster Recovery Solution project was completed before the financial year end and we are well underway with a review and refresh of our Business Continuity Planning across the Group. Progress made in this area has been demonstrated through our robust response to the coronavirus outbreak and lockdown, with our contingency plans proving effective in the initial stages. We have worked with Crowe UK LLP to consider coronavirus-related risks showing we have taken, and continue to take, the appropriate action for the ongoing mitigation of these risks.



Our main objectives for 2020/21

To direct our resources and effort in the most impactful ways, we have refined our priorities further and are concentrating on three for the year ahead.

The three priorities reflect customer needs, based on research and consumer testing, our ambition to continue urging society and institutions to appreciate the value of Seeing Differently and embrace diversity and inclusion.

This also reflects our new Connection proposition which will facilitate pure connection rather than more traditional community development and improve performance.

The three priorities for RNIB are:

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

- To increase information access and control, particularly digital, by addressing cost, confidence and capability at scale.
- To enable more people to move more quickly from diagnosis/sight deterioration to confidence through a more effective and digitally enabled sight loss pathway.

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

- To build on the goodwill of society to raise the understanding of sight loss in everyday life.
- To achieve more accessible, inclusive and usable mainstream environments and solutions.

Priority 3: Transform RNIB to be a catalyst for change

- Establish a leadership position as the experts in the lived experience of sight loss.
- Make a bigger impact in everything we do.
- Diversify our income.
- Work to the highest of standards, fostering an agile, accountable and customer-focused culture.

As the coronavirus pandemic hit in March 2020, we developed a short-term response plan that sits within these priorities to ensure RNIB would be able to do as much as we could to support blind and partially sighted people during the crisis while not risking financial stability.



Community Connection

Our regional network and community has grown to 63,983 people who we ensure benefit from being connected.

This growth has laid the foundation for the launch of Community Connection which will better connect people with sight loss to each other, the wider community and RNIB's services, products and opportunities.

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committees of blind and partially sighted people guide our work via Connect Voices

Working together



RNIB relies on a wide range of people to achieve our goals.

Blind and partially sighted people are at the heart of RNIB, influencing everything we do.

We have implemented a range of initiatives and improvements to ensure our employees and volunteers feel motivated and that they are progressing as RNIB continues its mission.

Three of these key initiatives are:

- **Connect Voices:** We launched the Connect Voices network at the end of the last financial year to give blind and partially sighted people outside the organisation a clear way to get involved with RNIB's work, including user experience initiatives. It encourages staff and people with sight loss to collaborate and 282 blind and partially sighted people

We launched the Connect Voices network to give blind and partially sighted people a clear way to get involved with our work.

joined Connect Voices online and have been involved with 102 pieces of work. Locally, 103 people joined 13 committees across the UK.

- We have created a new Customer Voice team, bringing together Research, Insight and Involvement functions to provide a more authentic expression of life with little, or no sight and drive RNIB towards new solutions. In the coming year, we will focus on increasing our capability to engage, involve and understand the lived experience of sight loss.
- This year we have focused on how the lived experience of sight loss can improve and enhance our recruitment processes. We co-designed materials, guidance, and processes for recruiting staff and are systematically involving our customers in staff recruitment.

Our employees

Our employees sit at the heart of everything we do and we are fortunate to have a dedicated and highly-effective staff. To improve the way we support them, we have embarked on a process to improve our HR function. An 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-focused 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.

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 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 new Diversity and Inclusion roles including a Strategic Lead for Accessibility and a Diversity

and Inclusion Manager, who leads on the implementation of D and I strategy.

In 2019/20 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 D and I 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 listening and having conversations, alongside improving our data 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.

Key initiatives:

Human Resources

- Our non-financial benefits package for employees was enhanced with greater flexibility around annual leave and the introduction of RNIB Rewards which provides 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.

RNIB has trained

17

Mental Health First Aiders this year

- 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 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 trained 17 Mental Health First Aiders and are looking to double our capacity of Mental Health First Aid Instructors next year.
- 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.
- 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.



Pay Policy

In setting overall pay levels for our staff, benchmarking using a wide variety of external roles and functions ensures that the pay scheme reflects market rates and ranges for each salary level. We consider the pay practice of other large charities within the UK supported by other high-quality information for specific levels or roles as appropriate.

We aim for a consistent and sustainable pay strategy that meets with the diverse requirements of RNIB.

Gender Pay Reporting

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

Volunteer contribution equivalent

£5.5 million

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.

Our volunteers

This year, 3,773 volunteers supported us in 4,715 roles. After evaluating the suitability of a range of roles to be filled by volunteers and improving our safeguarding processes, this was a 11.5 per cent drop on 2018/19 (4,263).

Currently, nearly a quarter (23.4 per cent) of our volunteers have disclosed they are blind or partially sighted. Our overall volunteer

contribution was equivalent to more than £5.5 million of resource.

We received 842 volunteer enquiries via email or phone and 395 direct web applications. We started 850 volunteer roles with 68 per cent supported through our volunteer brokerage service. Blind or partially sighted people are in 19 per cent of these roles. We set up focus groups with customers and volunteers to explore how we promote opportunities more widely. Our target is to have 25 per cent of volunteers who are blind or partially sighted. Throughout the year, popular opportunities were in the Technology for Life service as well as opportunities with a difference such as those that were short-term or home-based. We signposted 102 enquiries to local societies – the top opportunities enquirers were looking for were one-to-one befriending and Studio Reading in Camden.

In December 2019, we approved a new Contribution and Participation strategy to support us to recognise, value and enable us to better support the many different ways people give their time, skills, energy and experience.

A working group made up of volunteers, some of whom are blind or partially sighted, and a mix of staff from across RNIB created the strategy. Many people volunteer their time to many different areas of our work, the strategy acknowledges this and gives us the opportunity to collaborate, join things up and simplify our approach, systems and processes as much as possible.

Our overall aims are:

- To make it easier to be involved in the way you want to be.

Our annual volunteering survey told us 89 per cent of volunteers would recommend volunteering with RNIB.

- To connect you with more opportunities to get involved, if you wish, by making it easier to hear about what's on offer.
- To help you see the difference you make.

Volunteering experience

We strive to provide volunteers with a meaningful, good quality experience in their time at RNIB.

We first launched our annual volunteering survey in 2018. The 2019 results told us:

- 89 per cent of volunteers would recommend volunteering with RNIB, a 4 per cent increase from last year.
- 81 per cent of volunteers feel they are making a difference through volunteering, a 2 per cent increase from last year.

- 77 per cent of volunteers feel that they feel supported in their role. This is 10 per cent higher than last year. As one told us: "My volunteer managers were so supportive and empowering. Not only did they help me fulfil my responsibilities in my role, they pushed me to exceed what I thought I was capable of."
- 79 per cent of volunteers feel that they are valued for the time and effort they donate to RNIB, this is a 4 per cent increase from last year.

In response to feedback from the survey, we have taken the following action:

- We've developed the Volunteering Recruitment Commitment to improve the communication and support experience during the recruitment journey for new volunteers.

- We've updated volunteer induction materials including the Volunteer Welcome Pack to ensure key information is more prominent for volunteers and their managers and to enhance the induction experience.
- We've established a new reporting process to support teams in identifying, recognising and celebrating volunteer milestones.
- We've created a new mailbox to enable volunteers to share feedback and ideas with the Volunteer Council. The Volunteer Council are a small group of volunteers who meet to share ideas, discuss issues, make suggestions and find solutions with members of the Volunteering Team.



Fundraising priorities

Our three priorities are to increase alignment between fundraising activities and our strategy; to diversify our income generation portfolio; and to increase the relevance of our fundraising offers, communications and products to supporters and potential supporters.

£51.9m

total voluntary
income raised by
our supporters

Fundraising review



Thank you to all the many individuals, companies, trusts, foundations, funders and public bodies that have supported us this year and made our work possible.

With the help of our many supporters, we raised £51.9 million this year (gross voluntary income) to fund the essential programmes and services which provide a lifeline for blind and partially sighted people throughout their sight loss journey. This represents 54 per cent of RNIB income.

The main part of this (£32.7 million) came from gifts from supporters who thoughtfully remembered us in their Will (Legacies) and from Individual Giving activity (£19.2 million), including RNIB's weekly lottery programme, other regular gifts, a well-established raffle programme and responses to direct appeals.

This is a wonderful testament to our cause and provides much-needed funds to continue with our vital work – both now and in the years to come.

This year, the total legacy income received – and the proportion of voluntary income that came from our legacy income – was significantly lower than in recent years. This drop was primarily caused by external factors (including nationwide delays in the statutory processing of grants of probate and the start of the coronavirus pandemic) which delayed the process of executing Wills.

The impact of reduced legacy income on the total voluntary income received, together with the need to pause certain forms of fundraising activity in response to the March lockdown in the UK, demonstrated the value of our long-term fundraising

strategy. It has also highlighted the need to continue evolving our voluntary income portfolio to mitigate risk.

Our strategic fundraising priorities remain. They are:

- To increase alignment between fundraising activities and our strategy.
- To diversify our income generation portfolio.
- To increase the relevance of our fundraising offers, communications and products to supporters and potential supporters.

Our priorities and activities are underpinned by a commitment to excellence and we review our practices on an ongoing basis to ensure compliance with all relevant codes and regulations.

This year, we have made progress with each of these priorities and included an integrated fundraising and brand Christmas campaign, revised cases for support and increased engagement with existing and potential high value donors and partners.

Our fundraising product development process is driving diversification of the overall fundraising programme. It is supported by an asset audit, product portfolio review and various audience understanding projects.

Fundraising controls and regulation

Like all charities, our fundraising success depends on maintaining the trust of donors and the public. We have a number of controls in place to ensure our fundraising remains ethical, transparent and compliant with both current regulation and public expectation.

Our Board of Trustees plays an active role in our fundraising activities. We have an Income and Partnerships Committee to evaluate fundraising performance and ensure fundraising activity operates in line with regulatory requirements and best practice.

In addition, our Audit and Risk Committee provides independent scrutiny of fundraising control and regulation through regular reviews from our internal auditors.

RNIB's Ethical Fundraising Policy ensures we consider the wider implications of who we accept gifts from or work in partnership with.

Through our voluntary registration with the Fundraising Regulator and membership of the Chartered Institute of Fundraising, we are committed to the highest standards

in fundraising practice and continue to work closely with both bodies to raise the quality of fundraising across the wider sector.

Our lottery and raffle activities are managed under our Gambling Commission licences which not only ensure we meet our legal requirements, but also enable us to provide the necessary protections for our supporters.

Use of agencies and third parties

Working with external agencies, which fundraise on our behalf, is a vital part of our fundraising strategy. These agencies are contracted to carry out a range of fundraising activities including door-to-door, telephone and private site fundraising, helping us reach as many people as possible in a cost-effective way.

We hold these agencies to the same high standards that we expect of our in-house fundraisers. We regularly carry out mystery shopping, call monitoring and other quality checks on all their activities.

All our third-party agencies are required contractually to follow the Codes of Conduct and Codes of Fundraising Practice put in place by the Fundraising Regulator, The Chartered Institute of Fundraising and the Charity Commission.

Vulnerable people

We have a Vulnerable People Policy in place to protect people who may be in vulnerable circumstances. All our staff are aware of this policy and are trained in how to identify a person in vulnerable circumstances and the actions they should take. All our third-party agencies are required to adhere to this policy.

Our commitment

We remain absolutely committed to continually improving the standards we achieve with our relationships with supporters and the public. We ensure that anyone involved in our fundraising activities is aware of our requirement to live by our Fundraising Promise:

- We are committed to high standards
- We are honest and open
- We are clear
- We are respectful
- We are fair and reasonable
- We are accountable

Complaints

We take all complaints seriously, monitor them closely and report on them regularly. We respond to each complaint within two working days.

The number of fundraising complaints we received during 2019/20 totalled 442 (2019: 608). This 27 per cent reduction in complaints has been achieved despite an increase in Individual Giving activity and the launch of new fundraising events such as the Double Dash.

Total secure volume income
£5.9 million

A rise of £0.7m in
commercial income

Partnerships

The time and expertise provided by our partnerships allows us to optimise our services and innovate our ways of working.

We are especially thankful to partner with organisations who share our vision for a world where blind and partially sighted people can participate equally. By adding their voice to ours, they enable us to achieve much greater impact in raising awareness of sight loss and improving access to employment for blind and partially sighted people.

Our commercial partners

Our commercial income objectives were almost all met with the most critical performance measure: total secure volume income – exceeding the original target of £5.2 million by £0.7 million. Of particular note, User Experience Consultancy income exceeded the original target of £66,000 by more than 165 per cent while the studio income target of £480,000 was exceeded by more than 8 per cent.





A close-up photograph of a person's hands holding a credit card over a payment terminal. The person is using the card to make a payment. The background is blurred, showing what appears to be a retail or service environment. A bright pink rectangular box is overlaid on the top left corner of the image, containing the text 'Financial review'.

Financial review

Overview of our financial performance and position

We have continued strengthening our finances this year. RNIB Group's overall operating surplus before loss on investments and exceptional items for the year was £3.1 million (2019: £3.8 million), with operating cash inflow of £9.6 million (2019: £11.9 million). We have achieved this through maintaining our strong cost controls and focus on efficiency.

In addition, we have almost eliminated reliance on bank debt, partly using proceeds from property transactions to repay £19.9 million of financing.

After investment valuation losses (£0.5 million), net income from exceptional items (£5.6 million) and actuarial gain on defined benefit pension scheme (£21.6 million), the total net increase in funds was £29.8 million (2019: £6.1 million).

£22.8m

Our trading income from fundraising raffles and lotteries and more, grew from £21.3m last year

Exceptional items included in the SoFA amounting to £5.6 million comprise of income of £5.8 million relating to the profit share in respect of the Redhill land and buildings sale and development agreement with Countryside Properties (UK) Limited following the transfer of the land relating to the first two development phases in September 2019. In addition, £0.3 million relates to income received from the Thrives Education partnership in respect of the transfer of the RNIB Specialist Learning Trust. These are offset by £0.5 million relating to an impairment provision in respect of the write down of the property at Jones Court, Cardiff. These have been accounted for as exceptional items as they fall outside of the charity's ordinary activities, are abnormal in their nature and are not expected to recur.

Income

In 2019/20, RNIB Group income was £95.9 million (2019: £106.3 million). This £10.4 million reduction mainly resulted from a £8.8 million drop in legacy income, caused by nationwide delays in the statutory processing of grants of probate and the initial impact of coronavirus on the processing of estates in February and March 2020.

Partly offsetting this, we were delighted that our trading income – generated through our fundraising raffles and lotteries, commercial transcription, retail products and consultancy – grew to £22.8 million (2019: £21.3 million).

Donations increased slightly to £19.2 million (2019: £18.0 million), boosted by a year in which we increased our long-term investment in fundraising.

Income generation is a critical aspect of delivering against our strategy, so we will continue to invest carefully and innovate to maximise opportunities while minimising risk.

We invested

£52 million

in our services equipping blind and partially sighted people to thrive

Expenditure

Group charitable expenditure has been split this year to reflect new strategic priorities. The prior year has been reclassified to match.

Priority 1: Equip blind and partially sighted people to thrive

Our main focus of charitable resources, in which we invested £52.0 million (2019: £66.2 million) – of which £21.7 million related to our National Sight Loss Advice Service, £20.1 million our regulated services and £10.2 million other services.

Priority 2: Connect our community

To grow our vital connections with the communities we serve, we invested £2.8 million (2019: £3.4 million).

Priority 3: Change society

We invested £6.1 million in the year (2019: £5.7 million). This priority is

central to our long-term strategy and we will continue to invest more going forward.

Priority 4: Make RNIB fit for our purpose

To ensure the ongoing sustainability of RNIB, we invested 16 per cent of group expenditure (2019: 11 per cent) on raising funds, a significant proportion of which will generate returns across future years.

Group expenditure as a whole fell by £9.5 million to £92.9 million (2019: £102.4 million) thanks mainly to our stronger focus on core activities.

A full analysis of group expenditure is shown in note 4 on page 108. The allocation of support costs is shown in note 5 on page 110.

Subsidiary entities

RNIB had four active operational subsidiary charities during the year: RNIB Charity, RNIB Specialist Learning Trust, Cardiff Institute for the Blind (trading as Sight Life) and BucksVision. Together, these four entities contributed an income of £16.2 million (2019: £22.9 million) across the year, almost all of which related to charitable activities.

In addition, the four active trading entities of the Group (RNIB Enterprises Limited, RNIB Services Limited and, in their first full year of trading, RNIB Direct Services Lottery and RNIB Feel Good Friday) contributed £5.6 million (2019: £3.5 million) to the RNIB Group through Gift Aid and share of profit.

The full results of all subsidiary entities are shown on page 99.

Balance sheet and cash flow

Overall, net assets including pension assets have increased from £85.8 million to £115.6 million, as explained above.

With the sale of the RNIB Pears Centre and depreciation, partly offset by one-off revaluations, tangible assets have been reduced by £12.2 million to £56.0 million.

Driven by the operating surplus and sale of property, we were able to repay £19.9 million of external financing and as a result, cash decreased from £14.4 million to £11.1 million.

As part of our cash management, we continue to improve our working capital management, with trade debtors reducing from £3.6 million to £2.4 million.

“The RNIB’s Slight Loss Advice Service really helped me to regain self-confidence through their counselling, particularly when I was going through the transition from being partially sighted to being registered blind.” Roger, Hertfordshire

Pensions

31 March 2020 represents the next triennial date for the main RNIB Retirement Benefits Scheme (RNIBRBS) – a defined benefit scheme. As at 31 March 2017, a £14.1 million technical provisions deficit was agreed with scheme Trustees, in remedy of which a £2.5 million per annum deficit repair contribution plan was agreed.

As at 31 March 2020, the financial statements show a total surplus pension reserve (as determined by the FRS102 accounting basis approach) of £23.0 million. This mainly resulted from a £21.6 million actuarial gain in the year, caused by a sharp increase in the prescribed discount rate as determined by market movements in yields of AA-rated corporate bonds at the end of 2019/20.

A similar outcome is not anticipated with respect to the 31 March 2020 triennial valuation due to the different methodology required when valuing pension assets, for example, the discount rate for the technical provisions basis on which this is determined is set by government bond yields, as opposed to AA-rated corporate bonds and the need for the trustees to exercise prudence when assessing ability to meet future payment obligations.

A full analysis of pensions valuations and costs is shown on page 143.

In general terms, a pension scheme surplus is said to exist when the actuarially-determined value of the scheme's assets exceeds the value of the scheme's liabilities i.e. there is a surplus amount of money/assets needed to cover current and future monthly obligations. The March 2020 financial statements for the RNIB pension scheme shows a surplus reserve of £23 million.

A pension scheme deficit exists when the actuarially-determined value of the scheme's liabilities exceeds the value of the scheme's assets, i.e. where the scheme does not have enough money/assets to meet its obligations.

Reserves policy

RNIB's reserves policy is reviewed annually and includes both a liquidity (which has primacy) and free reserves measure. This is to reinforce our organisational focus on cash management and effectively manage risk and financial sustainability in the event of an unexpected reduction of income.

Liquidity is defined as free cash – plus available financing facilities – and reduces this by the value of restricted funds to ensure these funds are appropriately ring-fenced.

Free reserves exclude restricted funds and designated funds, which include the net book value of land and buildings occupied by RNIB services and activities.

RNIB's finances were in a sound position when the financial impact of the coronavirus started to take effect.

The assessment of free reserves excludes any surplus or deficit reported on the pension scheme.

The required liquidity and free reserves levels are predominantly determined by a risk weighted assessment of income streams. It is correspondingly calculated annually and as a result, Trustees wish to operate within a range of £12.7 million – £19.0 million of liquidity and between £25.3 million – £38.0 million for free reserves based on analysis of risk undertaken as part of the 2020/21 budget setting process.

At 31 March 2020, liquidity stood at £22.3 million (2019: £16.9 million), so slightly above the target range. Free reserves were £25.7 million (2019: £32.8 million), marginally above target minimum, albeit as described above, liquidity considerations have primacy. Free reserves

reduced despite the operating surplus generated, mainly due to the repayment of bank financing (totalling £19.9 million) being in excess of proceeds from property disposal (£10.0 million).

The liquidity surplus of £3.3 million was supported by an undrawn £15.0 million revolving credit facility (RCF), which had been intended to be gradually cancelled during 2020/21 before expiry in June 2021. The financial impact of coronavirus has meant that this prudent position with respect to liquidity was highly beneficial.

The free reserves shortfall is planned to be remedied in 2020/21, subject to the financial impact of coronavirus (as discussed below).

Impact of the coronavirus and going concern

Our financial sustainability has transformed over the last few years thanks to a strong focus on cash and cost control, putting RNIB's finances in a sound position when the financial impact of the coronavirus started to take effect in March 2020.

Through March and April, we modelled a range of forecast financial outcomes and prepared a set of mitigations (including utilisation of the Coronavirus Job Retention Scheme), resulting in a liquidity plan that has been implemented effectively.

As a result of this preparation and the planning and hard work of our staff and volunteers, RNIB's finances have not materially weakened since 31 March 2020.

Overall, our services have continued to be delivered, albeit in different ways when face to face has not been possible. Careful cost management and mitigations have largely offset the impact of reduced income which has been most significant with legacy income due to external delays in the processing of our generous legators' estates, but has had an impact across all areas, especially Fundraising.

To further support the position, the £15 million revolving credit facility has recently been extended such that it will now be available until March 2022 instead of June 2021.

Our up to date assessments of our financial position and three-year forecasts, with significant stress testing, give Trustees confidence the Charity will have adequate resources to continue to operate for the

foreseeable future. These accounts have therefore been prepared on a going concern basis.

Investment policy and performance

During the year, our only investments related to endowment funds which have strict controls over their utilisation. These investments are managed in accordance with our wider Investment and Treasury Management Policy, which sets an objective for long-term objectives to exceed an inflation-based measure (set at CPI +2.0%).

At 31 March 2020, the unrealised loss on the endowment funds was £224,000 (2019: unrealised gain of £43,000). The breakdown can be found on page 129.

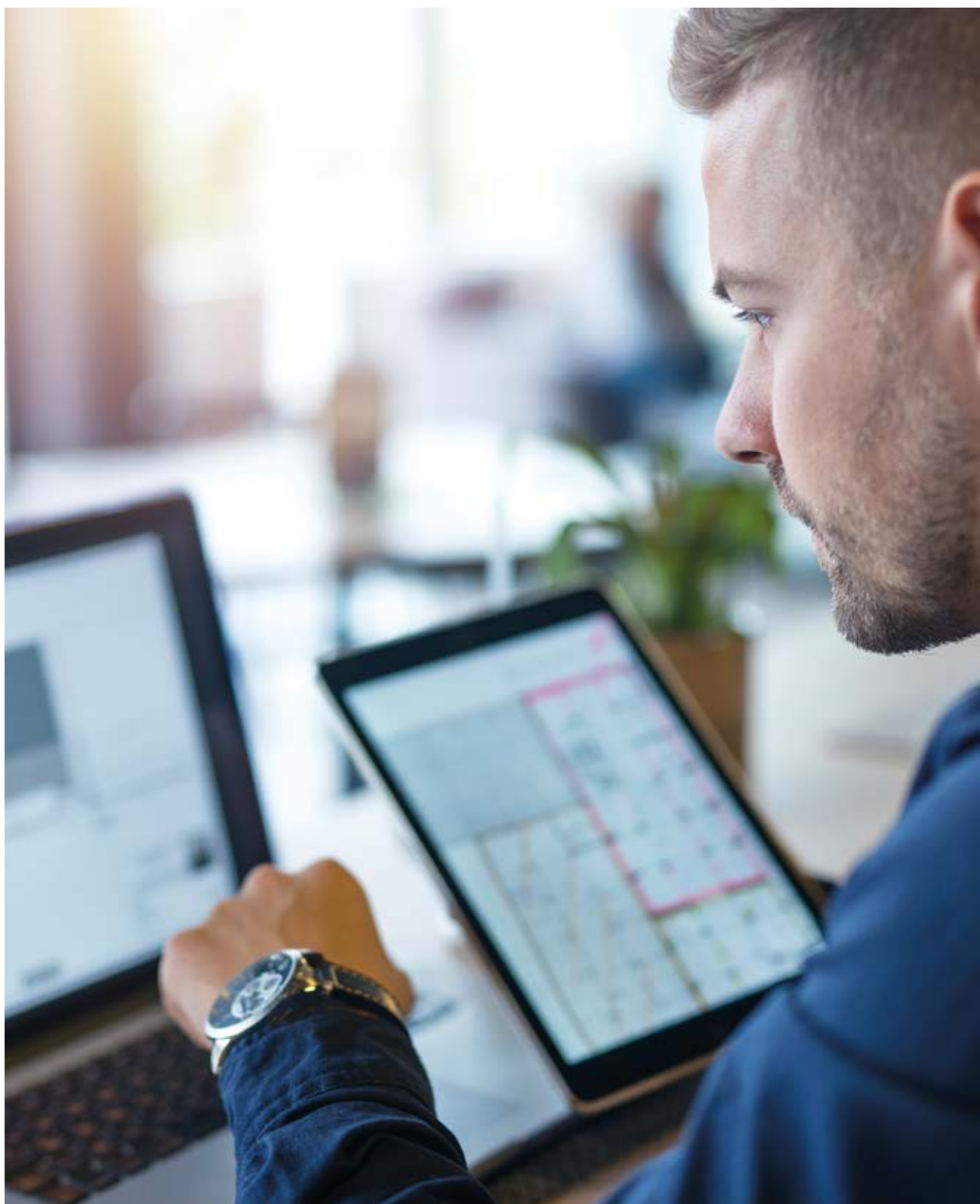




Principal risks and uncertainties

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.



Risk	Primary mitigations
<p>Safeguarding, regulatory and operating risk</p> <p>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.</p>	<p>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.</p> <p>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.</p> <p>Working with our internal auditors and other providers of external assurance, ensuring recommendations are implemented in a timely fashion.</p> <p>Strengthened monitoring of and reporting on regulatory compliance. Review and strengthening of our business continuity framework.</p>
<p>Finance</p> <p>Risk of unanticipated falls in voluntary income, reducing liquidity and capacity to effectively deliver against plans.</p>	<p>Our risk-based and liquidity-focused 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 the impact of Brexit and, since the year-end, the impact of coronavirus.</p> <p>Consideration of principal risks in relation to the coronavirus pandemic is outlined below.</p>

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	Primary mitigations
<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>	<ul style="list-style-type: none"> • Our reward and benefits package is benchmarked against the sector and in line with an approved pay policy. We monitor turnover, with exit interviews providing qualitative data. • We map the capability of our teams against requirements and continually consult and refine communications to ensure all are aligned behind our plans. • Focus in the past year has been specifically on strengthening our leadership with less reliance on interims and ensuring clear accountability in relation to the performance of our people going forward.
<p>Strategic impact Risk that our strategy is not sufficiently clear and innovative to deliver against our ambitions.</p>	<ul style="list-style-type: none"> • 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.

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 focused 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>

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.

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 management structure

Risk	Primary mitigations
<p>Crisis response / Business continuity planning</p> <p>Risk that decision making during the pandemic period is not based on data and/or decisions are not documented.</p>	<p>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 ELT.</p>
<p>Risk that RNIB Board and Management fail to appropriately assess the potential impact of COVID-19 on our mission.</p>	<p>Work with RNIB's internal auditors and ELT to ensure potential impacts are addressed with Audit and Risk Committee and Board of Trustees is kept informed.</p>
<p>Risk that business continuity planning is not agile enough to address the fast-moving response to coronavirus.</p>	<p>Regular review and reporting to ELT and Audit and Risk Committee on business continuity plans in relation to the pandemic and regular review of all Business Continuity Plans.</p>
Managing risk of change	
<p>Risk that the design of interim processes undermines controls.</p>	<p>Financial and other controls, in relation to staff working remotely considered. Where necessary controls have been strengthened.</p>
<p>Risk that scenario consideration and action planning is not adequate.</p>	<p>Corporate MIRT initially, and now ELT, lead on scenarios considered, ensuring necessary action plans in place, with regular reporting.</p>

Risk	Primary mitigations
Risk to going concern from coronavirus situation.	Regular updates on going concern to 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, reporting security matters and trends to ELT with appropriate action taken.

People	
Risks to staff mental health and wellbeing.	Corporate MIRT initially, and now a longer-term working group, lead with regular internal content and opportunities to connect put in place. A specific pulse survey conducted with follow on actions.

Risk	Primary mitigations
Risk in relation to how messages are being cascaded across teams during the coronavirus pandemic	Robust internal communication plans implemented with ELT oversight.
Risk of furloughed staff becoming disengaged or disenfranchised. Loss of capacity.	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.
IT/Cyber	
Increased risk of cybercrime and fraud.	Awareness programme put in place, as well as checking of existing robust controls and updating where necessary.

Risk	Primary mitigations
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>

Supply chain	
Risk of failure within supply chains.	<p>Corporate MIRT initially, and more recently Executive Leadership Team (ELT), has oversight of this area, with procurement team providing necessary support.</p> <p>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.</p>

Safeguarding	
Increased safeguarding risks.	<p>Raising awareness of the ongoing need to escalate any safeguarding concerns.</p> <p>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.</p>

Structure, governance and leadership

How we are managed

RNIB is led by a Board of Trustees which has ultimate responsibility for what happens in the organisation. Practically, day-to-day management of the organisation is delegated to the CEO and he in turn delegates to members of the Executive Leadership Team, comprising the Directors of the nine departments within which all RNIB staff work. The Board retains responsibility for approving RNIB's vision, organisational strategy, annual plans and budgets, and key policies. It holds management to account for delivery against the strategy and plans and also has a duty to reassure itself that the organisation is operating within its policies and the law. The Board is led by the Chair of Trustees, assisted by the Vice Chair and Honorary Treasurer.

There are five main Board meetings per year, in addition to which Trustees attend other meetings including regular Committee meetings, up to two Away Days each year, a Business Plan and Budget scrutiny session, training sessions (for example, annual Safeguarding Training, Diversity and Inclusion Training etc) and other sessions as necessary throughout the year.

Trustees are appointed for a term of three years, renewable twice up to a maximum of nine years. Trustees wishing to be reappointed for a new term of office will meet with the Chair and Vice Chair to appraise their performance, obtaining feedback from other Trustees, and make a recommendation to the Board as to whether they should be appointed for a new term. In addition, each Trustee meets with the Chair annually to discuss their

performance and needs and identify objectives.

In December 2019, Trustee annual review meetings were carried out. Each Trustee was asked to complete a Board Effectiveness Review form and this formed the basis of a one-to-one meeting between each Trustee and the Chair to review progress, set personal objectives and identify training or support needs. Common themes coming out of these meetings included:

- The need for a better system for circulating Board papers. In response to this agreed need, RNIB is exploring Board paper portals to identify a solution which is accessible.
- A desire to strengthen personal relationships with the newer Trustees on the Board, have more

social time, and connect with colleagues in RNIB, bearing in mind that Board members are spread across the country and often need to join meetings remotely. To address this, RNIB agreed to spread meetings throughout the country rather than being London-centric, with meetings planned in Cardiff, Birmingham, Edinburgh and Belfast. Social time was built into the meetings, some of which would involve an overnight stay. Unfortunately, the COVID-19 pandemic meant that planned meetings since March 2020 have had to be held remotely, but once the situation improves the schedule of Trustee meetings will be reviewed. The move to remote meetings has offered an opportunity to establish working practices around these and ensure that those joining remotely feel fully included.

- A desire for increased visits to RNIB services and to meet more stakeholders including staff and customers. RNIB put in place a programme of Trustee visits to RNIB services (both regulated and unregulated) – as above, this has been curtailed by the COVID-19 pandemic, but a new programme of visits will be put in place once these can safely resume. RNIB has also been consulting with customers to better understand what good Board stakeholder engagement would look like. This work is not yet complete, but in 2021 we will plan a new programme of Trustee meetings and other engagements with blind and partially sighted stakeholders.

Trustee recruitment

The RNIB Board has undergone significant change over the past 18 months, with seven new Trustees appointed since March 2019. In March

2020 we saw the departure of three long-serving members of the RNIB Board: Honorary Treasurer Alan Tinger and Trustees Mike Nussbaum and Heather Giles. We are very grateful for their contribution to RNIB over many years and thank them for their service.

The Board will always have one Trustee with financial experience to act as Honorary Treasurer (currently Liz Walker, who took over from Alan Tinger in March 2020) and one Trustee with safeguarding experience to act as Safeguarding Lead Trustee (Nora Colton). Other than this, decisions about what skills to recruit would be taken based on the outcome of a skills and diversity audit. To this end, an audit was carried out in January 2020 and it was agreed to seek new Trustees with one or more of the following skills: strategic customer relationship

management; fundraising strategy and innovation; digital transformation; and investments. The Board also agreed on the need to increase the diversity of the Board, with a focus at this stage on attracting younger candidates from a range of ethnic groups. It was also agreed to seek Trustees with lived experience of sight loss who can speak to our stakeholders with authenticity and act as passionate ambassadors for RNIB. Recruitment took place over the summer and three new Trustees - Deborah Womack, Stephen Monaghan and Alice Collins - joined the Board in September 2020.

In addition, RNIB's Chair of Trustees Eleanor Southwood is due to step down at the end of her term of office in Autumn 2020, and RNIB has undertaken a recruitment process to identify a new Chair.

On 29 July 2020, Anna Tylor joined the Board as a Trustee of RNIB and Chair-designate, to take office after Eleanor steps down.

Charity Commission Statutory Inquiry

In March 2018, the Charity Commission for England and Wales opened a statutory inquiry into RNIB following Ofsted issuing a notice to withdraw the registration of RNIB Pears Centre, a school and home for blind and partially sighted children with complex health and learning needs. The statutory inquiry report was published on 25 June 2020. It found a lack of appropriate safeguarding systems at RNIB and attributed the failure to identify and deal with this to problems with the governance structure and a lack of oversight by management and the Board of Trustees.

The statutory inquiry report was based on three external reviews commissioned by RNIB; the Independent Review led by Hugh Davies QC, which looked generally at events at RNIB Pears Centre and at safeguarding and governance within RNIB; and subsequently in-depth reviews into governance and safeguarding respectively. The recommendations were adopted in full by the Board and formed the basis of the Statutory Inquiry Action Plan which was approved by the Charity Commission in October 2019 and is due to be fully implemented by October 2020.

In response to the statutory inquiry, over the last 20 months we have substantially strengthened our leadership and governance at Trustee and Executive levels:

- As outlined above, we have recruited 10 new Trustees over the past two years to strengthen our Board.
- Our new permanent CEO Matt Stringer joined us in May 2019 and we have further strengthened our Executive Leadership Team with the appointment of six new Directors. We have also appointed a new Head of Governance.
- We have a new Policy Framework and have reviewed and refreshed key policies and processes including our Professional Code of Behaviour. We have also introduced a new Trustee Code of Conduct.
- We have reviewed and tightened our Committee structure including agreeing new terms of reference to ensure Trustees have appropriate

oversight of all our activities. Details of these changes are outlined below.

- A new Governance, Transformation and Implementation Group (GTIG) has been established, chaired by our new Vice Chair. It has oversight of the effective delivery of transformational governance including the Statutory Inquiry Action Plan.
- We launched a consultation with members to review and modernise our Royal Charter and Bye-laws.

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 its application of the Code in the 2020/21 annual report.

RNIB Board Committees **Summary of new governance structure within RNIB, June 2020**

The Board presently has eight Committees. Their purpose is to scrutinise matters within their terms of reference in more detail than would be possible for the whole Board to do within its meeting schedule. Matters to be approved by the Board would usually be reviewed and endorsed by the relevant Committee prior to being

presented to the Board. Each Committee has three Trustee members, including a Trustee Chair (other than the Audit and Risk Committee and the Regulated Services and Safeguarding Committee, which each have an independent Chair) and up to three Non-Trustee Committee Members. The Chairs of the Committees meet each quarter to discuss governance and ensure they work together in a joined-up way. Each Committee meets at least quarterly and some meet much more frequently than this. To augment the skills on the Board with additional expertise and perspectives, five of the Committees have up to three non-Trustee Committee members who are appointed for renewable terms of up to two years.

As part of the statutory inquiry, an external governance review was

carried out in 2019 which made recommendations about RNIB's Committee structure. To implement these recommendations, the Board reviewed its Committee structure to assess what Committees are needed to promote good governance while ensuring the structure works effectively and efficiently. The Board of RNIB approved the proposals in November 2019, after which the new structure including new terms of reference for all Committees was implemented.

1. 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

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.

2. Revised Committee Structure – November 2019 to date

Rather than retaining the distinction between Committees and Steering Groups it has been decided that they should all be constituted as Committees in order to streamline and simplify governance structures. Two new Committees were created:

- The Governance and Transformation Implementation Group which oversees the planned governance changes and delivery of the statutory inquiry action plan and also has oversight of Business Change (taking over from the Business Change Steering Group).
- Nominations Committee which leads on the appointment of Trustees and Non-Trustee Committee Members and oversees non-executive induction and ongoing training.
- The revised Committee structure is therefore as follows with a brief summary of the primary purpose of each in terms of oversight and holding the executive to account:
 - Audit and Risk – finances, internal and external audit programme, and risk management
 - Customer – customer and prospective customer engagement
 - Governance and Transformation Implementation Group (GTIG) - charity governance and implementation of the Statutory Inquiry Action Plan
 - Income and Partnerships (formally Relationships) – fundraising activity
 - Nominations – appointments to the Board and its Committees, and Trustee induction and training
 - People – staff and volunteer engagement; diversity and inclusion

- Regulated Services and Safeguarding (RSSC) – safeguarding across the organisation and oversight of RNIB’s CQC or Ofsted-regulated services
- Transitions Programme – property and business transfer arrangements

Revised Terms of Reference for each Committee were approved in February 2020. 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.

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.

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

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)

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)

Remuneration

The RNIB Group was led by the Executive Leadership Team consisting of the CEO and four employed Directors, and four contracted Interim Directors. The total remuneration paid to the employed members of this group was £0.6m (2019: £0.9m consisting of the CEO and seven employed Directors). 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.

Safeguarding

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 2020, 135 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.

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:

- 151 safeguarding concerns were reported to RNIB.
- We made 171 referrals to statutory services (Local Authorities, GPs etc) in response to these concerns.
- 32 safeguarding allegations were reported covering abuse, poor practice and medication errors.

- 22 referrals were made to statutory services including Adult Social Care, the Care Quality Commission CQC and the Scottish Care Inspectorate.

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.

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.

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 focus changed in the latter part of the year to the significant challenges brought about by the 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 online 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 FAQs 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-focused discussion groups where staff can interact and connect.

Environmental

Streamlined Energy and Carbon Reporting (SECR) disclosure

The SECR disclosure presents our carbon footprint within the United Kingdom across Scope 1, 2 and to

some extent Scope 3 emissions, an appropriate intensity metric, the total energy use of electricity, gas and transport fuel and an energy efficiency actions summary taken during the relevant financial year.

Carbon Reporting	Year to 31 March 2020
Energy consumption used to calculate emissions (kWh)	11,798,619
Emissions from combustion of gas (Scope 1) tCO ₂ e	1,165
Emissions from combustion of fuel for transport purposes (Scope 1) tCO ₂ e	73
Emissions from business travel in rental cars or employee-owned vehicles where company is responsible for purchasing the fuel (Scope 3) tCO ₂ e	210
Emissions from purchased electricity (Scope 2, location-based) tCO ₂ e	1,098
Emissions from purchased electricity (Scope 2, market-based) tCO ₂ e	0
Total gross tCO ₂ e based on above	2,546
Intensity ratio (tCO ₂ e/employee)	1.4924

One of RNIB's four main priorities is to make the organisation fit for its own purpose, including sustainable ways of working.

Energy Efficiency Action Summary

RNIB continues to achieve direct savings in energy and associated carbon emissions through operational and technological improvements, including:

Year to 31 March 2020

- Trial installation of Prioto Smart Energy Management system at Mouldsdale House in Edinburgh.
 - Proposals received to install solar panels at Mouldsdale House to integrate with the Prioto system to further manage and reduce energy consumption.
 - Proposals received to replace all light fittings in Mouldsdale for LED lights.
- New overlay roof with insulation installed at Gateshead to reduce energy consumption.
 - Proposals received to install solar panels on new overlay roof at Gateshead to further reduce energy consumption.
 - Proposals received to replace all light fittings in Gateshead with LED lighting.
 - ELT directive to travel by train between locations and to limit private car use and unnecessary mileage claims.

Reporting Period	1 April 2019 – 31 March 2020
Boundary (consolidation approach)	Operational approach.
Alignment with financial reporting	SECR disclosure has been prepared in line with RNIB's financial year.
Reporting method	GHG Emissions reporting are in line with the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard.
Emissions factor source	DEFRA, 2019 for all emissions factors: https://www.gov.uk/government/publications/greenhouse-gasreporting-conversion-factors-2019
Calculation method	Activity Data x Emission Factor = GHG Emissions Other
Other relevant information on calculation	Scope 3 transport emission was calculated from business mileage. Business mileage was converted into kgCO ₂ e, then converted into kWh using DEFRA emission factors and the calculation method above.
Reason for the intensity measurement choice	Based on the nature of our business, as well as following the recommendations of the SECR legislation, we chose 'number of employees', as it reflects our growing support capacity.

Statement of Trustees' responsibilities



The Trustees are responsible for preparing the RNIB Group annual report and financial statements in accordance with applicable law and regulations.

Charity law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charity and of the incoming resources and application of resources, including the income and expenditure, of the group and charity 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 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 charity's transactions and 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 and the Charities and Trustee Investment (Scotland) Act 2005.

They are also responsible for safeguarding the assets of the charity and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website (rnib.org.uk) 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 charity's website is the responsibility of the Trustees. The Trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Disclosure of information to auditors

In so far as the Trustees are aware:

- There is no relevant audit information of which the charity's auditors are unaware.
- The Trustees have taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.





Statement of public benefit

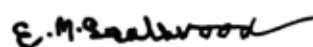
RNIB's charitable objects are enshrined within its Charter, and as such, the Trustees ensure that this Charter is carried out for public benefit through our four strategic priorities.

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.

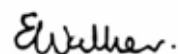
This report allows us to show how our charitable funds are distributed and spent. It also demonstrates the benefits and effect that the funds have had on those using the services, as well as their wider impact on society for the reported year and in the future.

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".

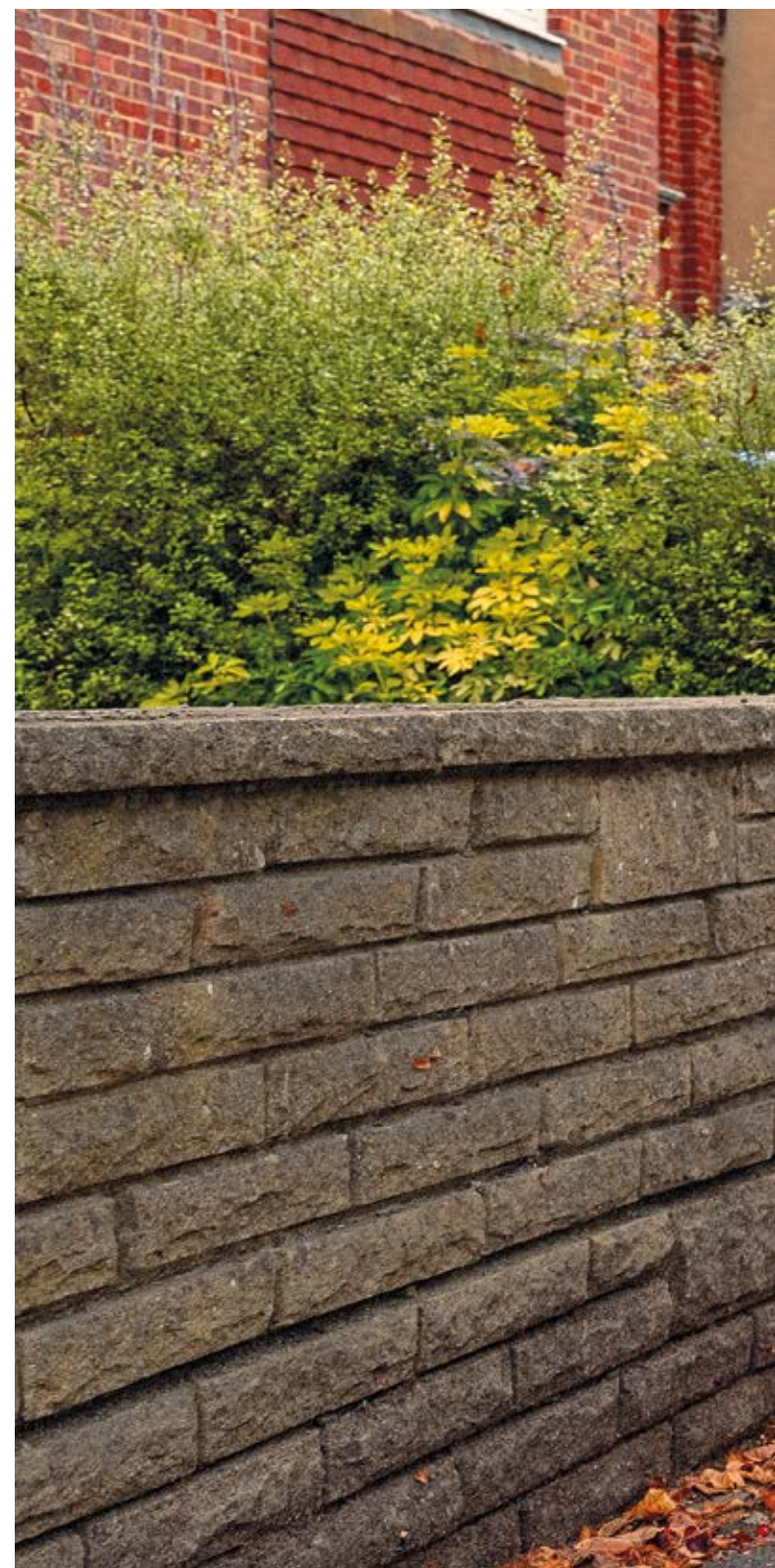
The Trustees' Report, including the Strategic Report, was approved by the Board of Trustees, and authorised for issue on 30 October 2020.



Eleanor Southwood
Chair



Liz Walker
Honorary Treasurer





Independent Auditor's report to Trustees of RNIB

Opinion

We have audited the financial statements of the Royal National Institute of Blind People ("the Parent Charity") and its subsidiaries ("the Group") for the year ended 31 March 2020 which comprise the Group Statement of Financial Activities, the Consolidated and RNIB Balance Sheets, the Group 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 Group's and of the Parent Charity's affairs as at 31 March 2020 and of the Group's 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 Charities Act 2011 and Charities and Trustee Investment (Scotland) Act 2005 and regulation 6 & 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 Group and the Parent Charity 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 Group or the Parent Charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the Annual Report and Accounts, other than the financial statements and our auditor's report thereon. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 require us to report to you if, in our opinion;

- the information contained in the financial statements is inconsistent in any material respect with the Trustees' Annual Report; or
- proper accounting records have not been kept by the Parent Charity; or
- the Parent Charity financial statements are not in agreement with the accounting records and returns; or

- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustee Board Responsibilities section, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the Parent Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern

basis of accounting unless the Trustees either intend to liquidate the Group or the parent Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located 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 Charity's Trustees, as a body, in accordance with the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the Charity's Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

**BDO LLP, statutory auditor
London, UK
30 October 2020**

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

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



Group statement of financial activities for the year ended 31 March 2020

	Notes	Continuing Operations for the year ended 31 March 2020				Discontinuing Operations for the year ended 31 March 2020				Year ended 31 March 2019			
		Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total £'000	Unrestricted funds £'000	Restricted funds £'000	Total £'000	Total £'000	Unrestricted funds £'000 (Reclassified)	Restricted funds £'000 (Reclassified)	Endowment funds £'000 (Reclassified)	Total £'000 (Reclassified)
Income and endowments from:													
Donations		16,774	2,470	-	19,244	-	-	-	19,244	16,635	1,376	-	18,011
Legacies		28,307	4,337	-	32,644	-	-	-	32,644	38,549	2,870	-	41,419
Trading income		22,807	-	-	22,807	-	-	-	22,807	21,330	-	-	21,330
Charitable activities:													
Equip blind and partially sighted people to thrive – National Sight Loss Advice Service		3,400	684	-	4,084	-	-	-	4,084	3,586	1,250	-	4,836

		Continuing Operations for the year ended 31 March 2020				Discontinuing Operations for the year ended 31 March 2020				Year ended 31 March 2019			
	Notes	Unre- stricted funds £'000	Re- strict- ed funds £'000	En- dow- ment funds £'000	Total £'000	Unre- strict- ed funds £'000	Re- strict- ed funds £'000	Total £'000	Total £'000	Unre- strict- ed funds £'000 (Re- classi- fied)	Re- strict- ed funds £'000 (Re- classi- fied)	En- dow- ment funds £'000 (Re- clas- sified)	Total £'000 (Reclas- sified)
Equip blind and partially sighted people to thrive – Regulated Services		6	1,882	-	1,888	29	12,866	12,895	14,783	91	17,335	-	17,426
Equip blind and partially sighted people to thrive – Other		1,333	738	-	2,071	-	-	-	2,071	1,610	867	-	2,477
Connect our community		-	-	-	-	-	-	-	-	22	68	-	90
Change society		-	14	-	14	-	-	-	14	50	9	-	59
Total income from charitable activities:		4,739	3,318	-	8,057	29	12,866	12,895	20,952	5,359	19,529	-	24,888

		Continuing Operations for the year ended 31 March 2020				Discontinuing Operations for the year ended 31 March 2020				Year ended 31 March 2019			
	Notes	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total £'000	Unrestricted funds £'000	Restricted funds £'000	Total £'000	Total £'000	Unrestricted funds £'000 (Reclassified)	Restricted funds £'000 (Reclassified)	Endowment funds £'000 (Reclassified)	Total £'000 (Reclassified)
Investment income	2	127	152	-	279	-	-	-	279	66	146	-	212
Other income		6	-	-	6	-	-	-	6	413	-	-	413
Total income and endowments		72,760	10,277	-	83,037	29	12,866	12,895	95,932	82,352	23,921	-	106,273
Expenditure on:													
Raising funds	4/5/6	14,567	-	-	14,567	-	-	-	14,567	11,523	-	-	11,523
Trading activities		17,222	-	-	17,222	-	-	-	17,222	15,543	-	-	15,543
Charitable activities:													
Equip blind and partially sighted people to thrive – National Sight Loss Advice Service	4/5/6	17,149	4,607	-	21,756	-	-	-	21,756	25,173	583	-	25,756

		Continuing Operations for the year ended 31 March 2020				Discontinuing Operations for the year ended 31 March 2020				Year ended 31 March 2019			
	Notes	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total £'000	Unrestricted funds £'000	Restricted funds £'000	Total £'000	Total £'000	Unrestricted funds £'000 (Re-classified)	Restricted funds £'000 (Re-classified)	Endowment funds £'000 (Re-classified)	Total £'000 (Re-classified)
Equip blind and partially sighted people to thrive – Regulated Services		2,480	1,200	-	3,680	2,596	13,875	16,471	20,151	5,857	22,235	-	28,092
Equip blind and partially sighted people to thrive – Other		7,053	3,123	36	10,212	-	-	-	10,212	11,297	1,040	36	12,373
Connect our community	4/5/6	2,827	1	-	2,828	-	-	-	2,828	2,293	1,122	-	3,415
Change society	4/5/6	6,030	100	-	6,130	-	-	-	6,130	5,594	145	-	5,739
Total expenditure on charitable activities:		35,539	9,031	36	44,606	2,596	13,875	16,471	61,077	50,214	25,125	36	75,375
Total expenditure		67,328	9,031	36	76,395	2,596	13,875	16,471	92,866	77,280	25,125	36	102,441

		Continuing Operations for the year ended 31 March 2020				Discontinuing Operations for the year ended 31 March 2020				Year ended 31 March 2019			
	Notes	Unre- stricted funds £'000	Re- strict- ed funds £'000	En- dow- ment funds £'000	Total £'000	Unre- strict- ed funds £'000	Re- strict- ed funds £'000	Total £'000	Total £'000	Unre- strict- ed funds £'000 (Re- classi- fied)	Re- strict- ed funds £'000 (Re- classi- fied)	En- dow- ment funds £'000 (Re- clas- sified)	Total £'000 (Reclas- sified)
Net income/ (expenditure) before gains/ (losses) on investments		5,432	1,246	(36)	6,642	(2,567)	(1,009)	(3,576)	3,066	5,072	(1,024)	(36)	3,832
Net gains/ (losses) on investments		(285)	(8)	(224)	(517)	-	-	-	(517)	(40)	2	43	5
Net income/ (expenditure) before exceptional items		5,147	1,238	(260)	6,125	(2,567)	(1,009)	(3,576)	2,549	5,032	(1,202)	7	3,837
Exceptional items	12	5,853	(513)	-	5,340	-	280	280	5,620	1,226	-	-	1,226
Net income/ (expenditure) after exceptional items		11,000	725	(260)	11,465	(2,567)	(729)	(3,296)	8,169	6,258	(1,202)	7	5,063

		Continuing Operations for the year ended 31 March 2020				Discontinuing Operations for the year ended 31 March 2020				Year ended 31 March 2019			
	Notes	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total £'000	Unrestricted funds £'000	Restricted funds £'000	Total £'000	Total £'000	Unrestricted funds £'000 (Re-classified)	Restricted funds £'000 (Re-classified)	Endowment funds £'000 (Re-classified)	Total £'000 (Re-classified)
Transfers between funds		149	(152)	-	(3)	-	3	3	-	(114)	114	-	-
Other recognised gains:													
Net gains on interest rate swap		38	-	-	38	-	-	-	38	213	-	-	213
Actuarial gain on defined benefit pension scheme	23	21,357	-	-	21,357	-	193	193	21,550	606	210	-	816
Net movement in funds		32,544	573	(260)	32,857	(2,567)	(533)	(3,100)	29,757	6,963	(878)	7	6,092
Reconciliation of funds													
Total funds brought forward		71,894	5,867	5,789	83,550	2,567	(318)	2,249	85,799	67,498	6,427	5,782	79,707

		Continuing Operations for the year ended 31 March 2020				Discontinuing Operations for the year ended 31 March 2020				Year ended 31 March 2019			
	Notes	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total £'000	Unrestricted funds £'000	Restricted funds £'000	Total £'000	Total £'000	Unrestricted funds £'000 (Re-classified)	Restricted funds £'000 (Re-classified)	Endowment funds £'000 (Re-classified)	Total £'000 (Re-classified)
Total funds carried forward		104,438	6,440	5,529	116,407	-	(851)	(851)	115,556	74,461	5,549	5,789	85,799

The Statement of Financial activities includes all gains and losses recognised in the year. Total income of RNIB during the year, including investment gains/losses was £63.7 million (2019: £75.0 million) less resources expended of £60.3 million (2019: £70.9 million) led to a surplus of £3.4 million (2019: surplus of £4.1 million). The Isle of Man Government requires that we disclose the income and expenditure in the Isle of Man which amounted to £0.1 million (2019: £0.1 million) and £0.1 million (2019: £0.1 million) respectively. The notes that follow form part of the financial statements.

Income and expenditure through our subsidiary charities – BucksVision, RNIB Charity, CIB and RNIB Specialist

Learning Trust – are treated as restricted as these funds relate to the specific services provided by each entity.

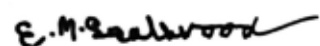
The 2019 year figures relating to the split of charitable income and expenditure have been reclassified following a review of activities within the priorities this year.

Group and RNIB balance sheets as at 31 March 2020

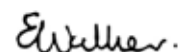
	Notes	Group 2020 £'000	Group 2019 £'000	RNIB 2020 £'000	RNIB 2019 £'000
Fixed assets					
Tangible assets	12	56,021	68,238	53,707	65,286
Intangible assets	13	2,175	1,382	2,175	1,382
Investments	14	7,328	7,881	7,288	7,836
Total fixed assets		65,524	77,501	63,170	74,504
Current assets					
Stocks and work in progress	15	988	991	4	125
Debtors due within one year	16	26,340	31,124	32,733	44,105
Cash at bank and in hand		11,083	14,381	9,150	8,697
Total current assets		38,411	46,496	41,887	52,927
Creditors: amounts falling due within one year	17	8,097	15,662	12,483	22,860
Net current assets		30,314	30,834	29,404	30,067
Total assets less current liabilities		95,838	108,335	92,574	104,571
Creditors: amounts falling due after more than one year	18	243	18,679	43	18,394
Provisions for liabilities and charges	19	1,816	1,207	1,746	1,137
Net assets excluding pension liability		93,779	88,449	90,785	85,040
Defined benefit pension asset/(liability)	23	21,777	(2,650)	23,006	(1,297)

	Notes	Group 2020 £'000	Group 2019 £'000	RNIB 2020 £'000	RNIB 2019 £'000
Net assets including pension liability		115,556	85,799	113,791	83,743
The funds of the Group/RNIB:					
Endowment funds	21	5,529	5,789	5,528	5,788
Restricted income funds	21	5,589	5,549	3,825	3,494
Unrestricted income funds:					
Designated	21	55,759	42,979	55,759	42,979
General	21	25,673	32,779	25,673	32,779
Pension reserve	21/23	23,006	(1,297)	23,006	(1,297)
Total unrestricted income funds		104,438	74,461	104,438	74,461
Total Group/RNIB funds		115,556	85,799	113,791	83,743

These financial statements were approved by the Board of Trustees on 30 October 2020 and signed on behalf of RNIB by Eleanor Southwood, Chair, and Liz Walker, Honorary Treasurer.



Eleanor Southwood,
Chair



Liz Walker,
Honorary Treasurer

Group cash flow statement for the year ended 31 March 2020

	Note	2020 £'000	2019 £'000
Net cash generated by operating activities	A	9,589	11,916
Cash flows from investing activities			
Investment income		279	212
Proceeds from exceptional items		1,424	-
Purchase of fixed assets		(2,122)	(554)
Proceeds from sale of tangible fixed assets		10,000	3,610
Proceeds from sale of investments		-	57
Net cash provided by investing activities		9,581	3,325
Cash flows from financing activities			
Repayments of borrowing		(19,881)	(3,591)
Net cash used in financing activities		(19,881)	(3,591)
Cash flows from other activities			
Deficit payments to defined benefit pension scheme		(2,500)	(1,875)
Net cash used in other activities		(2,500)	(1,875)
Net (decrease)/increase in cash and cash equivalents in the reporting year	B	(3,211)	9,775
Cash and cash equivalents at the beginning of the reporting year	B	14,294	4,519
Cash and cash equivalents at the end of the reporting year		11,083	14,294

Notes to the cash flow statement

A. Reconciliation of net income to net cash outflow from operating activities	2020 £'000	2019 £'000
Net income for the reporting year before transfers	2,549	3,837
Adjustments for:		
Investment income	(279)	(212)
Depreciation	1,960	2,459
Amortisation	1,093	1,520
Investment management fees	36	36
Transfer investments from current assets to fixed assets	-	-
Gift of investment properties	-	-
Cost relating to disposal of tangible fixed assets	(257)	(62)
Loss/(Profit) on disposal of tangible fixed assets	185	(413)
Loss/(Gain) on investments	517	(5)
(Decrease)/Increase in current creditors	(2,158)	3,040
(Decrease)/Increase in long-term creditors	(190)	192
Increase/(Decrease) in provisions for liabilities and charges	609	(1,191)
(Decrease)/Increase in pension provision	(376)	2,090
Decrease/(Increase) in debtors	5,897	255
Decrease in stock	3	370
Net cash inflow from operating activities	9,589	11,916

B. Analysis of change in net debt	31 March 2018 £'000	Cash flow 2018/19 £'000	31 March 2019 £'000	Cash flow 2019/20 £'000	31 March 2020 £'000
Cash at bank	4,691	9,690	14,381	(3,298)	11,083
Bank overdraft	(172)	85	(87)	87	-
Total cash and cash equivalents	4,519	9,775	14,294	(3,211)	11,083
Debt due within one year	(4,363)	2,517	(1,846)	1,765	(80)
Debt due after one year	(19,768)	1,374	(18,394)	18,351	(43)
Total net (debt)/cash net of debt	(19,612)	13,666	(5,946)	16,903	10,957

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

1. Accounting policies

The principal accounting policies adopted, judgements 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

These consolidated and separate financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the recognition of certain financial assets and liabilities measured at fair value. The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following 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 (FRS102) effective 1 January 2019 rather than the Accounting and Reporting by

Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The financial statements 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. No separate Statement of Financial Activities (SoFA) has been presented for the charity alone as permitted by the Charities SORP (FRS102).

1.2 Going concern

As discussed in the Financial Review section of the Trustees' Report and Strategic Report, the Group's forecasts and projections, taking account of reasonable possible changes in performance, show that the Group will have sufficient cash flows and reserves to adopt the going concern basis in preparing its financial statements.

1.3 Group financial statements

The results of each of RNIB's subsidiary undertakings, as listed in note 3, have been consolidated in these financial statements under the heading "Group" on a line-by-line basis, adopting

uniform accounting policies. Their objectives contribute to those of the RNIB Group strategy and under the tests of control they are deemed to be charitable subsidiaries of RNIB.

The net assets at the date of acquisition or merger are assessed on a fair value basis for the purposes of consolidation into the results for the RNIB Group. The results of the subsidiaries acquired during the year are included in the SoFA from the effective date of acquisition. The intra-group transactions, balances and unrealised profits are eliminated in full.

No separate SoFA has been presented for RNIB alone as permitted by an administrative concession issued by the Charity Commission for England and Wales.

1.4 Foreign currency transactions

Foreign currency transactions completed within the year are included at their transacted sterling equivalents. Monetary assets and liabilities are valued using those rates published by HM Revenue and Customs as at the balance sheet date. Any foreign exchange gains or losses are charged to the SoFA.

1.5 Fund accounting

Unrestricted funds comprise accumulated surpluses and deficits on general funds that are available for use at the discretion of the Trustees in furtherance of the general objectives of RNIB.

Designated funds are unrestricted funds that the Trustees of RNIB have set aside for a specific purpose. Within designated funds are "service properties" and "other fixed assets". "Service properties" represents the value of RNIB's interests in land and buildings, for the provision of services to people with sight problems. This value is shown in a separate designated fund, as the properties represented are essential for the provision of RNIB's services. Transfers in respect of additions to property in the year are made from the general fund. Transfers are made from this fund to the general fund in respect of property disposals during the year. Property depreciation is charged to this fund. "Other fixed assets" represents other assets in use by RNIB. The assets of subsidiary charities are held within the restricted funds.

Restricted funds comprise income received with special conditions attached. Income for a specific purpose not spent in any year is

carried forward in the relevant fund. Also, within restricted funds are the results of the subsidiary charities, which are operating under narrower objectives than those of RNIB.

Endowments received are credited directly to the relevant endowment fund. Income arising from the related investments is allocated to the general fund or to the relevant restricted fund, depending on the terms of endowment.

A review of the allocation of expenditure is performed when a project of contract is nearing completion, which can give rise to a transfer between funds.

1.6 Income

Donations are accounted for as soon as there is entitlement and the amount is measurable and receipt is probable. Donations include Gift Aid based on amounts recoverable at the accounting date. Donated goods and services are included at the point in time when they are received at the value to RNIB where these can be quantified. No amounts are included in these financial statements for the services donated by volunteers. Income from trading in subsidiary undertakings is transferred to RNIB by making qualifying charitable

donations or by covenanting the profits of those undertakings.

Pecuniary legacies are recognised when probate is in place. Residuary legacies are recognised when probate is granted, a copy of the will has been received to confirm RNIB Group's entitlement, and there is sufficient information to value them. In practice this is usually when the assets and liabilities statement is received. Reversionary interests involving a life tenant and contentious legacies are not recognised.

Income generated from charitable activities is recognised when it can be reliably measured, there is entitlement, and receipt is probable. Where received in advance of the activity to be performed then the income is deferred.

Income from the sale of goods and services is recognised when orders are fulfilled, or services are delivered.

Investment income, interest on deposits and income in connection with services to people with sight problems is recognised on an accruals basis. Investment income arising on endowment funds is credited to the appropriate

fund in accordance with the prescribed conditions.

Accrued income is provided for revenue that has been earned in the current financial year, but is yet to be invoiced.

Income generated from Lotteries and Raffles is recognised under Trading Income, along with the income from RNIB Enterprises. The split of income is detailed below:

Trading Income	2020 in £'000	2019 in £'000
Lotteries and Raffles	10,678	10,191
Activities undertaken by RNIB Enterprises Ltd.	12,129	11,139
Total	22,807	21,330

Included within the lotteries and raffles income figure above is net income of £1,782k (2019: £1,074k) relating to income from the People's Postcode Lottery. This comprises of gross income of £5,570k (2019: £3,355k) offset by expenses of £3,788k (2019: £2,281k).

1.7 Expenditure

- a. Expenditure, including irrecoverable VAT, is accounted for on an accruals basis.
- b. Support costs include both Group and corporate costs and are incurred in support of direct service expenditures. Support costs also include the governance costs incurred in relation to the running of RNIB and the charitable subsidiaries. The allocation of support costs is on a mixture of bases (see note 5).
- c. Fundraising expenses include those costs incurred in raising donations and legacies.
- d. Expenditure related to the income generated by Lotteries and Raffles is recognised under Trading Activities, along with the expenditure related to RNIB Enterprises. A breakdown of expenditure is detailed below:
- e. Grants payable are charged to the SoFA when a constructive obligation exists: when the recipient has been informed.
- f. Redundancy costs are recognised when there is a legal or constructive obligation (see note 8).

Trading Income	2020 in £'000	2019 in £'000
Lotteries and Raffles	7,415	5,728
Activities undertaken by RNIB Enterprises Ltd	9,807	9,815
Total	17,222	15,543

1.8 Tangible fixed assets

Tangible assets are recorded at cost, including irrecoverable VAT, or where donated, open market valuation at the time of donation. Individual items of expenditure below £5,000 are not capitalised across the RNIB Group.

Depreciation is provided on all tangible fixed assets, except freehold land and assets under construction, 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 as follows:

Service properties	
Freehold buildings	50 years
Leasehold land and buildings – lease longer than 50 years	50 years
Leasehold land and buildings – lease shorter than 50 years	Lease period

Machinery, vehicles and equipment	
Motor vehicles; fixtures and fittings; equipment	5 years
Computer hardware	3 years

Fixed asset residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting year. The effect of any change is recognised in the SoFA in the year in which it occurs. Fixed assets are also reviewed to determine whether there is any indication that those assets have suffered an impairment loss. If there is an indication of possible impairment, the recoverable amount of any affected asset is estimated and compared with its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in the statement of financial activities.

1.9 Intangible Fixed Assets

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated and charged to the SoFA, using the straight-line method, to allocate the depreciable amount of the assets to their residual values over their estimated useful lives, as follows:

Software – three years

Where factors, such as technological advancement or changes in market price, indicate that residual value or useful life have changed, the residual value, useful life or amortisation rate are amended in the year of change to reflect the new circumstances.

Intangible assets are reviewed for impairment if the above factors indicate that the carrying amount may be impaired. Costs associated with maintaining computer software are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Group are recognised as intangible assets when the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete the software and use or sell it;
- there is an ability to use or sell the software;
- it can be demonstrated how the software will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Other development expenditures that do not meet these criteria are recognised as an expense as incurred.

1.10 Investments

Listed investments are stated at market value, valued at their bid price, at the balance sheet date. Investment properties are stated at market value as advised by RNIB's independent property advisers, who are appropriately qualified, at the balance sheet date and this is done on an annual basis.

The investment in subsidiary undertakings is at cost.

The SoFA includes the net gains and losses arising on disposals and revaluations throughout the year.

1.11 Stocks

Stocks of raw materials, consumables, work-in-progress and finished goods are valued at the lower of cost and estimated selling price less costs to complete and sell. The cost of stock is calculated using the direct cost method on a first-in first-out basis. Finished goods for resale comprise products suitable for use by blind and partially sighted people. Provision is made to reduce carrying values for slow moving, obsolete and defective stock. Stocks are recognised as an expense in the

year in which the related income is recognised.

1.12 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.

1.13 Property held for sale

In accordance with the Charity SORP (FRS102), land and property held for resale are disclosed separately within fixed assets at cost. Gains and losses on disposal are recognised at the point of sale.

1.14 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. Bank overdrafts are shown within creditors in current liabilities.

1.15 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. For creditors due for settlement in more than one year the amount will be discounted for the time value of money where material.

1.16 Financial instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. Complex financial instruments such as interest rate swaps and forward exchange contracts are measured at fair value with changes put through the SoFA in the relevant year. The group applies hedge accounting where allowable under FRS102 section 12 and this is disclosed in the notes if applicable.

1.17 Pension schemes

For the defined benefit pension schemes of the RNIB Group, the current service costs, gains and losses on settlements and curtailments, and administrative expenses are charged to expenditure. Similarly, pension finance costs arising from changes in the net of the interest

costs and expected return on assets are charged to expenditure. Where income arises as a result of such changes, this is shown in the SoFA as "other" income. Actuarial gains and losses are recognised immediately in the SoFA as "Actuarial gain, or loss, on defined benefit pension scheme".

RNIB is a member of a multi-employer defined benefit pension plan with Pensions Trust where its share of the actuarial deficit cannot be identified and hence it is treated as a defined contribution scheme. There is an agreement in place to make additional contributions based on current and past service employees and hence a liability is recognised for the present value of these outstanding additional contributions. The Group and RNIB defined benefit pension net scheme asset/liability is shown on the face of the Balance Sheet. For the defined contribution schemes of the RNIB Group the amounts charged to the SoFA in respect of pension costs and the post-retirement benefits are the contributions payable in the year.

There are a number of pension arrangements within the Group which are multi-employer pension schemes and as such it is not possible to identify the employer's share of the

underlying assets and liabilities. These are treated as defined contribution schemes in line with the exemption within FRS102. Where multi-employer defined benefit pension schemes have an agreed deficit reduction plan, a liability is recognised for the contributions payable.

1.18 Leased assets

Leases are regarded as finance leases where their terms transfer to the lessee substantially all of the benefits and burdens of ownership other than the right to legal title.

The obligations to the lessor are shown as part of the borrowings and the rights in the corresponding assets are treated in the same way as owned fixed assets.

All operating leases and rental expenses are charged to the SoFA as incurred over the term of the lease on a straight-line basis.

1.19 Taxation

RNIB 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's primary objectives, if these profits are applied solely for charitable purposes.

1.20 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.

Interest rate swap

RNIB entered into an interest rate swap with AIB that runs from 2011 to 2026 and as a result it is necessary to calculate the fair value of the swap at the end of each financial year. Judgement is required in calculating the fair value as it is reliant on discount rates and future interest rate predictions. In December 2019, partly using proceeds from the sale of The RNIB Pears Centre, RNIB repaid the amount outstanding on the interest rate swap and terminated the arrangement. A gain of £38,000 was realised on the termination.

Legacy income accrual

Legacy income is recognised in accordance with the income recognition policy detailed in 1.6 above. In calculating the level of legacy accrual, management is required to exercise estimation and judgement, particularly in determining the amount and probability of receipt.

Actuarial assumptions in respect of defined benefit pension schemes

The application of actuarial assumptions relating to various defined benefit pension schemes is incorporated in the financial statements in accordance with FRS102. In applying FRS102, advice is taken from independent qualified actuaries. In this context, significant judgement is exercised in a number of areas, including future changes in salaries and inflation, mortality rates and the selection of appropriate discount rates.

Pension scheme deficit reduction payments

As explained at note 23, there is a deficit reduction plan in place in respect of several of the Group's defined benefit pension schemes. In each instance, the relevant group member has agreed with the respective scheme that it will make annual recovery payments that aim to eliminate the deficit. The level of the deficit and the deficit recovery payments are highly sensitive to a number of assumptions, hence the use of independent qualified actuaries.

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.

Impairment of assets

Where an indication of impairment is identified, an estimate of the recoverable value of the asset is required. This requires an estimate of the future economic benefits from the asset and the selection of an appropriate discount rate to calculate the present value of the economic benefits.

2. Investment income

	2020	2020	2020	2019	2019	2019
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
General funds						
Investment income from quoted investments	8	151	159	8	145	153
Bank interest receivable	6	1	7	4	1	5
Rents	33	-	33	54	-	54
Royalties	80	-	80	-	-	-
Total	127	152	279	66	146	212

Our investment policy can be found in the financial review section of the Trustees' Report.

3. Subsidiary undertakings

RNIB has the following nominal holdings in subsidiary undertakings.

The subsidiaries are all based within the United Kingdom and their accounting year ends are 31 March, with exception of RNIB Specialist Learning Trust whose year-end is 31 August. The holding in RNIB Business Services LLP is held indirectly through RNIB Enterprises Limited (50 per cent) and MPH Accessible Media Limited (50 per cent).

Subsidiary undertakings with a share capital	Registered in	Capital held per cent	Number of £1 ordinary shares held
RNIB Enterprises Limited	England and Wales	100	5,000
RNIB Services Limited	England and Wales	100	1
MPH Accessible Media Limited	England and Wales	100	10,000
RNIB Business Services LLP	England and Wales	100	Not applicable

RNIB is the sole corporate member of the following organisations which are limited by guarantee with no shares in issue:

Subsidiary undertakings limited by guarantee	Registered in	Company number	Charity number	Charity number – Scotland
Action for Blind People	England and Wales	00026688	205913	SC040050
RNIB Charity	England and Wales	08971500	1156629	SC044876
CIB (trading as Sight Life)	England and Wales	00149982	214131	-
RNIB Direct Services Lottery Limited	England and Wales	10907799	-	-
RNIB Feel Good Friday Lottery Limited	England and Wales	11275644	-	-
NTNM	England and Wales	01973092	293656	-
BCNI	Northern Ireland	NI020701	XN48801	-
NLB	England and Wales	00058823	213212	-
RNIB Specialist Learning Trust	England and Wales	08478985	Exempt Charity	-

RNIB has an indirect holding in the following organisations, through Action For Blind People, which are all limited by guarantee with no shares in issue:

Subsidiary undertakings limited by guarantee	Registered in	Company number	Charity number
BucksVision	England and Wales	08016572	1147814
The Blind Society for North Tyneside Limited	England and Wales	03736040	1075973
Staffordshire Blind	England and Wales	04154438	1091458

Results for the year ended 31 March 2020 of the subsidiaries of RNIB operating under association agreements

	RNIB Charity £'000	CIB (Trading as Sight Life) £'000	BucksVision £'000	RNIB Specialist Learning Trust £'000	Total 2020 £'000
Income and Expenditure					
Total income	13,885	445	396	1,816	16,542
Total expenditure	(13,915)	(452)	(385)	(2,040)	(16,792)
Net (expenditure) /income before exceptional items	(30)	(7)	11	(224)	(250)
Exceptional items	-	(513)	-	280	(233)
Net (expenditure) /income after exceptional items	(30)	(520)	11	56	(483)
Actuarial gain on defined benefit scheme	-	-	-	193	193
Net movement in funds	(30)	(520)	11	249	(290)
Funds brought forward	38	1,919	454	(356)	2,055
Funds carried forward	8	1,399	465	(107)	1,765

Balance Sheet					
Fixed assets	8	1,173	57	1,121	2,359
Current assets	7,428	630	422	347	8,827
Creditors – amounts falling due within one year	(7,358)	(204)	(14)	(346)	(7,922)
Creditors – amounts falling due after one year	(70)	(200)	-	-	(270)
Pension scheme liability	-	-	-	(1,229)	(1,229)
Net assets/(liabilities)	8	1,390	465	(107)	1,765

The income in the tables above includes the grants received from RNIB, which are eliminated in the consolidated numbers.

Results for the year ended 31 March 2019 of the subsidiaries of RNIB operating under association agreements

	RNIB Charity £'000	CIB (Trading as Sight Life) £'000	BucksVision £'000	RNIB Specialist Learning Trust £'000	Total 2019 £'000
Income and Expenditure					
Total income	20,167	793	369	1,603	22,932
Total expenditure	(20,182)	(490)	(367)	(1,974)	(23,013)
Net (expenditure) /income	(15)	303	2	(371)	(81)
Actuarial gain/(loss) on defined benefit scheme	-	-	-	210	210
Net movement in funds	(15)	303	2	(161)	129
Funds brought forward	53	1,616	452	(195)	1,926
Funds carried forward	38	1,919	454	(356)	2,055
Balance Sheet					
Fixed assets					
Current assets	38	1,713	66	1,185	3,002
Creditors – amounts falling due within one year	11,874	640	408	205	13,127
Creditors – amounts falling due after one year	(11,804)	(149)	(20)	(393)	(12,366)
Pension scheme liability	(70)	(285)	-	-	(801)
Net assets	-	-	-	(1,353)	(1,353)
	38	1,919	454	(356)	2,055

The income in the tables above includes the grants received from RNIB, which are eliminated in the consolidated numbers.

RNIB Charity delivers care and educational services across the UK, funded by a grant from RNIB. RNIB provides the fundraising service, with net fundraising receipts being restricted for RNIB Charity. The sum of such grants amounted to £3.7 million in the year (2019: £5.0 million). As a result of the organisation restructure all non-regulated services were transferred to RNIB as of 1 April 2017. Some activities within RNIB Charity have been included as discontinuing operations in the SoFA. The income at £13.3m comprises of £2.3m continuing operations and £11.0m discontinuing operations. Expenditure at £13.3m comprises of £1.3m continuing operations and £12.0m discontinuing operations.

CIB (trading as Sight Life) provides a wide range of services to blind and partially sighted people within Cardiff and the Vale of Glamorgan. RNIB provides the fundraising service, with net fundraising receipts being restricted for CIB. The sum of such grants amounted to £145,000 in the year (2019: £514,000).

BucksVision provides services for blind and partially sighted people in Buckinghamshire. BucksVision became a subsidiary charity of Action on 1 July 2014. RNIB has paid a grant to BucksVision in the year of £0.23 million (2019: £0.2 million).

RNIB Specialist Learning Trust is an Academy Trust which has taken responsibility for Three Spires School in Coventry in September 2013 which provides education for primary age pupils with special educational needs. No financial support was given to the Trust. The Trust's year end is 31 August and so the consolidation is on the basis of management accounts. As at 1 April 2020 ownership of the Academy transferred to The Thrive Partnership and as such income and expenditure in included within discontinuing operations in the SoFA.

RNIB also has a further seven wholly owned subsidiaries. These are RNIB Enterprises Limited, RNIB Services Limited, National Library for the Blind (NLB), Blind Centre for Northern Ireland (BCNI), RNIB Direct Services Lottery Limited, RNIB Feel Good Friday Lottery Limited and MPH Accessible Media Limited. RNIB Enterprises Limited holds the controlling interest in RNIB Business Services LLP; the remaining interest is held by MPH Accessible Media Limited. The Glynn Vivian Home of Rest for the Blind (Glynn Vivian) was closed and removed from the Charity Commission register on 31 December 2019.

Results for the year ended 31 March 2020 of other subsidiaries, all of which are continuing

RNIB Enterprises Limited £'000	RNIB Services Limited £'000	Action for Blind People £'000	Feel Good Friday Lottery £'000	Direct Services Lottery £'000	NLB £'000	BCNI £'000	NTNM £'000	RNIB Business Services LLP £'000	MPH £'000	Total 2020 £'000
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Income and Expenditure											
Total income	12,210	1,305	6,073	7,217	3,461	363	1	239	-	-	30,869
Total expenditure	(9,807)	(1,304)	(8)	(4,894)	(2,522)	(5)	-	-	-	-	(18,540)
Net income	2,403	1	6,065	2,323	939	358	1	239	-	-	12,329
Amount gifted/ covenanted to RNIB	(2,403)	(1)	(6,065)	(2,323)	(939)	(358)	(1)	(239)	-	-	(12,329)
Net movement in funds	-	-	-	-	-	-	-	-	-	-	-
Funds brought forward	5	-	-	-	-	-	-	-	10	-	15
Funds carried forward	5	-	-	-	-	-	-	-	10	-	15

Balance Sheet											
Investment	10	-	-	-	-	-	-	-	-	-	10
Current assets	9,706	355	948	142	66	76	18	340	10	-	11,661
Creditors – amounts falling due within one year	(9,711)	(355)	(948)	(142)	(66)	(76)	(18)	(340)	-	-	(11,656)
Net assets	5	-	-	-	-	-	-	-	10	-	15

Results for the year ended 31 March 2019 of other subsidiaries

RNIB Enterprises Limited £'000	RNIB Services Limited £'000	Action for Blind People £'000	Feel Good Friday Lottery £'000	Direct Services Lottery £'000	NLB £'000	BCNI £'000	NTNM £'000	RNIB Business Services LLP £'000	MPH £'000	Total 2019 £'000
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Income and Expenditure											
Total income	11,152	2,431	7,322	3,421	2,208	204	45	185	-	-	26,968
Total expenditure	(9,790)	(2,427)	(9)	(2,650)	(1,296)	(2)	-	(2)	-	-	(16,176)
Net income/ (expenditure)	1,362	4	7,313	771	912	202	45	183	-	-	10,792
Amount gifted/ covenanted to RNIB	(1,362)	(4)	(7,313)	(771)	(912)	(202)	(45)	(183)	-	-	(10,792)
Net movement in funds	-	-	-	-	-	-	-	-	-	-	-
Funds brought forward	5	-	-	-	-	-	-	-	10	-	15
Funds carried forward	5	-	-	-	-	-	-	-	10	-	15

Balance Sheet											
Investment	10	-	-	-	-	-	-	-	-	-	10
Current assets	6,516	10,649	972	3,015	1,525	148	17	126	10	-	22,978
Creditors – amounts falling due within one year	(6,521)	(10,649)	(972)	(3,015)	(1,525)	(148)	(17)	(126)	-	-	(22,973)
Net assets	5	-	-	-	-	-	-	-	10	-	15

RNIB Enterprises Limited carries out trading activities that include transcription, consultancy and training services to businesses and sales of principally sight-loss related retail products to individuals. An £0.2 million (2019: £0.2 million) facility remains available to RNIB Enterprises Limited and if called upon would be made by RNIB to cover the working capital requirements.

RNIB Services Limited administers RNIB's school fees.

Action For Blind People exists as a shell charity to receive donations and legacies, which are transferred to RNIB to be ring-fenced for related services. RNIB provides the fundraising service, with net fundraising receipts being restricted for Action.

RNIB Feel Good Friday Lottery Limited carries out the raffles and lottery activities within fundraising.

RNIB Direct Services Lottery Limited carries out the raffles and lottery activities within fundraising.

NLB exists as a shell charity to receive donations and legacies, which are transferred to RNIB to be ring-fenced for the RNIB National Library Service.

BCNI exists as a shell charity to receive donations and legacies, which are transferred to RNIB to be ring-fenced for RNIB Northern Ireland.

NTNM exists as a shell charity to receive donations and legacies, which are transferred to RNIB to be ring-fenced for the talking newspapers and magazine service.

Glynn Vivian was closed and removed from the Charity Commission register on 31 December 2019. RNIB was the sole corporate Trustee and on the grounds of control Glynn Vivian had previously been consolidated within the financial statements of the RNIB Group.

MPH was acquired as a going concern on 1 October 2015 by RNIB. Its activities and net assets (except property) were transferred to RNIB Charity on 1 December 2015. The property was transferred to RNIB Group. Therefore, there is no disclosure in the tables above.

RNIB Enterprises Limited is one of two corporate members of **RNIB Business Services LLP**. The Limited Liability Partnership was set up to work in partnership with MPH Accessible Media Limited to provide services to the commercial and public sectors both in the UK and internationally. On 1 October 2015, RNIB acquired the shares of MPH and as a result the activities of the LLP were wound down in 2016.

A summary of the financial results and balance sheet for all RNIB subsidiaries is as follows:

	Total 2020 £'000	Total 2019 £'000
Total income	47,411	49,900
Total expenditure	(35,332)	(39,189)
Net income/(expenditure) before exceptional items	12,079	10,711
Exceptional items	(233)	
Net income/(expenditure) after exceptional items	11,846	
Actuarial gain on defined benefit pension scheme	193	210
Amount gifted/covenanted to RNIB	(12,329)	(10,792)
Net movement in funds	(290)	129
Funds brought forward	2,070	1,941
Funds carried forward	1,780	2,070

	Total 2020 £'000	Total 2019 £'000
Fixed assets	2,369	3,012
Current assets	20,488	36,105
Creditors – amounts falling due within one year	(19,578)	(34,893)
Creditors – amounts falling due after one year	(270)	(801)
Pension scheme liability	(1,229)	(1,353)
Net assets	1,780	2,070

The total net assets of the subsidiary charities and other subsidiaries as at 31 March 2020 amounting to £1.8 million (2019: £2.1 million) are held within the Group restricted and endowment funds as detailed in note 21.

4. Expenditure – Group

2020	Unrestricted direct costs £'000	Restricted direct costs £'000	Endowment direct costs £'000	Support costs £'000	Total £'000
Raising funds	12,170	-	-	2,397	14,567
Trading activities	14,761	-	-	2,461	17,222
Charitable activities					
Equip blind and partially sighted people to thrive – National Sight Loss Advice Service	11,589	4,607	-	5,560	21,756
Equip blind and partially sighted people to thrive – Regulated Services	959	15,075	-	4,117	20,151
Equip blind and partially sighted people to thrive – Other	4,954	3,123	36	2,099	10,212
Connect our community	2,336	1	-	491	2,828
Change society	5,127	100	-	903	6,130
Total charitable activity costs	24,965	22,906	36	13,170	61,077
Total expenditure	51,896	22,906	36	18,028	92,866

Support costs of £18 million are split between continuing operations £14 million and discontinuing operations £4 million.

2019	Unrestricted direct costs £'000 (Re-classified)	Restricted direct costs £'000 (Re-classified)	Endowment direct costs £'000 (Re-classified)	Support costs £'000 (Re-classified)	Total £'000 (Re-classified)
Raising funds	8,670	-	-	2,853	11,523
Trading activities	11,529	-	-	4,014	15,543

Charitable activities					
Equip blind and partially sighted people to thrive – National Sight Loss Advice Service	21,063	583	-	4,110	25,756
Equip blind and partially sighted people to thrive – Regulated Services	1,844	22,235	-	4,013	28,092
Equip blind and partially sighted people to thrive – Other	9,280	1,040	36	2,017	12,373
Connect our community	1,610	1,122	-	683	3,415
Change society	4,816	145	-	778	5,739
Total charitable activity costs	38,613	25,125	36	11,601	75,375
Total expenditure	58,812	25,125	36	18,468	102,441

The 2019 figures relating to the split of charitable income and expenditure have been reclassified following a review of activities within the priorities this year.

5. Support costs allocation

2020	HR & Volunteering £'000	Finance & Procurement £'000	Information Technology £'000	Legal Services £'000	Property Services £'000	Other £'000	Gov-ernance £'000	Total £'000
Raising funds	570	280	984	44	110	310	99	2,397
Trading activities	245	595	420	92	234	659	216	2,461

Charitable activities								
Equip blind and partially sighted people to thrive – National Sight Loss Advice Service	1,225	630	1,871	97	300	1,221	216	5,560
Equip blind and partially sighted people to thrive – Regulated Services	939	534	1,551	82	210	591	210	4,117
Equip blind and partially sighted people to thrive – Other	244	441	545	68	174	488	139	2,099
Connect our community	38	88	191	14	35	97	28	491
Change society	100	194	226	30	77	215	61	903
Total charitable activity costs	2,546	1,887	4,384	291	796	2,612	654	13,170
Total support expenditure	3,361	2,762	5,788	427	1,140	3,581	969	18,028

2019	HR & Vol- unteer- ing £'000 (Re- classified)	Finance & Pro- curement £'000 (Re- classified)	Infor- mation Technolo- gy £'000 (Re- classified)	Legal Ser- vices £'000 (Re- classified)	Property Servic- es £'000 (Re- classified)	Other £'000 (Re- classified)	Gov- ernance £'000 (Re- classified)	Total £'000 (Re- classified)
Raising funds	608	431	894	84	153	530	153	2,853
Trading activities	855	606	1,259	118	215	746	215	4,014

Charitable activities								
Equip blind and partially sighted people to thrive – National Sight Loss Advice Service	875	621	1,288	122	220	764	220	4,110
Equip blind and partially sighted people to thrive – Regulated Services	855	606	1,258	118	215	746	215	4,013
Equip blind and partially sighted people to thrive – Other	430	305	632	59	108	375	108	2,017
Connect our community	145	103	214	20	37	127	37	683
Change society	166	117	244	23	42	144	42	778
Total charitable activity costs	2,471	1,752	3,636	342	622	2,156	622	11,601
Total support expenditure	3,934	2,789	5,789	544	990	3,432	990	18,468

Basis of allocation:

- Human resources – Headcount
- Volunteering – Number of volunteers
- Finance and procurement – Expenditure
- Information and technology services – Number of workstations
- Legal Services – Expenditure
- Property services – Floor space
- Other and Governance (including Strategy and Performance, Group Support) – Expenditure

The 2019 figures relating to the split of charitable income and expenditure have been reclassified following a review of activities within the priorities this year.

6. Governance costs

	Group 2020 £'000	Group 2019 £'000	RNIB 2020 £'000	RNIB 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*	153	314	153	314
Audit of the charity's subsidiaries*	85	116	-	-
Audit-related assurance services*	4	3	4	3
Total amount payable to the charity's auditors and their associates	242	433	157	317
Internal audit	163	60	163	60
Audit fees – non BDO LLP	131	11	121	-
Trustees' expenses	5	4	5	4
Costs incurred in running the Chair's office	31	33	31	33
International activity – including World Blind Union	-	66	-	66
General costs incurred in servicing RNIB's corporate committees and the statutory affairs of RNIB	397	383	74	168
Total governance costs	969	990	551	648

* Excluding VAT

Included within the audit fees – non BDO LLP is £121,000 relating to additional fees relating to the 2019 audit. In the prior year included within the audit fees payable to the charity's auditors and their associates for the audit of the parent charity and the Group's consolidated financial statements is £226,000 relating to additional fees relating to the 2018 audit.

7. Taxation

RNIB 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. No (2019: nil) tax charge arises in any of the non-charitable subsidiary entities included in the Group financial statements due to their policy of gifting all taxable profits to their parent each year.

8. Group employee remuneration

The average monthly number of employees during the year was 1,670 (2019: 1,802), of which, the average full-time equivalent was 1,353 (2019: 1,523). The total emoluments are analysed as shown below:

	2020 £'000	2019 £'000
Salary costs	39,818	44,797
Employer's NI contributions	3,505	4,018
Current service cost on DB Pension	77	4,905
Employer's DC pension contributions	5,318	1,405
Total ongoing emoluments	48,718	55,125
Redundancy and termination costs	422	759
Ex-gratia payments	31	182
Total emoluments	49,171	56,066

The reduction in the DB pension cost and the increase in the DC pension contributions is due to the Final Salary section of the RNIB Retirement Benefits Scheme closing 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. Further information can be found in note 23.

Included in the total emoluments figures above are payments amounting to £0.45 million made to 73 members of staff (2019: £0.9 million to 269 members of staff) on termination of employment. These costs have been incurred as part of a programme of work to implement our strategy and ensure we have the right people with the right skills to effectively meet the needs of our customers.

Where redundancy, termination and compensation payments were made, payments were based on service. These payments are managed by the Human Resources department in line with policy and procedures and authorised according to the scheme of delegation based on size of payment.

Ex-gratia payments were included within settlement agreements made with 7 employees (2019: 15)

The following numbers of employees received total emoluments within the bands shown. Emoluments include salaries, fees, redundancy payments, amounts in lieu of notice and the estimated money value of any other benefits, received otherwise than in cash, and exclude employer pension costs. The column entitled 2020 no longer employed contains staff who left during the year or who were under notice of redundancy at 31 March 2020.

	2020 no longer employed number	2020 still employed number	2020 total number	2019 total number
Between £60,001 and £70,000	-	17	17	16
Between £70,001 and £80,000	1	3	4	10
Between £80,001 and £90,000	-	3	3	6
Between £90,001 and £100,000	-	1	1	2
Between £100,001 and £110,000	-	2	2	-
Between £110,001 and £120,000	-	1	1	1
Between £140,001 and £150,000	-	1	1	1
Between £160,001 and £170,000	-	-	-	1

There is no one (2019: 7 persons) disclosed in the bandings above where individuals received a payment on the termination of employment.

The RNIB Group was led by the Executive Leadership Team consisting of the CEO and four employed Directors, and four contracted Interim Directors. The Executive Leadership Team are regarded as the Charity's key management personnel under the Financial Reporting Standard 102. A fuller explanation can be found in the 'How we are managed' section of this report.

The total earnings, including benefits and employer pension contributions received by staff who were members of the Executive Leadership Team during 2019/20, totalled £0.6 million (2019: £0.9 million).

RNIB made payments on behalf of 33 (2019: 37) higher paid employees in respect of the RNIB Retirement Benefit Scheme and the Legal and General Scheme as well as NEST, and there were payments made to 3 (2019:23) 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 £0.3 million (2019: £0.3 million).

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

9. RNIB Trustees' expenses and related party transactions

A number of Trustees bear the cost of attending meetings themselves. Trustees receive no benefits from the Group except as users of our services and as described below. Most Trustees of RNIB Group sit on a number of RNIB Committees, Steering Groups and/or school governing bodies in addition to their charity's Board. As such, most Trustees need to travel to RNIB's London office on multiple occasions throughout the year.

A total of £799 was paid to or on behalf of 12 Trustees of the Charity as reimbursement of travel and subsistence expenses incurred in attending meetings (2019: £1,621 to 13 Trustees).

Travel, lunches and overnight stays for meetings cost a further £4,190 (2019: £2,482).

Eleanor Southwood became Chair of RNIB in November 2017. During the 2019/20 financial year she received a salary of £26,000 in respect of carrying out her duties as Chair of RNIB. 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 31 March 2020 a total of £41 was owing to RNIB. Eleanor is also an Elected Councillor for London Borough of Brent, to whom RNIB Group raised invoices totalling £400, RNIB Services raised invoices for the total of £662,323 and credits totalling £449,384 during the financial year, at the close of business on the 31 March 2020, £5,000 was still owing to RNIB Services.

Mike Nussbaum, a Trustee of RNIB Group and a Trustee of Action for Blind People, is also a Trustee of Guide Dogs for the Blind Association from which the RNIB Group has received invoices totalling £11,146 during the financial year. The RNIB group raised invoices for Guide Dogs totalling £428,744, within the financial year with £68,460 owing to them as at the year-end. RNIB Enterprises, also raised invoices in the year for Guide dogs totalling £21,699 and an amount

of £1,597 owing to them as at year-end. Mike is a Trustee and Director of Shaw Trust from whom RNIB received invoices totalling £383, with £113 owing to them as at year-end. RNIB did make payments to Shaw Trust totalling £817, £434 of which related to previous years. RNIB Group raised invoices to the total of £44,732. As at 31 March 2020 there was an unallocated payment from Shaw Trust totalling £4,573. Mike Nussbaum is also a Trustee for Vision 2020 UK Ltd, RNIB received invoices totalling £5,000 from Vision 2020 UK Ltd, RNIB raised invoices to Vision 2020 UK totalling £3,279, as at 31 March 2020 a total of £41 was owing to RNIB.

Amanda Rowland, a Trustee of RNIB Group, is also a Member of The Macular Society to whom RNIB Enterprises raised invoices in the financial year totalling £524, as at 31 March 2020 there was an unallocated payment of £157.

Sophie Castell, Director of Relationships, is also a Trustee of The National Autistic Society, during the financial year they invoiced RNIB £6,963 and as at 31 March 2020 RNIB owed £40. RNIB Enterprises raised invoices to the National Autistic Society during the financial year totalling £61.

Neil Beckingham, Director of Digital Development, is also Non-Executive Director of the Digital Accessibility Centre, from whom RNIB received invoices totalling £7,644 and at 31 March 2020 owed £5,400 to it. RNIB Enterprises raised an invoice to the Digital Accessibility Centre totalling £1,732, which was paid during the financial year.

During the year, a total of £2,365 was donated to RNIB from five Trustees (2019: £1,188 from seven trustees).

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).

10. Grants payable

Grants payable in the year amount to £150,000 (2019: £132,000) with 3 (2019: nil) grants of £5,000 (2019: £5,000) or above, amounting to £28,000 (2019: £nil). In addition, around 279 (2019: 275) small grants at an individual value of less than £5,000 (2019: £5,000) were made.

	2020 £'000	2019 £'000
Daisy Music Braille Project	13	-
Royal Northern College of Music	5	-
Dolphin Assistive Technology	10	-
Other grants – all under £5,000	122	132
Total grants payable	150	132

11. Total movements of funds in the year is stated after charging

	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*	153	314
Audit of the charity's subsidiaries*	85	116
Audit-related assurance services*	4	3
Total amount payable to the charity's auditors and their associates	242	433
Audit fees – non BDO LLP	131	11
Operating lease payments – other	1,917	1,702
Foreign exchange losses/(gains)	11	38
Depreciation charge – tangible fixed assets	2,719	2,459
Amortisation charge – intangible fixed assets	1,093	1,520
Impairment/(reversal of impairment) on tangible fixed assets **	513	(1,226)
Loss/(Profit) on disposal of fixed assets	72	(413)

* Excluding VAT

** The current year impairment on tangible fixed assets included a loss of £513,000 relating to the property at Jones Court, Cardiff (2019: £3,126,000 gain relating to an increase in the value of the property at RNIB Pears Centre to uplift the value to expected sale proceeds. There was also a reduction of £1,900,000 relating to the value of property at Bradbury Oak).

12. Tangible assets

Group	Service properties £'000	Service properties held for sale £'000	Machinery, vehicles and equipment £'000	Machinery, vehicles and equipment held for sale £'000	Assets under construction £'000	Total £'000
Cost						
Balance 1 April 2019	87,554	11,506	7,929	943	3,648	111,580
Additions	91	-	133	12	388	624
Elimination on disposal	(27,057)	-	(505)	(7)	-	(27,569)
Balance 31 March 2020	60,588	11,506	7,557	948	4,036	84,635
Accumulated depreciation						
Balance 1 April 2019	31,712	4,329	6,497	804	-	43,342
Charge for year	1,054	207	604	95	-	1,960
Elimination on disposal	(16,707)	-	(487)	(7)	-	(17,201)
Impairment provision	513	-	-	-	-	513
Balance 31 March 2020	16,572	4,536	6,614	892	-	28,614
Net book value 31 March 2020	44,016	6,970	943	56	4,036	56,021
Net book value 31 March 2019	55,842	7,177	1,432	139	3,648	68,238

RNIB has entered into a sale and development agreement with Countryside Properties (UK) Limited relating to land and buildings at Redhill College, Redhill, Surrey owned by RNIB.

Over the period from late 2019 to May 2021, RNIB is entitled to receive payment of at least £5.5million, 25 residential dwellings, a community hub, and the refurbished Tudor House. The first tranche of the cash amounting to £1.1m was received in

September 2019. The construction value of the buildings is estimated at £9.5million. In return, the developer will be given land for the construction and sale of 77 private dwellings. The net book value of the Redhill land and buildings at 31 March 2020 is £3.3million.

At the end of the financial year, the work in progress relating to the RNIB retained assets totalled £4.0 million (2019: £3.6million), shown

as assets under construction in the table above. As individual properties are handed over to RNIB, costs will transfer to Service properties. The accounting recognition of the profit share cash will take place over the forthcoming years, as the legal transfer of development land takes place. As the land relating to the first two phases of the development transferred in September 2019 an amount of £5.9million relating to the profit share has been recognised.

	RNIB	Service properties £'000	Service properties held for sale £'000	Machinery, vehicles and equipment £'000	Machinery, vehicles and equipment held for sale £'000	Assets under construction £'000	Total £'000
							Cost
Balance 1 April 2019		86,420	10,226	5,936	402	3,648	106,632
Additions		91	-	133	12	388	624
Elimination on disposal		(27,057)	-	(407)	(7)	-	(27,471)
Balance 31 March 2020		59,454	10,226	5,662	407	4,036	79,785
							Accumulated depreciation
Balance 1 April 2019		32,308	4,186	4,517	335	-	41,346
Charge for year		1,025	181	599	40	-	1,845
Elimination on disposal		(16,707)	-	(399)	(7)	-	(17,113)
Balance 31 March 2020		16,626	4,367	4,717	368	-	26,078
Net book value 31 March 2020		42,828	5,859	945	39	4,036	53,707
Net book value 31 March 2019		54,112	6,040	1,419	67	3,648	65,286

Service properties are used to provide services to blind and partially sighted people. Of the net book value of property used by the Group, £23.1 million (2019: £33.5 million) represents freehold land and property, £25.8 million (2019: £26.4 million) represents leaseholds of more than 50 years while £0.2 million (2018: £0.3 million) represents leaseholds of less than 50 years.

The net book values of fixed assets of the subsidiary charities are held within the restricted funds as set out in note 21.

13. Intangible assets

Group and RNIB	Software Development £'000
	Cost
Balance 1 April 2019	4,808
Additions	1,886
Balance 31 March 2020	6,694
	Accumulated amortisation
Balance 1 April 2019	3,426
Charge for year	1,093
Balance 31 March 2020	4,519
Net book value 31 March 2020	2,175
Net book value 31 March 2019	1,382

14. Investments

	Group	RNIB
	Fixed Asset Investments £'000	Fixed Asset Investments £'000
Market value at 1 April 2019	7,881	7,836
Acquisitions at cost	-	-
Disposal proceeds	-	-
Net loss on revaluation	(553)	(548)
Market value at 31 March 2020	7,328	7,288
Historical cost at 31 March 2020	4,657	4,514

Fixed Asset Investments	Market value	Market value	Market value	Market value
	2020 Group £'000	2019 Group £'000	2020 RNIB £'000	2019 RNIB £'000
UK quoted unit trusts	5,473	5,741	5,428	5,691
UK unquoted equity shares	-	-	5	5
Property	1,855	2,140	1,855	2,140
Market value at 31 March	7,328	7,881	7,288	7,836
Historical cost at 31 March	4,657	4,657	4,514	4,514

Within the portfolio of quoted investments, the following holdings for RNIB Group exceed five per cent of the total market value of the fund:

	2020 £'000	2020 Per cent	2019 £'000	2019 Per cent
F&C Responsible Sterling Fund formerly Ethical Bond Share Class 2 (Emma Nye)	3,122	57.7	3,151	54.9
F&C Responsible Sterling Fund formerly Ethical Bond Share Class 2 (Dr Duncan Leeds)	586	10.8	592	10.3
F&C Responsible UK Income Fund Share Class 2 (Dr Duncan Leeds)	573	10.6	702	12.2
F&C Responsible Sterling Fund formerly Ethical Bond Share Class 2 (Elizabeth Eagle Bott)	326	6.1	329	5.7
F&C Responsible UK Income Fund Share Class 2 (Elizabeth Eagle Bott)	319	5.9	391	6.8

15. Stocks and work in progress

	Group 2020 £'000	Group 2019 £'000	RNIB 2020 £'000	RNIB 2019 £'000
Finished goods for resale	850	900	4	125
Raw materials and consumables	138	91	-	-
Total	988	991	4	125

Included in figures above is a slow-moving stock provision of £171,000 (2019: £101,000) in respect of finished goods for resale and £116,000 (2019: £105,000) in respect of raw materials and consumables.

16. Debtors

	Group 2020 £'000	Group 2019 £'000	RNIB 2020 £'000	RNIB 2019 £'000
Trade debtors	2,425	3,619	501	830
Amounts owed by Group undertakings	-	-	10,572	17,999
Other debtors	1,612	1,838	1,418	1,575
Legacy accrued income	19,128	23,260	17,952	22,169
Prepayments and accrued income	3,175	2,407	2,290	1,532
Total	26,340	31,124	32,733	44,105

The Group and RNIB has been notified of further legacies amounting to £12.1 million (2019: £8.3 million), which have not been recognised as income at 31 March 2020 because the conditions of the accounting policy for legacies have not been met. When these conditions are met these amounts will be included in future years.

17. Creditors: amounts falling due within one year

	Group 2020 £'000	Group 2019 £'000	RNIB 2020 £'000	RNIB 2019 £'000
Trade creditors	2,513	2,522	1,952	2,071
Bank overdraft	-	87	-	-
Obligations under bank loans	80	1,091	80	1,091
Interest rate swap	-	662	-	662
Net obligations under finance leases	-	93	-	93
Amounts related to assets under construction	-	3,648	-	3,648
Taxes and social security costs	1,159	1,248	734	800
Amounts owed to Group undertakings	-	-	6,675	10,524
Other creditors	1,325	2,605	679	1,052
Accruals	2,788	3,563	2,263	2,864
Deferred income	232	143	100	55
Total	8,097	15,662	12,483	22,860

All of the deferred income will be recognised within the year.

The finance leases primarily related to printing equipment used in the Group's production operations and iPads that are available for customers to allow pupils better access to learning materials via RNIB's Bookshare service. There are no contingent rental, renewal or purchase option clauses.

At the year end, RNIB had an unsecured revolving credit facility with NatWest Bank with a maximum limit of £15 million (2019: £6 million) with an expiry date of 12 June 2021. This facility has nil drawn down (2019: nil).

18. Creditors: amounts falling due after more than one year

	Group 2020 £'000	Group 2019 £'000	RNIB 2020 £'000	RNIB 2019 £'000
Net obligations under finance leases are payable as follows				
Between one and two years	-	59	-	59
Between two and five years	-	46	-	46
Obligations under bank loans are payable as follows				
Between one and two years	43	1,091	43	1,091
Between two and five years	-	3,046	-	3,046
More than five years	-	11,000	-	11,000
Interest rate swap				
Between one and two years	-	608	-	608
Between two and five years	-	1,920	-	1,920
More than five years	-	624	-	624
Defined Benefit Pension Exit Payment				
Between one and two years	71	71	-	-
Between two and five years	129	214	-	-
Total	243	18,679	43	18,394

In December 2019, partly using proceeds from the sale of The RNIB Pears Centre, RNIB repaid a mortgage loan which had £15.5 million capital outstanding and terminated a corresponding interest rate swap.

19. Provisions for liabilities and charges

Group	Balance at 1 April 2019 £'000	Charged to income and expenditure £'000	Spent £'000	Released during the year £'000	Balance at 31 March 2020 £'000
Dilapidations on leases	417	-	-	1	416
Redundancy and termination costs	53	290	53	-	290
Potential taxation costs	667	425	410	-	682
Gift aid provision	-	358	-	-	358
Sleep in provision	70	-	-	-	70
	1,207	1,073	463	1	1,816

RNIB	Balance at 1 April 2019 £'000	Charged to income and expenditure £'000	Spent £'000	Released during the year £'000	Balance at 31 March 2020 £'000
Dilapidations on leases	417	-	-	1	416
Redundancy and termination costs	53	290	53	-	290
Potential taxation costs	667	425	410	-	682
Gift aid provision	-	358	-	-	358
	1,137	1,073	463	1	1,746

The provision for potential taxation costs relates to a liability relating to VAT that has been recovered in relation to RNIB's Lottery fundraising activities. A payment of £410,000 was made to HMRC during the year. The balance will be paid in the financial year ending 31 March 2021.

20. Financial instruments

RNIB has the following financial instruments:

	Note	Group 2020 £'000	Group 2019 £'000	RNIB 2020 £'000	RNIB 2019 £'000
Financial assets at fair value through statement of financial activities					
long-term investments	14	7,328	7,881	7,288	7,836
Financial assets that are debt instruments measured at amortised cost					
trade debtors	16	2,425	3,619	501	830
amounts owed by group undertakings	16	-	-	10,572	17,999
other debtors	16	1,612	1,838	1,418	1,575
legacy accrued income	16	19,128	23,260	17,952	22,169
other accrued income	16	2,316	1,743	1,707	946
Financial liabilities measured at fair value through statement of financial activities					
derivative financial instruments: interest rate swap	17/18	-	3,814	-	3,814
Financial liabilities measured at amortised cost					
secured short-term debt	17	80	1,091	80	1,091
secured long-term debt	17/18	-	15,000	-	15,000
MPH secured and unsecured mortgages	17/18	43	136	43	136
finance leases	17/18	-	198	-	198
unsecured short-term loan	17	-	1,000	-	1,000
bank overdraft	17	-	87	-	-
trade creditors	17	2,513	2,522	1,952	2,071
taxes and social security costs	17	1,159	1,248	734	800
other creditors	17	1,325	2,605	679	1,052
amounts owed to group undertakings	17	-	-	6,675	10,524

	Note	Group 2020 £'000	Group 2019 £'000	RNIB 2020 £'000	RNIB 2019 £'000
amounts related to assets under construction	17	-	3,648	-	3,648
accruals	17	2,788	3,563	2,263	2,864
deferred income	17	232	143	100	55
provisions for liabilities and charges	19	1,816	1,207	1,746	1,137

In December 2019, partly using proceeds from the sale of The RNIB Pears Centre, RNIB repaid a mortgage loan which had £15.5 million capital outstanding and terminated a corresponding interest rate swap.

21. Group/RNIB statement of funds for year ended 31 March 2020

Designated Funds

	1 April 2019 £'000	Income £'000	Expenditure £'000	Transfers £'000	Other Gains £'000	31 March 2020 £'000
Net book value – Service properties	40,112	-	(1,206)	13,656	38	52,600
Net book value – Other fixed assets	2,867	-	(1,731)	2,023	-	3,159
Total designated – Group and RNIB	42,979	-	(2,937)	15,679	38	55,759

Net book value – service properties:

The purpose is to recognise the value, net of long-term debt, of RNIB's service properties that are unavailable to general reserves. The transfer of £13,656,000 comprises additions amounting to £4,127,000, of which £4,036,000 relates to the Redhill asset under construction less £10,351,000 of disposals. There has also been reduction in the long-term debt of £19,776,000 relating to the loan repayment regarding the redevelopment at RNIB Pears Centre and a reduction in the loan relating to the assets acquired from MPH of £104,000. Included in other gains/(losses) is £38,000 reduction in the value of the interest rate swap on repayment relating to the RNIB Pears Centre sale. Such fixed asset properties held in the subsidiary charities are recognised within the restricted funds.

Net book value – other fixed

assets: The purpose is to recognise the value, net of long-term debt, of RNIB's other fixed assets that are unavailable to general reserves. Such other fixed assets held in the subsidiary charities are recognised within the restricted funds. The transfer of £2,023,000 comprises additions amounting to £2,030,000 less the net book value of disposals of £7,000.

Total unrestricted funds

	1 April 2019 £'000	Income (including investment gains/ losses) £'000	Expendi- ture £'000	Transfers £'000	Other Gains £'000	31 March 2020 £'000
Designated from above	42,979	-	(2,937)	15,679	38	55,759
General funds (free reserves)	32,779	47,488	(36,125)	(18,469)	-	25,673
Pension reserve	(1,297)	-	7	2,939	21,357	23,006
Total other unrestricted	31,482	47,488	(36,118)	(15,530)	21,357	48,679
Action	-	6,073	(6,073)	-	-	-
Feel Good Friday Lottery	-	7,217	(7,217)	-	-	-
Direct Services Lottery	-	3,461	(3,461)	-	-	-
RNIB Enterprises Limited	-	12,210	(12,210)	-	-	-
RNIB Services Limited	-	1,305	(1,305)	-	-	-
NLB	-	363	(363)	-	-	-
NTNM	-	239	(239)	-	-	-
BCNI	-	1	(1)	-	-	-
Total unrestricted – RNIB and Group	74,461	78,357	(69,924)	149	21,395	104,438

Restricted funds

	1 April 2019 £'000	Income (including investment gains/losses) £'000	Expenditure £'000	Transfers £'000	Other gains £'000	31 March 2020 £'000
Emma Nye fund welfare pensions	369	73	(120)	-	-	322
Dr Duncan Leeds Bequest	61	44	(92)	-	-	13
Elizabeth Eagle-Bott Memorial Fund	25	25	(31)	-	-	19
Donations for specified services and equipment	2,684	7,656	(6,872)	(96)	-	3,372
The National Lottery Community Fund						
AdvantAGE – Wales Eye Patient Advocacy Service Continuation	5	-	-	-	-	5
Supporting Families – Family Insight	52	139	(128)	-	-	63
Bright New Futures – Future In-Sight	15	-	3	(18)	-	-
Reaching Communities – Talk and Support: Supporting our Volunteers through Mentoring	11	-	(10)	(1)	-	-
People & Places – All Wales Welfare Rights Service for People with Sensory Loss	5	-	-	-	-	5
Basic Online Skills – Online Today	4	-	(7)	3	-	-
Investing in Communities – IRISS	43	-	(43)	-	-	0
Investing in Communities – Advice Plus – See Me Right	95	82	(151)	-	-	26

	1 April 2019 £'000	Income (including investment gains/losses) £'000	Expenditure £'000	Transfers £'000	Other gains £'000	31 March 2020 £'000
Reaching Communities – Big Skills Pilot	38	-	(1)	(37)	-	-
Reaching Communities – Being There When It Matters Most	59	36	(95)	-	-	-
Our Bright Future – Vision England	25	-	(25)	-	-	-

Department of Health and Social Care						
Sight Loss Booklet – What I Needed To Know	3	-	-	(3)	-	-
Total restricted – RNIB	3,494	8,055	(7,572)	(152)	-	3,825

RNIB Charity	38	13,291	(13,324)	3	-	8
CIB	1,919	444	(965)	-	-	1,398
RNIB Specialist Learning Trust	(356)	2,096	(2,040)	-	193	(107)
BucksVision	454	396	(385)	-	-	465
Total restricted – Group and RNIB	5,549	24,282	(24,286)	(149)	193	5,589

Restricted fund balances may be in a deficit situation pending future receipts where such funding is given on a reclaim basis and at 31 March 2020 such deficit balances amounted to £63,000 (2019: £169,000), which lies within “Donations for specified services and equipment”.

Other transfers between funds represent transfers from unrestricted funds to cover expenditure paid by unrestricted monies which relate to restricted fund income projects.

The negative funds relating to RNIB Specialist Learning Trust comprise of fixed assets of £1,121,000, cash at bank of £1,000 offset by a pension liability of £1,229,000. As at 1 April

2020 ownership of the Three Spires Academy transferred to the Thrive Education Partnership, along with all assets and liabilities as at the transfer date. The amounts included within “Group” represent the net assets at fair value of the subsidiary charities, other than those held within endowment funds.

Endowment funds

	1 April 2019 £'000	Income includ- ing Investment gains/(losses) £'000	Expenditure £'000	Transfers £'000	Other gains £'000	31 March 2020 £'000
Sunshine	355	(21)	(1)	-	-	333
Emma Nye	3,151	(8)	(20)	-	-	3,122
Bristol Blind Fund	114	-	(1)	-	-	113
Eagle-Bott Memorial	691	(67)	(4)	-	-	619
Dr Duncan Leeds Bequest	1,294	(127)	(8)	-	-	1,159
GDC Rushton	183	-	(1)	-	-	182
Total endowment – RNIB	5,788	(224)	(36)	-	-	5,528
CIB	1	-	-	-	-	1
Total endowment – Group and RNIB	5,789	(224)	(36)	-	-	5,529

We apply a total return approach to The Sunshine Endowment Fund. In the year this resulted in the release of the unapplied total return amounting to £nil (2019: £nil) to general funds. Within the balance at 31 March 2020, the value of the gift element of the permanent endowment was £332,000 (2019: £323,000) and the unapplied total return was £9,000 (2019: £32,000).

Summary of funds

	1 April 2019 £'000	Income (including investment gains/loss- es) £'000	Expenditure £'000	Transfers £'000	Other gains £'000	31 March 2020 £'000
RNIB						
Unrestricted	74,461	47,488	(39,055)	149	21,395	104,438
Restricted	3,494	8,055	(7,572)	(152)	-	3,825
Endowment	5,788	(224)	(36)	-	-	5,528
Total	83,743	55,319	(46,663)	(3)	21,395	113,791
Group						
Unrestricted	74,461	78,357	(69,924)	149	21,395	104,438
Restricted	5,549	24,282	(24,286)	(149)	193	5,589
Endowment	5,789	(224)	(36)	-	-	5,529
Total	85,799	102,415	(94,246)	-	21,588	115,556

RNIB Income and Expenditure amounts are shown after eliminating intra group amounts.

Group/RNIB statement of funds for year ended 31 March 2019

Designated Funds

	1 April 2018 £'000	Income £'000	Expenditure £'000	Transfers £'000	Other Gains £'000	31 March 2019 £'000
Net book value – Service properties	39,086	-	(1,480)	1,067	1,439	40,112
Net book value – Other fixed assets	4,665	-	(2,349)	551	-	2,867
Total designated – Group and RNIB	43,751	-	(3,829)	1,618	1,439	42,979

Net book value – service properties:

The purpose is to recognise the value, net of long-term debt, of RNIB's service properties that are unavailable to general reserves. The transfer of £1,067,000 comprises £24,000 of disposals together with a reduction in the long-term debt of £1,000,000 relating to the loan repayment regarding the redevelopment at RNIB Pears Centre. There has also been a reduction in the loan relating to the assets acquired from MPH of £91,000. Included in other gains/(losses) is £3,126,000 relating to the increase in the value of the property at RNIB Pears Centre representing the market value relating to the disposal of the property, along with a reduction of £1,900,000 relating to the value of property at Bradbury Oak. Such fixed asset properties held in the subsidiary charities are recognised within the restricted funds.

Net book value – other fixed assets:

The purpose is to recognise the value, net of long-term debt, of RNIB's other fixed assets that are unavailable to general reserves. Such other fixed assets held in the subsidiary charities are recognised within the restricted funds. The transfer of £551,000 comprises additions amounting to £554,000 less the net book value of disposals of £3,000.

Total unrestricted funds

	1 April 2018 £'000	Income (including investment gains/ losses) £'000	Expenditure £'000	Transfers £'000	Other Gains £'000	31 March 2019 £'000
Designated from above	43,751	-	(3,829)	1,618	1,439	42,979
General funds (free reserves)	25,570	55,344	(46,403)	(1,732)	-	32,779
Pension reserve	(1,823)	-	(80)	-	606	(1,297)
Total other unrestricted	23,747	55,344	(46,483)	(1,732)	606	31,482
Action	-	7,322	(7,322)	-	-	-
Feel Good Friday Lottery	-	3,421	(3,421)	-	-	-
Direct Services Lottery	-	2,208	(2,208)	-	-	-
RNIB Enterprises Limited	-	11,152	(11,152)	-	-	-
RNIB Services Limited	-	2,431	(2,431)	-	-	-
NLB	-	204	(204)	-	-	-
NTNM	-	185	(185)	-	-	-
BCNI	-	45	(45)	-	-	-
Total unrestricted – RNIB and Group	67,498	82,312	(77,280)	(114)	2,045	74,461

Restricted funds

	1 April 2018 £'000	Income (including investment gains/ losses) £'000	Expenditure £'000	Transfers £'000	Other gains £'000	31 March 2019 £'000
Emma Nye fund welfare pensions	385	60	(101)	25	-	369
Dr Duncan Leeds Bequest	72	46	(57)	-	-	61
Elizabeth Eagle-Bott Memorial Fund	18	25	(18)	-	-	25
Donations for specified services and equipment	2,672	5,026	(5,467)	453	-	2,684

The National Lottery Community Fund						
AdvantAGE – Wales Eye Patient Advocacy Service Continuation	5	-	-	-	-	5
Empowering Young People Programme – Realise	56	-	(57)	1	-	-
Supporting Families – Family Insight	34	140	(122)	-	-	52
Connecting Older People – Looking Forward	7	-	(7)	-	-	-
Bright New Futures – Future In-Sight	115	54	(154)	-	-	15
Reaching Communities – Talk and Support: Supporting our Volunteers through Mentoring	19	42	(47)	(3)	-	11

	1 April 2018 £'000	Income (including investment gains/ losses) £'000	Expenditure £'000	Transfers £'000	Other gains £'000	31 March 2019 £'000
Reaching Communities – Trainee Grade Scheme: Extending the Reach	5	-	-	(5)	-	-
Investment In Communities – Looking To The Future	67	-	(67)	-	-	-
People & Places – All Wales Welfare Rights Service for People with Sensory Loss	48	-	-	(43)	-	5
Basic Online Skills – Online Today	508	225	(714)	(15)	-	4
Investing in Communities – IRISS	138	(2)	(94)	1	-	43
Investing in Communities – Advice Plus – See Me Right	88	159	(152)	-	-	95
Reaching Communities – Big Skills Pilot	127	5	(90)	(4)	-	38
Reaching Communities – Being There When It Matters Most	122	273	(118)	(218)	-	59
Our Bright Future – Vision England	(10)	284	(174)	(75)	-	25

The National Lottery Heritage Fund

Your Heritage – CultureLink SE	20	62	(82)	-	-	-
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	1 April 2018 £'000	Income (including investment gains/losses) £'000	Expenditure £'000	Transfers £'000	Other gains £'000	31 March 2019 £'000
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Department of Health and Social Care						
IESD – Electronic Certificate of Visual Impairment (eCVI)	3	-	-	(3)	-	-
Sight Loss Booklet – What I Needed To Know	3	-	-	-	-	3
Total restricted – RNIB	4,502	6,398	(7,520)	114	-	3,494

RNIB Charity	53	15,502	(15,517)	-	-	38
CIB	1,615	280	24	-	-	1,919
RNIB Specialist Learning Trust	(195)	1,603	(1,974)	-	210	(356)
BucksVision	452	140	(138)	-	-	454
Total restricted – Group and RNIB	6,427	23,923	(25,125)	114	210	5,549

Restricted fund balances may be in a deficit situation pending future receipts where such funding is given on a reclaim basis and at 31 March 2019 such deficit balances amounted to £169,000 (2018: £21,000), which lies within "Donations for specified services and equipment".

The amounts included within "Group" represent the net assets at fair value of the subsidiary charities, other than those held within endowment funds.

Endowment funds

	1 April 2018 £'000	Income including Investment gains/(losses) £'000	Expenditure £'000	Transfers £'000	Other gains £'000	31 March 2019 £'000
Sunshine	356	1	2	-	-	355
Emma Nye	3,143	26	18	-	-	3,151
Bristol Blind Fund	114	1	1	-	-	114
Eagle-Bott Memorial	691	5	5	-	-	691
Dr Duncan Leeds Bequest	1,294	9	9	-	-	1,294
GDC Rushton	183	1	1	-	-	183
Total endowment – RNIB	5,781	43	36	-	-	5,788
CIB	1	-	-	-	-	1
Total endowment – Group and RNIB	5,782	43	36	-	-	5,789

We apply a total return approach to The Sunshine Endowment Fund. In the year this resulted in the release of the unapplied total return amounting to £nil (2018: £nil) to general funds. Within the balance at 31 March 2019, the value of the gift element of the permanent endowment was £323,000 (2018: £323,000) and the unapplied total return was £32,000 (2018: £33,000).

Summary of funds

	1 April 2018 £'000	Income (including investment gains/ losses) £'000	Expenditure £'000	Transfers £'000	Other gains £'000	31 March 2019 £'000
RNIB						
Unrestricted	67,498	55,344	(50,312)	(114)	2,045	74,461
Restricted	4,502	6,398	(7,520)	114	-	3,494
Endowment	5,781	43	(36)	-	-	5,788
Total	77,781	61,785	(57,868)	-	2,045	83,743
Group						
Unrestricted	67,498	82,312	(77,280)	(114)	2,045	74,461
Restricted	6,427	23,923	(25,125)	114	210	5,549
Endowment	5,782	43	(36)	-	-	5,789
Total	79,707	106,278	(102,441)	-	2,255	85,799

RNIB Income and Expenditure amounts are shown after eliminating intra group amounts.

22. Analysis of net assets between funds

Group fund balances are represented by:	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds 2020 £'000	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds 2019 £'000
Tangible/intangible fixed assets	55,882	2,314	-	58,196	66,668	2,952	-	69,620
Investments	1,867	72	5,389	7,328	2,152	80	5,649	7,881
Net current assets	25,472	4,702	140	30,314	26,380	4,314	140	30,834
Long-term liabilities	(1,789)	(270)	-	(2,059)	(19,085)	(801)	-	(19,886)
Defined benefit pension scheme liability	23,006	(1,229)	-	21,777	(1,297)	(1,353)	-	(2,650)
Total net assets	104,438	5,589	5,529	115,556	74,818	5,192	5,789	85,799
Tangible/intangible fixed assets	55,882	-	-	55,882	66,668	-	-	66,668
Investments	1,872	27	5,389	7,288	2,157	30	5,649	7,836
Net current assets	25,467	3,798	139	29,404	26,464	3,464	139	30,067
Long-term liabilities	(1,789)	-	-	(1,789)	(19,531)	-	-	(19,531)
Defined benefit pension scheme liability	23,006	-	-	23,006	(1,297)	-	-	(1,297)
Total net assets	104,438	3,825	5,528	113,791	74,461	3,494	5,788	83,743

23. Pension costs

The RNIB Group pension arrangements comprise those of RNIB and the subsidiary charities, RNIB Charity and RNIB Specialist Learning Trust. The net pension reserve of £23.0m surplus (2019: £1.3m deficit) disclosed in the balance sheet only refers to RNIB and NLB. The scheme deficits of RNIB Specialist Learning Trust are included in restricted reserves along with all reserves for those entities. A summary of the movement in pension assets and liabilities for the Group's defined benefit pension funds is shown below:

	Amounts charged to SoFA £'000	Actuarial gains (losses) £'000	Defined Benefit Pension Scheme liability £'000
RNIB Retirement Benefit Scheme	(8)	21,293	22,879
RNIB Pension Trust Scheme*	-	-	439
NLB	-	64	(312)
RNIB Specialist Learning Trust	33	193	(1,229)
Total defined benefit schemes	25	21,550	(21,777)

The amount charged to the SoFA of £25,000 in the table above has been expensed as part of charitable activities.

RNIB

The RNIB Retirement Benefits Pension Scheme (RBPS) is partly defined benefit and partly defined contribution. Members joining before 1 April 2005 are wholly defined benefit, with those members joining after, having a hybrid of defined benefit and defined contribution. The assets of the Scheme are held in a separate fund, under control of its Trustees, to which RNIB has no access. A salary sacrifice arrangement was introduced 1 July 2010 whereby the member's salary is reduced by the amount of the member contribution and in return the employer makes an equivalent contribution to the Scheme.

An actuarial valuation was carried out at 31 March 2017 by the pension scheme's actuary Aon Hewitt, using the projected unit method. The valuation disclosed that the market value of the scheme's assets (excluding defined contribution and additional voluntary contribution assets) at that date was £251.4million, and that there was a deficit of £14.1million relative to the technical provisions (the level of assets agreed by the Trustees and RNIB as being appropriate to meet member benefits, assuming the scheme continues as a going concern).

The latest actuarial valuation as at 31 March 2020 is currently in progress and is expected to be published in early 2021.

As of 1 July 2018, and in agreement with the pension scheme Trustees, RNIB will make additional deficit recovery contributions of £2.5million a year until 31 March 2027.

The Final Salary section of the RNIB Retirement Benefits 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 contributed £4,400,000 to the scheme (2019: £nil).

RNIB 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.

The RNIB auto-enrolment pension scheme which was administered by the National Employment Savings Trust (NEST) ceased on 31 March 2019 with on-going benefits provided in the RNIB Retirement Benefits Scheme. This was a defined contribution scheme. In the year RNIB contributed £nil (2019: £183,000) on behalf of nil (2019: 666) employees.

The RNIB Pension Trust Scheme is the Pension Trust Defined Benefit Scheme transferred from Action For Blind People as a result of the merger with RNIB at 1 April 2018. The scheme has been closed to new members since 1 October 1997. Two employees remain active.

*The RNIB Pension Trust Scheme has a calculated surplus at the end of March 2020 however, as there is no automatic distribution of this surplus back to RNIB we have not recognised this in the accounts. The amount recognised represents the deficit payments made to the scheme in the year.

RNIB Charity

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 financial statements. 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).

The RNIB Charity auto-enrolment pension scheme which was administered by the National Employment Savings Trust (NEST) ceased on 31 March 2019. This was a defined contribution scheme. In the year RNIB Charity contributed £nil (2019: £74,000) on behalf of nil (2019: 748) employees.

CIB

CIB has a defined contribution pension scheme with Scottish Widows. In the year CIB contributed £6,700 (2019: £6,600) on behalf of three (2019: three) employees.

CIB also 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 CIB contributed £3,000 (2019: £1,900) on behalf of 10 (2019: eight) employees.

CIB was a participant within the defined benefit scheme "Cardiff and Vale of Glamorgan Pension Fund" which is part of the Local Government Pension Scheme. The last employees left the scheme on 31 March 2016, and hence there are no on-going contributions. CIB are paying a cessation liability, recognised within creditors. The balance outstanding at year end totalled £285,200 (2019: £356,500). Monies are payable over a five-year period.

RNIB Specialist Learning Trust

RNIB Specialist Learning Trust is a participant within the defined benefit scheme "West Midlands Pension Fund" which is part of the Local Government Pension Scheme.

RNIB Specialist Learning Trust 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. This scheme is treated as a defined contribution scheme because no liability sits with RNIB.

NLB

Following the merger with NLB, RNIB also offers the Pensions Trust's Growth Plan. This is a multi-employer scheme which provides benefits to some 1,300 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for RNIB to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme and reflects the present value of agreed deficit reduction payments as a liability in the balance sheet. Full details are shown below.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a "last-man standing arrangement". Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5million.

The following tables have been provided by the Pensions Trust.

RNIB has agreed to the following recovery plan payments:

Year ending	31 March 2020 £'000	31 March 2019 £'000	31 March 2018 £'000	31 March 2017 £'000
Year 1	64	62	69	67
Year 2	66	64	71	69
Year 3	68	66	73	71
Year 4	70	68	75	73
Year 5	60	70	77	75
Year 6	-	60	80	77
Year 7	-	-	82	80
Year 8	-	-	42	82
Year 9	-	-	-	42
Year 10	-	-	-	-

The present value of the recovery plan contributions as recognised in RNIB Group balance sheet

	31 March 2020 £'000	31 March 2019 £'000	31 March 2018 £'000
Present value of provision	312	376	533

Reconciliation of opening and closing provision

	2020 £'000	2019 £'000
Provision at start of year	376	533
Unwinding of the discount factor (interest expense)	5	9
Deficit contribution paid	(62)	(69)
Remeasurements – impact of any change in assumptions	(7)	3
Remeasurements – amendments to the contribution schedule	-	(100)
Provision at end of year	312	376

Income and expenditure impact

	2020 £'000	2019 £'000
Interest expense	5	9
Remeasurements – impact of any change in assumptions	(7)	3
Remeasurements – amendments to the contribution schedule	-	(100)

Assumptions

	31 March 2020 per cent per annum	31 March 2019 per cent per annum	31 March 2018 per cent per annum
Rate of discount	2.30	1.39	1.71

Detailed disclosures relating to pension schemes

The following tables, and narrative, provide the detailed disclosures that relate to the RNIB Retirement Benefit Scheme and schemes related to subsidiary entities. The column headed "Subsidiary charities" refers to RNIB Specialist Learning Trust. Together these explain the Group's pension costs.

a. Scheme assets and liabilities	RNIB Retirement Benefit Scheme £'000	RNIB Pension Trust Scheme £'000	Subsidiary charities £'000	Total £'000
2020				
Scheme assets at fair value				
Equities	39,186	895	452	40,533
Fixed income	69,541	-	-	69,541
Alternatives	14,434	-	-	14,434
Corporate and other bonds	-	8,832	33	8,865
Index-linked gilts	-	-	92	92
Property (including unit trusts)	-	995	71	1,066
Real assets	5,895	-	-	5,895
LDI	135,022	-	-	135,022
Cash and other (including net current assets)	3,580	4,525	147	8,252
Total market value of scheme assets	267,658	15,247	795	283,700
Present value of scheme liabilities	(244,779)	(13,543)	(2,024)	(260,346)
Net pension scheme asset/(liability)	22,879	1,704	(1,229)	23,354
Unrecognised asset due to surplus restriction	-	(1,265)	-	(1,265)
NLB liability	(312)	-	-	(312)
Total pension scheme asset/(liability)	22,567	439	(1,229)	21,777

b. Scheme assets and liabilities	RNIB Retirement Benefit Scheme £'000	RNIB Pension Trust Scheme £'000	Subsidiary charities £'000	Total £'000
				2019
Scheme assets at fair value				
Equities	61,907	5,991	332	68,230
Fixed income	60,617	-	-	60,617
Alternatives	3,518	-	-	3,518
Corporate and other bonds	-	7,628	20	7,648
Index-linked gilts	-	-	38	38
Property (including unit trusts)	-	848	43	891
Real assets	9,009	-	-	9,009
LDI	107,972	-	-	107,972
Cash and other (including net current assets)	18,707	28	94	18,829
Total market value of scheme assets	261,730	14,495	527	276,752
Present value of scheme liabilities	(262,651)	(14,024)	(1,880)	(278,555)
Net pension scheme liability	(921)	471	(1,353)	(1,803)
Unrecognised asset due to surplus restriction	-	(471)	-	(471)
NLB liability	(376)	-	-	(376)
Total pension scheme liability	(1,297)	-	(1,353)	(2,650)

c. Analysis of charge to the SoFA	RNIB Retirement Benefit Scheme £'000	RNIB Pension Trust Scheme £'000	Subsidiary charities £'000	Total £'000
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Year to 31 March 2020				
Current service cost	-	-	222	222
Past service cost	-	-	36	-
Interest on net defined benefit liability/(asset)	(7)	-	50	43
Administration expenses	-	83	-	83
Expense recognised in SoFA	(7)	83	308	384
Year to 31 March 2019				
Current service cost	4,745	-	160	4,905
Interest on net defined benefit liability/(asset)	(16)	-	37	21
Administration expenses	-	71	-	71
Expense recognised in SoFA	4,729	71	197	4,997

The above service cost excludes any RNIB contributions paid to the defined contributions section of the Scheme.

The Final Salary section of the RNIB Retirement Benefits Scheme was closed to future accruals on 31 March 2019.

During the year RNIB contributed £nil (2019: £2,570,000) to the Scheme relating to employer contributions and £2,500,000 (2019: £1,876,000) relating

to deficit contributions. In addition, RNIB, RNIB Charity and Action For Blind People share the administrative costs of the Scheme. From 1 July 2010 under the RNIB salary sacrifice arrangement employer contributions and service cost include the member salary sacrifice contributions while member contributions are shown as £nil. RNIB also makes contributions to a number of other pension schemes including the Teachers' Pension Scheme. The Teachers'

Pension Scheme is 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. RNIB Group, including RNIB Charity, made contributions to the Teachers' Pension Scheme for 18 employees (2019: 23) totalling £98,000 (2019: £114,000).

d. Analysis of actuarial gains and losses	RNIB Retirement Benefit Scheme £'000	NLB Pension Trust Scheme £'000	RNIB Pension Trust Scheme £'000	Subsidiary charities £'000	Total £'000
Year to 31 March 2020					
Asset gains/(losses) arising during the year	3,924	-	570	(35)	4,459
Liability (losses) gains arising during the year	17,369	64	253	228	17,914
Adjustment arising due to asset valuation and restriction of surplus	-		(823)	-	(823)
Total actuarial gain/(loss)	21,293	64	-	193	21,550
Year to 31 March 2019					
Asset gains/(losses) arising during the year	9,709		359	(6)	10,062
Liability (losses) gains arising during the year	(8,666)		(562)	216	(9,012)
Adjustment arising due to asset valuation and restriction of surplus	(105)		(129)	-	(234)
Total actuarial gain	938		(332)	210	816

Assumptions used for the FRS102 valuation are summarised in the following table.

e. Actuarial assumptions	2020 RNIB Retirement Benefit Scheme per cent	2019 RNIB Retirement Benefit Scheme per cent	2020 RNIB Pension Trust per cent	2019 RNIB Pension Trust per cent	2020 Subsidiary charities per cent	2019 Subsidiary charities per cent
Discount rate	2.30	2.45	2.30	2.35	2.35	2.65
Inflation assumption (RPI)	2.75	3.25	2.75	3.30	2.65	3.30
Inflation assumption (CPI)	1.95	2.15	1.75	2.30	1.85	2.30
Rate of increase in salaries	2.75	3.25	2.70	3.25	3.35	3.80

Rate of increase in pensions payments						
Pre 1 July 2010 – 5 per cent p.a. cap	2.65	3.10	1.90	2.35	-	-
Post 30 June 2010 – 3 per cent p.a. cap	2.20	2.50	1.65	1.95	1.85	2.30

Rate of increase in deferred pensions						
Pre 1 July 2010 – 5 per cent p.a. cap	-	3.25	2.75	-	-	-
Post 30 June 2010 – 3 per cent p.a. cap	-	3.00	2.75	3.30	-	-

The pension assumptions in the table above differ in respect of the two main RNIB schemes as the assumptions relating to the RNIB Retirement Benefit Scheme are specific to RNIB, whereas for the RNIB Pension Trust scheme the method determined by Pensions Trust for setting the assumptions has been adopted.

For the RNIB scheme the mortality assumptions are based on standard mortality tables which allow for future mortality improvements. The assumptions are that a member currently aged 60 will live on average for a further 27.2 years (2019: 27.1 years) if they are male and for a further 29.2 years (2019: 29.1 years) if they are female. For a member who retires in 2040 at age 60 the assumptions are that they will live on average for a further 28.0 years (2019: 27.9 years) after retirement if they are male and for a further 30.4 years (2019: 30.3 years) after retirement if they are female. For RNIB Pension Trust scheme for current pensioners, their life expectancy beyond the pensionable age of 65 is 22.2 years (2019: 21.8 years) if they are male, and 23.9 years (2019: 23.5 years) if they are female.

For future pensioners, their life expectancy beyond the pensionable age of 65 is 23.5 years (2019: 23.1 years) if they are male and 25.2 years (2019: 24.7 years) if they are female. For schemes offered by the subsidiary charities, for current pensioners, their life expectancy beyond the pensionable age of 65 is 21.0 years (2019: 21.9 years) if they are male, and 23.3 years (2019: 24.4 years) if they are female. For future pensioners, their life expectancy beyond the pensionable age of 65 is 22.7 years (2019: 24.1 years) if they are male and 25.1 years (2019: 26.7 years) if they are female.

f. Changes to the present value of the defined benefit obligation	RNIB Retirement Benefit Scheme £'000	RNIB Pension Trust Scheme £000	Subsidiary charities £'000	Total £'000
As at 1 April 2018	250,424	14,151	1,864	266,439
Current service cost	4,745	-	160	4,905
Interest expense on defined benefit obligation	6,411	352	49	6,812
Contributions by scheme participants	84	-	23	107
Actuarial loss/(gain) on scheme liabilities	8,823	226	(216)	8,833
Net benefits paid out	(7,836)	(705)	-	(8,541)
As at 31 March 2019	262,651	14,024	1,880	278,555
Current service cost	-	-	222	222
Past service cost	-	-	36	36
Interest expense on defined benefit obligation	6,352	323	76	6,751
Contributions by scheme participants	-	-	38	38
Actuarial loss/(gain) on scheme liabilities	(17,369)	(253)	(228)	(17,850)
Net benefits paid out	(6,855)	(551)	-	(7,406)
As at 31 March 2020	244,779	13,543	2,024	260,346

g. Changes to the fair value of scheme assets during the year	RNIB Retirement Benefit Scheme £'000	RNIB Pension Trust Scheme £000	Subsidiary charities £'000	Total £'000
As at 1 April 2018	249,005	14,280	435	263,720
Expected return on scheme assets	6,427	358	12	6,797
Contributions by the employer	4,446	274	63	4,783
Contributions by scheme participants	84	-	23	107
Actuarial (loss)/gain on scheme assets	9,709	359	(6)	10,062
Net benefits paid out	(7,836)	(705)	-	(8,541)
Administration costs incurred	-	(71)	-	(71)
Adjustment to preliminary asset valuation	(105)	-	-	(105)
As at 31 March 2019	261,730	14,495	527	276,752
Expected return on scheme assets	6,359	339	26	6,724
Contributions by the employer	2,500	477	239	3,216
Contributions by scheme participants	-	-	38	38
Actuarial (loss)/gain on scheme assets	3,924	570	(35)	4,459
Net benefits paid out	(6,855)	(551)	-	(7,406)
Administration costs incurred	-	(83)	-	(83)
As at 31 March 2020	267,658	15,247	795	283,700

g. Changes to the fair value of scheme assets during the year	RNIB Retirement Benefit Scheme £'000	RNIB Pension Trust Scheme £000	Subsidiary charities £'000	Total £'000
Actual return on scheme assets				
2019	16,136	717	(6)	16,847
2020	10,283	909	(35)	11,157

24. Group commitments

a. Capital

At the year-end, RNIB had no outstanding commitments (2019: £nil).

At the year-end, no other subsidiary entities have any outstanding commitments (2019: £nil).

b. Operating leases

At the year-end, the Group had the following annual commitments amounting to £8,460,000 (2019: £9,047,000) under non-cancellable operating leases.

	2020 £'000	2019 £'000
Land and buildings		
Expiring within one year	880	1,001
Expiring between two and five years	2,325	3,256
Expiring after five years	4,178	4,155

	2020 £'000	2019 £'000
Equipment		
Expiring within one year	522	277
Expiring between two and five years	555	358
Expiring after five years	-	-
Total	8,460	9,047

25. Grants receivable

During the year, RNIB received a number of grants and other funding resources, which are required by the donors to be shown in our annual financial statements.

Source	Purpose	2020 £'000	2019 £'000
Birmingham City Council	RNIB Living with Sight Loss	21	11
Children & Young People's Strategic Partnership, Health and Social Care Board	Family Support Service	64	64
	Parenting, Education and Support	11	11
Department of Health and Social Care	ECSS NI Networks	59	53
Education Authority Northern Ireland	Thematic Funding – RNIB CYPF Core Funding	15	-
European Social Fund and Special EU Programme Body	Eye Work Too 2018	128	115
	Immersive Accessibility – ImAc	14	-
Glasgow City Council	Focus on Employability	6	14
Her Majesty's Revenue and Customs	HMRC Grant funding 2019-2020 – See Tax Differently	97	125
Postcode Lottery Limited	People's Postcode Lottery	1,783	-
Scottish Government & Impact Funding Partners	Workplace Equality Fund - Older Workers Resource Pack & Toolkit	-	18
Southern Health and Social Care Trust	Family Support Service	57	57
Special EU Programme Body (A project supported by the European Union's INTERREG VA Programme, managed by the Special EU Programmes Body (SEUPB)) **	INTERREG VA Funding – Need to talk	194	193

Source	Purpose	2020 £'000	2019 £'000
The National Lottery Community Fund	Basic Online Skills - Online Today	-	225
	Bright New Futures - Future In-sight	-	54
	Investing in Communities - IRISS	-	-2
	Investing in Communities - Advice Plus: See me right	82	159
	Reaching Communities - Talk and Support: Supporting our Volunteers through Mentoring	-	42
	Reaching Communities – Big Skills Pilot	-	5
	Reaching Communities – Being There When it Matters Most (CVICS)	36	273
	Supporting Families - Family Insight	139	140
	Our Bright Future - Vision England	-	284
	New Places, New Experiences – for blind and partially sighted people	130	119
The Royal Borough of Kensington and Chelsea	Kensington & Chelsea Outreach Svc	10	-

** "A project supported by the European Union's PEACE IV Programme, managed by the Special EU Programmes Body (SEUPB).

Policy on relationships with pharmaceutical companies

RNIB provides services to those with sight problems, works to prevent avoidable blindness and campaigns for positive change. These functions will not be influenced in any way by our relationship with pharmaceutical companies or by acceptance of grants or sponsorships from them. We will withdraw from any initiative that jeopardises our independence. RNIB will not embark on, or continue with, any sponsorship arrangement or collaborative venture which might damage its independence.

26. 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, Kathleen Chambers House on 25 September 2020 for a consideration of £1,395,000 resulting in a profit on disposal of £740,000 and Wavertree House on 20th October for a consideration of £3,100,000 resulting in a profit on disposal of £2,257,000. 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.

Thank you to our supporters

A

Ada Hillard Charitable Trust
Alcon Eye Care UK Ltd
Alistair Crichton Trust
Allergan Ltd
The Lord Archer
Lord and Lady Ashcroft – The Cayo Foundation

B

B & P Glasser Charitable Trust
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Sir John Beckwith CBE – Sir John Beckwith Charitable Trust
Bernhadi-Derham-Reid Discretionary Trust
Birmingham City Council
Blindcraft Charitable Trust
Booker Prize Foundation
Mr and Mrs Keith Breslauer
Brian Wilson Charitable Trust
Brownlie Charitable Trust
Mr Trevor Bond
Mrs Sharon Briden
Sir George and Lady Bull
Mr and Mrs John Burns

C

Chiesi Ltd
Children & Young People's Strategic Partnership, Health and Social Care Board
City Bridge Trust
Clive & Sylvia Richards Charity
Constance Travis Trust
Crispa Charity Trust
Mr and Mrs Oliver Christof

D

DLM Trust
Mr Cyril Delamare – MontLake Management Ltd.
Mr David Davis and Ms Jackie Wai – Supermart Stores Ltd.
Mr and Mrs Gerald Davidson
Mr and Mrs Richard Desmond – The Desmond Foundation

E

Education Authority Northern Ireland
European Social Fund

F

Facebook London
Mr and Mrs Ronnie Fattal – E.C Sosnow Charitable Trust
The Lord and Lady Fink – Barbara and Stanley Fink Foundation

G

Godfrey Winn Will Trust
Evelyn and David Green
Mr and Mrs Clifford Gundle – Gundle Philanthropic Trust
Mr Peter Gleeson and Ms Marie Gilmartin
Mrs Sarah Gordon-Wild

H

Her Majesty's Revenue and Customs

I

Impact Funding Partners

J

James & Patricia Hamilton Charitable Trust
Lady Jarvis CBE – The ROAN Charitable Trust
John Scott Trust
June Stevens Foundation

K

Dr and Mrs Moshe Kantor – Kantor Charitable Foundation
Kathleen Beryl Sleigh Charitable Trust
Mr and Mrs Isaac Kaye – The Aimwell Charitable Trust

L

Loppylugs & Barbara Morrison
Charitable Trust
Mr and Mrs Derek Lovelock
Mrs Ruth Lever
Mrs Penny Lancaster-Stewart, Lady
Stewart

M

Mr and Mrs Samad Munshi – Doctor
Munshi Foundation
Melbreak Trust
Mickleham Trust
Mr Ray Murphy
Mr and Mrs Sean Mulryan –
Ballymore Properties Ltd.
Myristica Trust
The Material World Foundation

N

National Philanthropic Trust
NatWest Group
Novartis Pharmaceuticals UK Ltd

O

O2
Mr Jan Olszowski

P

Dame Mary Perkins
Mr and Mrs Graham Peacock
Mr and Mrs Paul Polman
The late Mr Tony Pidgley CBE and
Mrs Sarah Pidgley – The Berkeley
Foundation
Peacock Trust
Philip Breeze Charity
Postcode Community Trust
People's Postcode Lottery

R

Mrs Cheryl Roux – Winterbourne
Charitable Trust
Roche Products Ltd
Mr Gerald Ronson CBE and Dame
Gail Ronson DBE – The Gerald and
Gail Ronson Family Foundation
The Joseph & Lena Randall Charitable
Trust

S

Dr Dermot Smurfit
Lady Beryl Steinberg – The Steinberg
Family Charitable Trust
Sanford Charity Trust
Simmons & Simmons
Sir Michael Smurfit
Sir Rod Stewart CBE
Smith Charitable Trust
Southern Health and Social Care
Trust
Special EU Programme Body
Specsavers
Miss Sophie Smurfit
Mrs Lily Safra, Edmond J Safra
Philanthropic Organisation

T

Mr Chris Thomas
The National Lottery Community
Fund
Thomas and Jean Smith Charitable
Trust
Thomas C Maconochie Trust
Tony & Audrey Watson Trust
Thompson Family Charitable Trust
Mr and Mrs Michael Tabor, The Tabor
Foundation

V

Vision Foundation

W

Mr Charles Wilson and Dr Rowena Olegario

Mr Peter Williams

The Hon Andrew Wolfson – The Charles Wolfson Charitable Trust

W T Mattock Charitable Trust

Weinstock Fund

Francis Winham Foundation

Z

Mrs Shirley Zsigmond



Who's who at RNIB

Patron, President and Vice-Presidents

Patron

Her Majesty The Queen

President

Dame Gail Ronson DBE

Vice Presidents

Sir John Beckwith CBE

The Rt Hon. the Lord Blunkett

Mr Richard Brewster

Professor Ian Bruce CBE

Mr Jeremy Bull

Dr Haruhisa Handa

Dr Euclid Herie

Lady Jarvis CBE

Lord Low of Dalston CBE

Sir Trevor Pears CMG

Sir Michael Rake

Dr Dermot Smurfit

Sir Rod Stewart CBE and Mrs Penny Lancaster-Stewart, Lady Stewart

The Rt Hon. the Earl of Stockton

The Lord (Julian) Fellowes of West Stafford

References and administration

The Royal National Institute of Blind People (RNIB) Trustees' report and the audited Group and RNIB financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities 2015, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102), the Charities Act and the Charities Accounts (Scotland) Regulations 2006 (as amended).

Charity number

226227 in England and Wales

SC039316 in Scotland

1226 in the Isle of Man

Established in 1868, RNIB was incorporated under Royal Charter in 1949, with a Supplemental Charter in 1993 (revised in 2007, 2014 and 2017).

Professional advisers

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London

W1U 7EU

Investment advisers

BMO Global Asset Management

Exchange House

Primrose Street

London

EC2A 2NY

Solicitors

Bates Wells

10 Queen Street Place

London

EC4R 1BG

Actuarial advisers

AON Solutions UK Limited

3 The Embankment

Sovereign Street

Leeds

LS1 4BJ

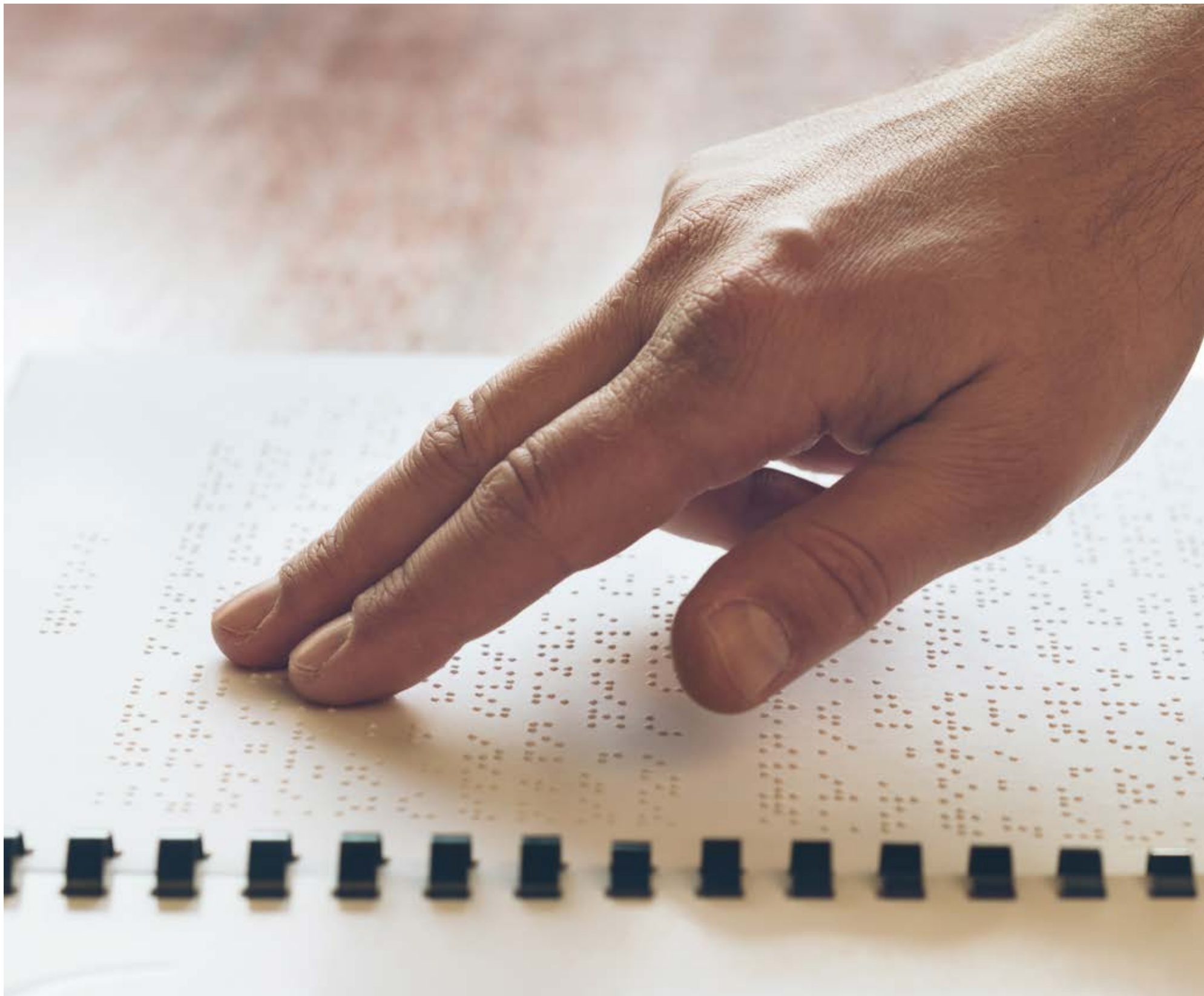
Bankers

Royal Bank of Scotland plc

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Branch

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London W1A 1FH



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RNIB Cymru

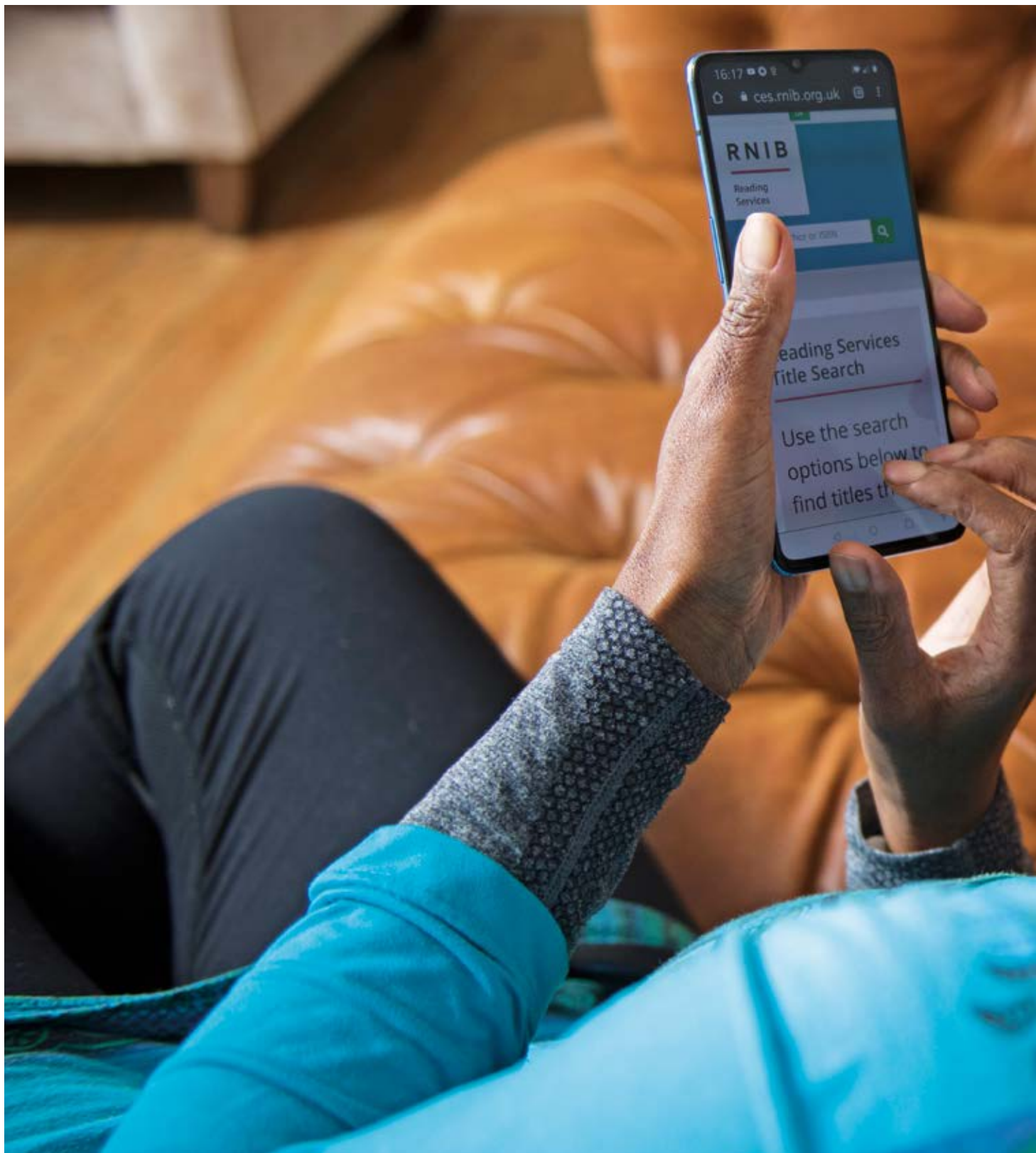
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This report is available in print, braille and audio CD.
To order contact the RNIB Helpline.

The latest Annual Report and Financial Statements are available to download from our website in both PDF and Word at rnib.org.uk. The Word version is available to enable effective use by people who need to use screen reader technology and are unable to use the PDF. If you are sent a Word version of our Annual Report and Financial Statements from a source you are unsure of, please refer to our website.

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