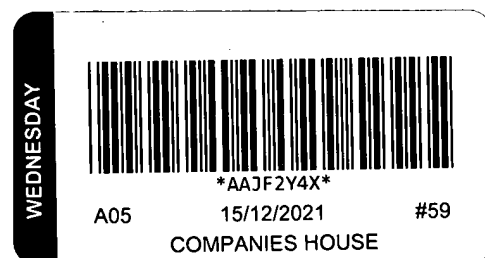


RNIB Charity, Company Number 08971500

RNIB Charity annual report and financial statements 2020/21

The Trustees, who are also directors of RNIB Charity for the purposes of the Companies Act, have pleasure in submitting their annual report and the audited financial statements for the year ended 31 March 2021.

The Trustees have adopted the provisions of the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) in preparing the annual report and financial statements of the charity. The Reference and Administrative Details also form part of this report.



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RNIB Charity, Company Number 08971500

Trustees' Report and Strategic Report

Structure, governance and leadership

Our legal structure

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

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

The remaining activity within RNIB Charity relates principally to the running of schools, residential services and community living services. The remaining school and the community living services will be transferred to specialist providers in 2021/22.

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

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

Trustees' Report and Strategic Report (continued)

Structure, governance and leadership (continued)

How we are managed

All members of the RNIB Charity Board are also members of the RNIB Group Board. RNIB Charity is a wholly owned subsidiary of The Royal National Institute of Blind People (RNIB). The subsidiary's directors are responsible for decisions taken in the Company's name, and they act in line with their duty to the subsidiary rather than to the wider group. However, as a wholly owned subsidiary, the directors ensure that the strategy, priorities, processes and practices of RNIB Charity are fully aligned where required to those of RNIB, ensuring that the interests of RNIB are duly acknowledged. RNIB Group strategy and corporate governance arrangements have been applied during the year and are set out below.

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 (ELT). The ELT is formed of Directors of the seven key departments across the organisation.

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 and diversity and inclusion training) and other sessions as necessary throughout the year.

Trustees are appointed for a three-year term which can be renewed 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, obtain 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, with the Chair's review being conducted by the Vice Chair.

RNIB Charity, Company Number 08971500

Trustee recruitment

The RNIB Board has undergone significant change over the past two years, with 10 new Trustees appointed since March 2019.

The Board will always have one Trustee recruited with the experience to act as Honorary Treasurer (Liz Walker) and one to act as Safeguarding Lead Trustee (Nora Colton).

Trustees' Report and Strategic Report (continued)

Structure, governance and leadership (continued)

Trustee Recruitment (continued)

Other than this, decisions about what skills to recruit to the board are based on the outcome of a skills and diversity audit.

An audit was carried out in January 2020 to inform our recruitment in the 2020/21 financial year. The Board also agreed on the need to increase its diversity, with a focus 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 November 2020, we saw the departure of Eleanor Southwood MBE from the Board of RNIB and after serving three years as Chair of Trustees. We are very grateful for her contribution to RNIB and thank her for her service. In 2020, RNIB undertook 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. She was appointed Chair on 20 November 2020.

Charity Commission Statutory Inquiry

In March 2018, the Charity Commission for England and Wales opened a statutory inquiry into RNIB following the issuing of a notice, by Ofsted, 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 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 subsequent in-depth reviews into governance and safeguarding, respectively.

Trustees' Report and Strategic Report (continued)

Structure, governance and leadership (continued)

Charity Commission Statutory Inquiry (continued)

The report's 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. RNIB reported completion of the Action Plan to the Charity Commission on 4 January 2021. Following this, Crowe LLP and Ann Craft Trust were appointed to undertake reviews of the completion of the Action Plan, in order to provide the Charity Commission with independent assurance that it has been satisfactorily completed. These reviews took place in February and March 2021, and each issued its final report in April 2021. The Charity Commission informed RNIB on 15 June 2021 that it was satisfied that RNIB had completed the Action Plan and ended its active regulatory oversight of the organisation.

The end of the Statutory Inquiry reflects the significant progress RNIB has made in modernising the charity, becoming more effective and delivering more robust processes and policies. This includes a critical culture change in the organisation around safeguarding. Crowe and Ann Craft Trust's reviews recognised that RNIB's leadership has played a critical role in the charity's transformation, setting the right tone from the top.

However, the Board of Trustees is mindful that this is by no means the end of our work in this area. It is vital RNIB continuously embeds the changes that we have achieved so far and presses ahead with new improvements, to ensure that the failings identified by the Statutory Inquiry can never happen again. To this end, RNIB has developed detailed plans covering areas such as governance, compliance, safeguarding, people, and culture to ensure we continue to learn these lessons.

Future governance and Charity Governance Code compliance

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 implemented in full as part of the Statutory Inquiry Action Plan. In 2020/21, the Board focussed on delivering these specific improvements.

Trustees' Report and Strategic Report (continued)

Structure, governance and leadership (continued)

Future governance and Charity Governance Code compliance (continued)

As outlined above, the Board has been considering what further steps it could take to improve its practices following the end of the Statutory Inquiry. In May 2021, RNIB embarked on a Board Development Programme which will be delivered throughout the 2021/22 financial year. The overarching aim is to ensure Board effectiveness, as defined in the Charity Governance Code, and specific plans have been developed to apply good practices in line with the Code, for example Principle 6: Equality, Diversity and Inclusion; and Principle 7: Openness and Accountability (especially stakeholder engagement).

We expect that in 2022/23, RNIB will be in a position to undertake a new assessment of itself against the Charity Governance Code to ensure that we are applying it; or (in the case of any gaps) be able to properly explain why we are not (the "apply or explain" principle).

RNIB Board Committees

The Board of RNIB has eight committees. Their purpose is to scrutinise matters - within their particular 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 generally 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 who are appointed for renewable terms of up to two years.

These members augment the skills on the Board with additional expertise and perspectives at committee level. The Chairs of the committees meet regularly to discuss governance and ensure they work together in an integrated way. Each committee meets at least quarterly and some meet much more frequently than this.

Trustees' Report and Strategic Report (continued)

Structure, governance and leadership (continued)

RNIB Board Committees (continued)

The Committee structure is as follows:

- **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** - fundraising activity
- **Nominations** - appointments to the Board and its Committees; Trustee induction and training
- **People** - staff and volunteer engagement; diversity and inclusion; remuneration
- **Regulated Services and Safeguarding (RSSC)** - safeguarding across the organisation and oversight of RNIB's Care Quality Commission or Ofsted-regulated services
- **Transitions Programme** - property and business transfer arrangements

In February 2021 the Board agreed to undertake a review of RNIB's Committee structure, to be carried out in the next financial year. The aim of this review is to ensure it is appropriate to serve the Board's needs going forward, following a period of significant organisational change and development over the past two years.

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.

Trustees' Report and Strategic Report (continued)

Structure, governance and leadership (continued)

Our Board of Trustees and Non-Trustee Committee Members

(at 31 March 2021)

Anna Tylor (from 29 July 2020), Chair of Trustees (from 20 November 2020), Member of People Committee, Member of Nominations Committee, Member of GTIG

Liz Walker, RNIB Honorary Treasurer, Member of Audit and Risk Committee, Member of RSSC

Sir Martin Davidson, 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

Alice Collins (from 17 September 2020), Member of Income and Partnerships, Member of People Committee

Nora Colton, Board Safeguarding Lead Trustee, Member of RSSC, Member of Income and Partnerships Committee

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

Iain McAndrew, Chair of Income and Partnerships Committee, Member of Customer Committee

Stephen Monaghan (from 17 September 2020), Chair of Customer Committee

Amanda Rowland, Chair of Transitions Programme Committee, Member of GTIG

Deborah Womack (from 17 September 2020), Member of Customer Committee

Trustees' Report and Strategic Report (continued)

Structure, governance and leadership (continued)

Other Trustees serving in 2020/21

Eleanor Southwood MBE (to 20 November 2020), 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

Non-Trustee Committee members

(at 31 March 2021)

Non-Trustee Members of Audit and Risk Committee

Mike Barber (Committee Chair)
Jonathan Blackhurst
Susan Crichton

Non-Trustee Members of Regulated Services and Safeguarding Committee

David Ashcroft (Committee Chair)
Graham Hewitt
Nicky Shaw

Non-Trustee Members of People Committee

Rupert Evenett
Sharron Lewis-James
David Raeburn

Non-Trustee Members of Customer Committee

Derrick Mabbott
Tony Pinkham
Caroline Stanfield

RNIB Charity, Company Number 08971500

Trustees' Report and Strategic Report (continued)

Structure, governance and leadership (continued)

Non-Trustee Members of Income and Partnerships Committee

Richard Etienne

Dan Jones

Anne Woodley (appointed 25 February 2021)

Non-Trustee Members of Transitions Programme Committee

Simon Curtis (appointed 16 December 2020)

Dyfrig Lewis-Smith (appointed 25 February 2021)

Executive Remuneration

The RNIB Group was led by the Executive Leadership Team consisting of the CEO and nine employed Directors. The total remuneration paid to the employed members of this group was £1.3m (2020 £1.5m consisting of the CEO, four employed directors and four contracted Interim Directors). Of this, as in 2019/20, 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.

Trustees' Report and Strategic Report (continued)

Our Year

The unprecedented challenges of the pandemic brought into sharp focus the inequalities that exist for blind and partially sighted people in our society.

We knew we had to step up for blind and partially sighted people across the UK. Our response was fast, flexible, solution-driven and led by our customers and I am incredibly proud of what we were able to achieve.

As the nation went into lockdown we worked quickly to ensure our teams could work from home and keep our vital services going, safely. Our Sight Loss Advice Service and Helpline provided support and advice to more people than ever before this year. Our Eye Clinic Liaison Officers (ECLOs) began to work remotely and we're delighted to have created seven new ECLO sites so we can help even more people following their sight loss diagnosis.

Staying connected has never been more important. RNIB Connect Radio delivered important information every day and made sure our listeners across the UK knew they weren't alone. By changing how we work, we were able to expand our telephone-based support services and proactively get in touch with some of those people we knew were feeling most isolated. We adapted events and training to be delivered remotely and make sure young people and their families didn't miss out on this vital support at such a crucial time.

We built a ground-breaking partnership with DEFRA to secure priority shopping and worked with government to ensure that accessible public health information was available through our Helpline. We helped a variety of business sectors – retail, hospitality, leisure – to develop best practice guidance to assist customers with sight loss.

We're delighted to have won a Third Sector Business Charity award in recognition of what we were able to achieve for blind and partially sighted people in this most difficult of years.

Much of this work was made possible because of the far-reaching transformation that the charity has been through over recent years. Our response to the Charity Commission's Statutory Inquiry, which was published in June 2020, has put safeguarding and effective governance at the heart of our organisational culture and we have worked hard to build a more modern, financially secure, focused organisation.

Trustees' Report and Strategic Report (continued)

Our Year (continued)

We are pleased to report that the Charity Commission acknowledged the progress we have made and saw fit to end its statutory supervision of our organisation in June 2021. But of course, we will continue to learn and evolve and make sure our safeguarding and governance remains compliant and effective.

Our organisation must be in the strongest shape if we are to achieve our vision of a world where blind and partially sighted people can participate equally. I am confident that we have robust foundations in place from which to move forwards.

We will continue to work tirelessly to equip people with the right knowledge and support so they can get on with their lives. We will continue to challenge the system and campaign against inequality and injustice.

We cannot do this alone. By working collaboratively with others we're influencing the decision makers who have the power to take us closer to our vision. By improving everyone's understanding of what it means to live with sight loss we are helping our society to be an inclusive place that values difference.

Most importantly, it is the experience, insight, ambitions, and opinions of blind and partially sighted people which drive everything we do. We are always looking for ways to create more opportunities for people to inform and participate in our work.

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

Following the review that took place in 2019/20 of our establishment-based services, it was decided to transfer our three older people's care homes, two schools and one college to specialist providers. The care homes and RNIB Loughborough College transferred during 2020/21 and the transfer of Sunshine House School and the VILD service in Scotland are expected to take place during 2021/22.

Trustees' Report and Strategic Report (continued)

Our strategy, performance and business plan

To help us break down the barriers that exist in society and take us closer towards our vision, we have established three priorities based on the issues blind and partially sighted people tell us matter the most.

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

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

Priority 3 Transform RNIB to be a catalyst for change.

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

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

Within RNIB Charity, this is delivered through:

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

During the year following the decision to move the establishment based services the residential care homes and RNIB College Loughborough were transferred to specialist providers.

Trustees' Report and Strategic Report (continued)

Our strategy, performance and business plan (continued)

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

Our values

Our values describe our ethos and drive our behaviours:

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

RNIB Charity is part of the RNIB group of charities.

Financial review

Total income for 2021 was £11.7 million (2020: £16.2 million restated) of which £3.2million (2020: £3.2million restated) came from a grant from Royal National Institute of Blind People, the charity which undertakes our fundraising activity.

Total expenditure for 2021 of £12.0 million was allocated to Equipping people with sight loss (2020: £16.2 million restated).

We held nil designated reserves at the end of the year (2020: £0.01 million) and general reserves were nil as there is no intention for RNIB Charity to hold general reserves as set out in the reserves policy below.

Management have conducted a review of regulated services costs in the year. It was noted that certain property costs and costs funded by restricted funds were not historically transferred to RNIB Charity. This has been amended for 2021 accounts and in the prior year accounts for comparability. The costs within RNIB Charity now represent the full costs of the Group regulated services.

Trustees' Report and Strategic Report (continued)

Reserves policy

The Charity does not retain general reserves in its own right as it is fully funded on an annual basis by RNIB. RNIB Group's combined general reserves were £40.2 million at 31 March 2021 (2020: £25.7 million). The Charity carries no restricted reserves. The designated reserves at 31 March 2021 were £nil (2020: £0.01 million). Designated reserves reflect the carrying value of fixed assets, which relates to fixtures, fittings and equipment.

Safeguarding and compliance

Summary of activity and statement on RNIB's ongoing commitment to safeguarding

This year we continued to take significant steps forward to improve our safeguarding practice. In June 2020, we rolled out new policies and processes and worked to ensure understanding and confidence amongst all staff. These policies and processes are easily accessed by staff and have been well received.

- Safeguarding practice has continued to be delivered. Our Safeguarding Team is ensuring our safeguarding framework is implemented.
- Over the last year, all new starters completed our mandatory Safeguarding level 1 training.
- We developed bespoke safeguarding training to reflect the safeguarding responsibilities of RNIB's senior leadership: 32 people attended this training.
- In addition to undertaking the mandatory level 1 training, RNIB's Trustees attended bespoke Board safeguarding training in November 2020: this training outlines all their responsibilities for safeguarding as Trustees. Board safeguarding training is refreshed annually.
- Case file audits were implemented in June 2020 using data captured on Eclipse - the case management system we use to register and monitor safeguarding concerns.

Trustees' Report and Strategic Report (continued)

Safeguarding and compliance (continued)

- Following the roll out of suicide-risk training within the financial year 2019-2020, and its inclusion in the level 2 and 3 training this year, teams and services have reported a significant increase in confidence in responding to suicide-risk concerns.
- Enhancing and embedding understanding relating to Making Safeguarding Personal is a key defined priority within the Safeguarding Development Plan.
- Strategic Safeguarding Leads have been appointed across the organisation. Their role is to consult with the Safeguarding Team in the early stages of project planning.
- We update and educate staff on all safeguarding matters through a number of communication channels including staff safeguarding forums, a quarterly internal newsletter, a safeguarding handbook for staff and volunteers, a customer safeguarding leaflet, and pre-recorded Designated Safeguarding Lead broadcasts for our network of DSLs.
- In March 2021 RNIB's safeguarding was independently reviewed. This report found that RNIB's practices were satisfactory across the board, with many areas identified as "good" meaning that "best practice is evident underpinned by knowledge and safe practice demonstrating a high level of safeguarding competency". We are committed to this trajectory of improvement and will continue to embed best practice through our Safeguarding Quality Assurance Framework.

Our Safeguarding Principles

Our Safeguarding Team continues to prioritise the promotion and understanding of our five safeguarding principles. They are:

Empowerment

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

Prevention

Minimise repeat safeguarding issues.

Trustees' Report and Strategic Report (continued)

Safeguarding and compliance (continued)

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.

Safeguarding performance data 2020/21

123 safeguarding concerns that met our reporting threshold were recorded between April 2020 and March 2021.

Eight safeguarding allegations were reported between April 2020 and March 2021. This represents a 68 per cent reduction from the previous financial year.

Additionally, 358 queries were raised with the Safeguarding Team that did not meet a safeguarding threshold but required advice and guidance.

Trustees' Report and Strategic Report (continued)

Health and safety

In 2020/21, we focused on ensuring the safety, health, and welfare of our staff, volunteers and customers during the pandemic.

We quickly convened a Corporate Major Incident Response Team, led by the CEO and established a group, led by the People Director, to lead on our homeworking model which maintained critical services safely and in line with developing government guidance. Homeworkers were supported with detailed guidance, mandatory homeworker/display screen assessments, training and additional equipment upon request and advice. Where premises remained open to provide critical services, COVID-19 Risk Assessments were undertaken, regularly reviewed and published. Individual Risk Assessments were also undertaken to assess vulnerable people's suitability to return to work. To keep our workforce informed throughout the pandemic, an online portal for coronavirus information was established, with extensive guidance, links, training, FAQs, weekly communications and an advice mailbox. A procurement initiative ensured we were able to maintain a guaranteed supply of suitable PPE to our staff.

Trustees' Report and Strategic Report (continued)

Health and safety (continued)

While focusing on managing risk presented by the pandemic, our routine monitoring of standards continued. Fire risk assessments were undertaken for those premises that remained open as well as audits of our regulated services.

We also developed guidance on smart working practices, in anticipation of moving out of lockdown, and launched MOLLIE, the new platform for delivering mandatory health and safety and fire safety training to all staff. New accident/incident reporting and investigation systems were developed and launched.

We have continued to support individuals with a variety of bespoke wellbeing resources which have developed in line with government guidance.

Additionally, our Mental Health First Aid England trainer has facilitated a safe space where staff can share their thoughts on their current wellbeing. As popularity of these sessions grew, we developed content to cover other areas including menopause and financial wellbeing.

RNIB Charity, Company Number 08971500

Trustees' Report and Strategic Report (continued)

Principal risks and uncertainties

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

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

Risks are identified throughout the year through:

- Consideration of key risks throughout the business planning process with scrutiny of risks introduced to the quarterly reforecast process.
- Consideration of risk at Executive Leadership Team meetings, and Senior Leadership Group meetings, as well as at leadership team meetings at Directorate level, including scrutiny of risk documents.
- Weekly review by the Head of Compliance, Risk and Assurance of risks flagged through Directorate and Function level risk documents, with risks that may need to be escalated raised with the applicable Executive Leadership Team lead.
- Quarterly scrutiny by the Audit and Risk Committee of top-level risk documents, including two risk deep dives at each Audit and Risk Committee meeting to consider risk/potential risk areas.
- Introduction of a dedicated compliance and risk email address that allows anyone within RNIB to raise a risk or related matter.

RNIB Charity, Company Number 08971500

Trustees' Report and Strategic Report (continued)

Principal risks and uncertainties (continued)

The Board of Trustees is satisfied that major risks have been identified, processes for addressing them have been put in place and that our risk position remains within acceptable levels. It is recognised that control systems can only provide reasonable, but not absolute, assurance that major risks are being adequately managed. The most material risk areas to RNIB are set out in the table below, and are related to:

- Safeguarding, regulatory and operating
- Finance
- People
- Strategic impact
- Technology, data and digital
- COVID-19

Work this year has included:

- Agreement of a Statement on Risk Appetite by the Board of Trustees
- Strengthening processes to ensure wider consideration of risk as part of business planning and review
- Additional reporting to the Audit and Risk Committee
- Fortnightly meetings of a cross Directorate Group that drives continuous improvement on compliance and risk management across RNIB and its subsidiaries

RNIB Charity, Company Number 08971500

Trustees' Report and Strategic Report (continued)

Principal risks and uncertainties (continued)

Risk	Primary mitigations
Safeguarding, regulatory and operating risk Risk of safeguarding incidents, particularly in education or care settings, as well as other regulatory compliance risks. Ensuring we are able to respond to a major incident that has an impact on RNIB.	Ongoing commitment to newly established procedures, controls, reporting, training and policies. Implementation of our safeguarding development plan and succession plans put in place to strengthen the resilience of our Safeguarding Team. A cross Directorate Group (Compliance Task Force) put in place that drives continuous improvement on compliance and risk management across RNIB and its subsidiaries. Further improved reporting on regulatory compliance. Work on mapping compliance activity across the RNIB Group, ensuring compliance is embedded. Improved policy framework, particularly to ensure improved communication on policies. We have also introduced a requirement for RNIB individuals to confirm they have read and understood key policies. Working with our internal auditors and other providers of external assurance, ensuring recommendations are implemented in a timely fashion. Ongoing strengthening of our business continuity framework, particularly through scenario exercises to challenge and strengthen the resilience of our plans.

RNIB Charity, Company Number 08971500

Trustees' Report and Strategic Report (continued)

Principal risks and uncertainties (continued)

Risk	Primary mitigations
Finance Risk of unanticipated falls in voluntary income, reducing liquidity and capacity to effectively deliver against plans.	<p>Our risk-based 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>We have particularly ensured specific consideration of finance risks in relation to the COVID-19 situation and the impact of Brexit. A Cash Committee is in place that ensures consideration of finance risks.</p> <p>We have performance measurement and monitoring of fundraised income streams in place, to ensure we futureproof sources of income. This has particularly focused on impact on sources of income with the COVID-19 situation likely to be ongoing for a number of years.</p> <p>Internal audit work has been conducted in the past year considering susceptibility to fraud, strengthening controls where necessary.</p>

RNIB Charity, Company Number 08971500

Trustees' Report and Strategic Report (continued)

Principal risks and uncertainties (continued)

Risk	Primary mitigations
<p>People People risks include those in relation to: Ensuring the right skills at all levels. Ensuring effective development and deployment of key talent. Accessibility, diversity and inclusion related risks. Ensuring organisational structures are aligned behind our strategy. Ensuring smarter working practices are part of a positive and progressive culture.</p>	<p>Our reward and benefits package is benchmarked against the sector and in line with an approved pay policy. This helps ensure that we attract, retain and are able to build upon the right skills / key talent. Work to ensure RNIB is an attractive place to work, with pulse surveys to get feedback and continuously improve. Programme of wellbeing measures, particularly being aware of the impact of COVID-19 on RNIB individuals. We monitor a range of HR metrics and pulse surveys and 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. Increased resources in relation to ensuring we are an Accessible, diverse, and inclusive organisation. Ongoing development of organisational structures. Focus in the past year has been specifically on smarter working practices. The COVID-19 situation has meant changes to ways of working and we have used this to drive improved ways of working as part of a positive and progressive culture.</p>

RNIB Charity, Company Number 08971500

Trustees' Report and Strategic Report (continued)

Principal risks and uncertainties (continued)

Risk	Primary mitigations
<p>Strategic impact</p> <p>Strategic impact risks include those in relation to:</p> <p>Ensuring we continue to deliver increased breadth and depth of reach for blind and partially sighted individuals.</p> <p>Ensuring we deliver qualitative and quantitative impact.</p> <p>Ensuring we cultivate innovation and deliver against such innovation.</p>	<p>Our plans for 2021/22, and beyond, continue to move RNIB towards a better balance of reach, resources and impact.</p> <p>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.</p> <p>We have introduced new working rhythms and routines aligned to our strategy and business plans, that have a specific focus on delivering impact.</p> <p>Our new Customer Programme focuses on delivering our customer-centred objectives and is a key mitigation of strategic impact risks. Technological development, particularly our new Case Management System, are also aligned to mitigating strategic impact risks, through ensuring we have the right information and insight to deliver for our customers.</p> <p>We believe the way we have responded to the ongoing COVID-19 situation, and the lessons learnt, will continue to enable us to improve our ways of working and strategic impact going forwards.</p>

Trustees' Report and Strategic Report (continued)

Principal risks and uncertainties (continued)

Risk	Primary mitigations
<p>Technology, data and digital Risk that technology systems, capability, capacity and co-ordination are unable to meet the needs of the organisation, including our Customer Programme focused on delivering our customer focused objectives. Also, risk of cyber security breaches.</p>	<p>Technology fully embedded within business planning. We have introduced new working rhythms and routines aligned to our strategy and business plans, that have a specific focus on technology to deliver our objectives. Strengthening of the Technology Team and its position within the organisational structure. Changes to organisational structure allows improved cross directorate working in relation to technology objectives. Maintaining and building of key partnerships in relation to technology, to ensure full alignment on global technology developments. All introductions and changes are scrutinised by a Technical Design Authority which, among other things, helps to assure cyber security. Strengthening of controls in relation to cyber security and working with our partner to assess information security against ISO27001.</p>
<p>COVID-19 related risks We have continued our attention to COVID-19 related risks, including in relation to: Crisis response / Business continuity planning. Managing risk of change. We have particularly considered the impact of COVID-19 on all risk areas detailed above.</p>	<p>Early in the year we conducted a detailed risk assessment, working with Crowe LLP, our internal auditor, in relation to COVID-19 related risks. We have continued to ensure that the impact of COVID-19 on RNIB is mitigated. Our new working rhythms, and routines introduced in the year, are ensuring that COVID-19 related risks are being</p>

Trustees' Report and Strategic Report (continued)

Principal risks and uncertainties (continued)

Risk	Primary mitigations
	<p>considered and managed across all areas of the organisation, including but not limited to:</p> <p>Cash Committee – Ensuring the impact of COVID-19 on financial risks is addressed.</p> <p>The People Working Practices Group – Ensuring the impact of COVID-19 on people risks is mitigated.</p> <p>Compliance Task Force – Focussing on the impact of COVID-19 on compliance areas.</p> <p>Customer Programme – Ensuring that we are focused on how COVID-19 impacts on blind and partially sighted individuals, particularly that we address any risks from COVID-19 to us delivering our customer-focused objectives.</p> <p>Fundraising/Innovation Group – Working to futureproof sources of fundraised income, ensuring we innovate to find new sources of fundraised income/ new approaches to fundraising where necessary.</p> <p>IT Group - Ensuring the impact of COVID-19 on technology / data related risks is addressed.</p> <p>Risks in relation to staff working remotely have been considered and where necessary strengthened.</p> <p>Supply chain risks have also been considered.</p> <p>Management continues to report to the Audit and Risk Committee and the Board on the impact of COVID-19 on RNIB.</p>

Trustees' Report and Strategic Report (continued)

Going concern

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

Our employees

Our talented and dedicated employees responded to the challenges of the pandemic with resilience and flexibility. They came together to achieve extraordinary outcomes for our customers, and for each other, as they adapted to new ways of working.

A top priority for us was giving our colleagues the support they needed on a personal and professional level during this difficult year. When the first national lockdown was announced, RNIB's IT team responded swiftly to enable office-based employees to work at home wherever possible.

We increased the size of our HR team, enabling it to provide a wider range of relevant and timely guidance and advice to anyone who needed it. We created and shared support resources and set up interactive discussion groups to encourage employees to look after their wellbeing and mental health.

We were delighted to give all staff a 2.5 per cent pay award this year. We were able to keep furloughed staff to a minimum, and we topped up their pay to 100 per cent of their usual earnings. We supported a variety of flexible working arrangements to help ease the pressures of home schooling and additional care needs.

Trustees' Report and Strategic Report (continued)

Our employees (continued)

To stay better connected to our remote workforce, we replaced our annual staff satisfaction survey with a more regular pulse survey; 78 per cent of respondents would recommend RNIB as an employer to friends and family, compared to 57 per cent last year. We're happy to report that 93 per cent of respondents said they felt proud to work for us.

We delivered the HR Information System (iTrent) project, making key HR processes more efficient by automating workflows from recruitment and onboarding to development, performance management and departure. The system links the recruitment process with vital safeguarding checks and gives hiring managers more control over the whole process. This more modern, online platform is a much improved, accessible experience for employees, managers and jobseekers. Staff are more engaged with mandatory training and policies thanks to our new online learning platform (MOLLIE), which has highlighted RNIB's commitment to compliance.

Our directors and Trustees are kept updated with key HR performance measures through a monthly dashboard.

"I just wanted to say how impressed I have been with the care that senior management has shown to staff during this crazy year. I've watched how things have been at the workplaces of family and friends and no other employers can compare, in my estimation, to RNIB. I have really felt like you have been putting people first, and I am truly proud and grateful to work for such a great organisation."
Lisa, Volunteering Recruitment Officer

Diversity and Inclusion

We value diversity and we know we are stronger when our work reflects a plurality of voices. This year we created six staff and volunteer network groups, each sponsored by a member of the Executive Leadership Team, to reinforce our commitment to diversity and inclusion:

- Race Forward network
- Carers and Families network
- Women's network,
- VIBE (Visually Impaired and Blind Experiences) network
- Disability network
- LGBTQ+ network

Trustees' Report and Strategic Report (continued)

We have grown our Diversity and Inclusion team with a new Diversity and Inclusion Officer and a Visual Accessibility and Inclusion Manager. In 2020/21, we have focused on improving the quality of the diversity data that we have on our employees, so we can plan and evaluate the success of recruitment and staff development activities to increase diversity and improve experiences.

Developing talent

We have created a talent management strategy to map talent, identify potential and measure the performance of our leaders. We continue to invest in our senior leaders by giving them the tools and resources they need to grow as individuals and as team members, in order to increase the effectiveness of our organisation and help attract new talent.

Through a refreshed Apprenticeship Scheme, we are making the most of the government's levy to upskill staff in areas such as management and project management. We have also used this scheme to address our Diversity and Inclusion priorities by attracting individuals from underrepresented groups and investing in their development. We have also enrolled on the Government Kickstart Scheme and are specifically looking to fill roles with blind and partially sighted people between 16 and 24 years old.

Through our successful mentoring programme, we matched 60 RNIB staff with colleagues from Sense, Scope, Dimensions UK, Signhealth, RNID and Thomas Pocklington Trust. We were pleased to welcome Diabetes UK to the programme this year and this has been a hugely effective and popular way for staff to share knowledge, perspectives and best practice.

Pay policy and pay gap reporting

We benchmark salaries against a wide variety of external roles, both within and outside the charity sector, to ensure our pay reflects market rates. Our aim is to deliver a fair, consistent and sustainable pay strategy to meet the diverse requirements of the organisation.

RNIB is committed to equality and fairness in recruitment, pay, promotion and development. We will publish our most recent gender pay data in October 2021 in accordance with Government guidance. We also plan to report Pay Gap data for other characteristics such as ethnicity and disabilities, including sight loss.

Our volunteers

Our volunteers give us their time and skills to help us in every area of our work. This year, 1,962 volunteers supported us in 2,658 roles, contributing an equivalent value of £4m to our organisation. We are truly thankful for their support and are pleased to report their positive volunteering experience:

- 93 per cent of volunteers would recommend volunteering with RNIB (four per cent increase from last year).
- 85 per cent of volunteers agree RNIB is a great place to volunteer (eight per cent increase from last year).
- 92 per cent of volunteers agree that they are making a difference in the lives of others by volunteering (11 per cent increase from last year).
- 84 per cent of volunteers agree that they feel supported in their role (seven per cent increase from last year).

Responding to the pandemic

The pandemic significantly reduced opportunities for volunteering; this year there was a 48 per cent decrease in the number of volunteers who we worked with. Many face-to-face and office-based roles had to be paused in line with government guidance and some volunteers were unable to continue in their roles due to personal circumstances. All too aware of the increased risk of social isolation during the pandemic, we worked with our volunteers to create new roles and alternative ways to volunteer in line with government guidelines and social distancing advice. For example, our community-based volunteers made telephone calls to keep in touch with RNIB customers; we continued to facilitate regular social groups by moving these to online or telephone-based sessions; our Roaming Tech volunteers continued to support customers remotely and we've started to offer new technologies which allow volunteers remote access to RNIB systems. These developments will allow us to offer more flexible volunteering opportunities beyond the pandemic.

We want to make it easier for people to volunteer in different ways, based on their availability and personal interests. For the first time this year, our Volunteering, Fundraising, Community Connection and Social Change teams came together to create two new volunteer opportunities, Occasional Helper and Community Volunteer. Both roles offer a blend of potential activities allowing volunteers to choose what they'd like to get involved with and when.

Trustees' Report and Strategic Report (continued)

Responding to the pandemic (continued)

As the pandemic develops, we will keep our community-based volunteering under review, as our number one priority remains the welfare of our customers, volunteers, and employees. To support our volunteers during this difficult year we created several wellbeing resources and, from late 2020, volunteers have also been able to access the free and confidential Employee and Volunteer Assistance Programme.

As restrictions ease and activities can resume, we expect our volunteering numbers to return to pre-pandemic levels.

Volunteer managers told us:

"We have had to stand our volunteers down at certain times but we have always been available to support them with any questions that they have had. We have been able to give advice and support where necessary. We have been completing risk assessments for each volunteer and discussed their situation on a person-by-person basis."

"I've tried to be as proactive as possible, checking in with volunteers as much as I can on email/phone and being more conscious of everyone's mental wellbeing (which has meant ensuring volunteers haven't felt pressured to be active)."

Volunteers told us:

"During the first lockdown made a number of well-being telephone calls to a group that I would normally meet with face to face on a monthly basis."

"This has been a very difficult year owing to COVID-19. My manager has ensured that all volunteers and members have had the opportunity to join in our conference call group calls. This has helped all to keep in touch, support each other and enjoy ourselves."

Trustees' Report and Strategic Report (continued)

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

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

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

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

Trustees' Report and Strategic Report (continued)

Provision of information to auditors

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

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

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

Statement of public benefit

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

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

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

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

The Trustees' report including the strategic report was approved by the Board of Trustees and authorised for issue on 12 October 2021.



Amanda Rowland, Trustee

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

Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Charitable Company's affairs as at 31 March 2021 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of RNIB Charity ("the Charitable Company") for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, 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).

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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remain independent of the Charitable Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions related to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. The other information comprises: the Trustees' Report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Other Companies Act 2006 reporting

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

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

RNIB Charity, Company Number 08971500

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

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion;

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

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and report in accordance with the Act 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

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

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.

Extent to which the audit was capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the Charity and the industry in which it operates, we identified that the principal laws and regulations that directly affect the financial statements to be the Companies Act 2006 and the Charities Act 2011. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

In addition, the Charity is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: employment law, data protection and health and safety legislation. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence if any.

Audit procedures performed by the engagement team included:

- Discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Reading minutes of meeting of those charged with governance, including the group Audit and Risk committee, reviewing group internal audit report and reviewing correspondence with HMRC and the various charity regulators;
- Challenging assumptions made by management in their significant accounting estimates in particular those relating provisions; and

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

- In addressing the risk of fraud through management override of controls; testing the appropriateness of journal entries and other adjustments, in particular any journals posted to cash or with unusual accounts combinations

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

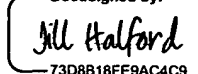
A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at:

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

Use of our report

This report is made solely to the Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charitable Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company and the Charitable Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:


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Jill Halford (Senior Statutory Auditor)

For and on behalf of BDO LLP, statutory auditor
London, UK

Date 21 October 2021

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

RNIB Charity, Company Number 08971500

Statement of financial activities for the year ended 31 March 2021 (including an income and expenditure account)

		2021				2020			
	Notes	Continuing Operations Unrestricted Funds £'000	Discontinuing Operations Unrestricted Funds £'000	Discontinuing Operations Restricted Funds £'000	Total £'000	Continuing Operations Unrestricted Funds (Restated) £'000	Discontinuing Operations Unrestricted Funds (Restated) £'000	Discontinuing Operations Restricted Funds (Restated) £'000	Total (Restated) £'000
Income from:									
Charitable activities:									
Intercompany grants receivable		499	2,430	227	3,156	-	3,195	25	3,220
Sales, fees and other service income		1,841	6,648	84	8,573	1,868	11,013	78	12,959
Total income from charitable activities:		2,340	9,078	311	11,729	1,868	14,208	103	16,179
Total income		2,340	9,078	311	11,729	1,868	14,208	103	16,179
Expenditure on:									
Charitable activities:									
Equip people with sight loss – Regulated services	2/3	2,315	9,325	311	11,951	1,568	14,241	103	15,912
Intercompany grants payable		-	-	-	-	300	-	-	300
Total Expenditure from charitable activities		2,315	9,325	311	11,951	1,868	14,241	103	16,212
Net Income/Expenditure Before Exceptional Items		25	(247)	-	(222)	-	(33)	-	(33)

RNIB Charity, Company Number 08971500

	Notes	2021				2020			
		Continuing Operations Unrestricted Funds £'000	Discontinuing Operations Unrestricted Funds £'000	Discontinuing Operations Restricted Funds £'000	Total £'000	Continuing Operations Unrestricted Funds (Restated) £'000	Discontinuing Operations Unrestricted Funds (Restated) £'000	Discontinuing Operations Restricted Funds (Restated) £'000	Total (Restated) £'000
Exceptional items		(25)	239	-	214				
Net Income/Expenditure After Exceptional Items		-	(8)	-	(8)	-	(33)	-	(33)
Other Transfers		-	-	-	-	-	3	-	3
Net movement in funds		-	(8)		(8)	-	(30)	-	(30)
Reconciliation of funds									
Total funds brought forward		-	8		8	-	38	-	38
Total funds carried forward	14	-	-		-	-	8	-	8

All gains and losses recognised in the year are included in the Statement of Financial Activities.
The notes on pages 46 to 65 form part of the financial statements.

As referenced in note 3 on page 51, management have conducted a review of regulated services costs in the year. It was noted that certain property costs and costs funded by restricted funds were not historically transferred to RNIB Charity. This has been amended for 2021 accounts and in the prior year accounts for comparability. The costs within RNIB Charity now represent the full costs of the Group regulated services.


RNIB Charity, Company Number 08971500
Balance sheet as at 31 March 2021

	Notes	2021 £'000	2020 £'000
Fixed assets			
Tangible assets	10	-	8
Total fixed assets		-	8
Current assets			
Debtors due within one year	11	379	7,207
Cash at bank and in hand		41	231
Total current assets		420	7,438
Creditors: amounts falling due within one year	12	420	7,368
Net current assets		-	70
Total assets less current liabilities		-	78
Provisions for liabilities and charges	13	-	70
Net assets		-	8
The funds of the Charity:			
Designated	14	-	8
Total Charity funds		-	8

RNIB Charity, Company Number 08971500

Balance sheet as at 31 March 2021 (continued)

These financial statements were approved by the Board of Trustees on 12 October 2021 and signed on behalf of RNIB Charity by Amanda Rowland, Trustee.



Amanda Rowland, Trustee

The notes on pages 46 to 65 form part of the financial statements.

RNIB Charity, Company Number 08971500

Cash flow statement for the year ended 31 March 2021

Cash flow statement

	2021 £'000	2020 £'000
Net cash provided by operating activities	(190)	216
Cash flows from investing activities		
Purchase of tangible fixed assets	-	-
Net cash used in investing activities	-	-
Change in cash and cash equivalents in the reporting year	(190)	216
Cash and cash equivalents at the beginning of the reporting year	231	15
Cash and cash equivalents at the end of the reporting year	41	231

Notes to the Cash flow statement

Reconciliation of changes in resources to net cash inflow from operating activities

	2021 £'000	2020 £'000
Net (expenditure) for the reporting period	(8)	(30)
Adjustments for:		
Depreciation	2	20
Loss on Disposal of Fixed Asset	6	10
(Decrease)/Increase in current creditors	(6,948)	(4,436)
(Decrease)/Increase in provision for liabilities and charges	(70)	-
Decrease/(Increase) in debtors	6,828	4,652
Net cash inflow/(outflow) from operating activities	(190)	216

RNIB Charity, Company Number 08971500

Cash flow statement for the year ended 31 March 2021 (Continued)

Analysis of change in net debt	31 March 2019 £'000	Cash flow 2019/20 £'000	31 March 2020 £'000	Cash flow 2020/21 £'000	31 March 2021 £'000
Cash at bank	15	216	231	(190)	41
Bank overdraft	-	-	-	-	-
Total cash and cash equivalents	15	216	231	(190)	41
Debt due within one year	-	-	-	-	-
Debt due after one year	-	-	-	-	-
Total net debt	-	-	-	-	-

The notes on pages 46 to 65 form part of the financial statements.

RNIB Charity, Company Number 08971500

Notes to the financial statements for the year ended 31 March 2021

1. Statement of accounting policies

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

1.1 Basis of preparation

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

1.2 Going concern

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

1.3 Company status

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

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

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Notes to the Financial Statements (continued)

1.4 Fund accounting

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

1.5 Income

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

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

Included within income from charitable activities is income relating to COVID 19 government grants in respect of the Coronavirus job retention scheme and support from local government relating to the adult social care sector. The income relating to such grants is detailed in note 2.

1.6 Expenditure

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

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

1.7 Fixed assets

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

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Notes to the Financial Statements (continued)

estimated residual value of each asset, over the life of the primary lease. The standard rates of depreciation are five years for fixtures, fittings and equipment.

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

1.8 Debtors

Debtors are stated after provision for impairment. Prepayments are valued at the amount prepaid.

1.9 Cash at bank and in hand

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

1.10 Creditors

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

RNIB Charity, Company Number 08971500

Notes to the Financial Statements (continued)

1.11 Other Financial instruments

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

1.12 Pension scheme

RNIB Charity participates in the RNIB Benefits Scheme. This is a hybrid scheme for members joining after 1 April 2005 and a defined benefit scheme for prior entrants. The charity is unable to identify, on a reasonable and consistent basis, its share of the underlying assets/liabilities as such information is unavailable on a disaggregated basis. Therefore, the Charity accounts for contributions as if the scheme were a defined contribution scheme. For the defined contribution schemes the amount charged to the Statement of Financial Activities in respect of pension costs and other post-retirement benefits are the contributions payable in the year. Details are set out in note 16.

1.13 Taxation

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

1.14 Accounting estimates and judgements

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

Cost allocation

Support costs attributed to the charitable activities. Cost drivers utilised include head count, floor space, and effort and judgement is exercised in applying cost drivers to cost categories.

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Notes to the Financial Statements (continued)

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.

2. Government grants – COVID 19

	2021	2021	2020
	Unrestricted £'000	Total £'000	Total £'000
Coronavirus job retention scheme	4	4	-
Local government support for adult social care	147	147	-
Total	151	151	-

RNIB Charity, Company Number 08971500

Notes to the Financial Statements (continued)

3. Expenditure

	2021				2020			
	Unrestricted Direct costs £'000	Restricted Direct costs £'000	Support costs £'000	Total £'000	Unrestricted Direct costs (Restated) £'000	Restricted Direct costs (Restated) £'000	Support costs (Restated) £'000	Total (Restated) £'000
Charitable activities								
Equip people with sight loss – Regulated Services	8,526	311	3,114	11,951	11,903	103	3,906	15,912
Intercompany grants payable	-	-	-	-	300	-	-	300
Total expenditure on charitable activities	8,526	311	3,114	11,951	12,203	103	3,906	16,212
Total expenditure	8,526	311	3,114	11,951	12,203	103	3,906	16,212

Support costs of £3.1 million (2020: £3.9 million) are split between continuing operations £0.7 million (2020: £0.3 million) and discontinuing operations £2.4 million (2020: £3.6 million).

Management have conducted a review of regulated services costs in the year. It was noted that certain property costs and costs funded by restricted funds were not historically transferred to RNIB Charity. This has been amended for the 2021 accounts and in the prior year accounts for comparability. The costs within RNIB Charity now represent the full costs of the Group regulated services.

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Notes to the Financial Statements (continued)

The prior year figures have been restated increasing income by £81,000 from £12,878,000 to the restated amount of £12,959,000 and increasing expenditure by £2,588,000 from £13,324,000 to the restated amount of £15,912,000.

4. Support costs allocation

An analysis of types of expenditure included in support costs is

	2021	2020
	£'000	£'000
Human resources	413	918
Finance	355	495
IT	1,490	1,494
Legal services	62	76
Property services	107	195
Other	550	546
Governance	137	182
Total	3,114	3,906

RNIB Charity, Company Number 08971500

Notes to the Financial Statements (continued)

5. Governance costs

	2021 £'000	2020 £'000
Auditors remuneration		
Fees payable to the charity's auditors and their associates for the audit of the charity*	27	27
Total amount payable to the charity's auditors and their associates	27	27
General costs incurred in servicing RNIB Charity's committees and the statutory affairs of RNIB Charity	110	155
Total governance costs	137	182

*Excluding VAT

6. Taxation

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

RNIB Charity, Company Number 08971500

Notes to the Financial Statements (continued)

7. Employee remuneration

The average monthly number of employees during the year was 262 (2020: 442), of which, the average full-time equivalent was 179 (2020: 288). The total emoluments are analysed as shown below:

	2021 £'000	2020 (Restated) £'000
Wages and salaries	5,276	7,641
Social security costs	357	507
Pension costs	600	841
Total ongoing emoluments	6,233	8,989
Redundancy costs	92	3
Ex-Gratia payments	27	-
Total emoluments	6,352	8,992

The prior year figures have been restated due to restricted and property income and expenditure relating to RNIB Charity activities being included in the transfer from the parent entity in order to represent the total cost of these activities.

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Notes to the Financial Statements (continued)

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

Banding	2021	2020
Between £60,001 and £70,000	-	1
Between £70,001 and £80,000	1	-

Included in the total emoluments figures above are payments amounting to nil (2020: nil) on termination of employment.

Also, of the number of staff disclosed in the table above RNIB made payments on behalf of nil (2020: nil) employees in respect of the RNIB Retirement Benefit Scheme and the Teachers' Pension Scheme, and there were payments made to nil (2020:nil) members of staff in respect of the defined contribution element of the RNIB Retirement Benefits Pension Scheme. The total amount of employer contributions paid in respect of these employees was £nil (2020: nil). For new entrants since 1 April 2005 the RNIB Retirement Benefits Pension Scheme (RBPS) is partly defined benefit and partly defined contribution so included in the numbers reported are staff that may be within both elements of the scheme.

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

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

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Notes to the Financial Statements (continued)

8. RNIB Charity Trustees' expenses and related party transactions

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

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

Eleanor Southwood became Chair of RNIB in November 2017, her term in Office ended in November 2020. During the 20/21 financial year she received a salary of £16,611 in respect of carrying out her duties as Chair of RNIB for the first 8 months of the year. Eleanor is also an Elected Councillor for London Borough of Brent, to whom RNIB Group raised invoices totalling £1,200, RNIB Enterprises Ltd raised invoices totalling £97 and RNIB Services raised invoices for the total of £417,887 during the financial year.

Anna Tylor was appointed Chair of RNIB in November 2020. Anna does not receive a salary in respect of carrying out her duties as Chair of RNIB.

Amanda Rowland, a Trustee of RNIB Charity and RNIB, is also a Member and Trustee of The Macular Society to whom RNIB Enterprises raised invoices in the financial year totalling £12.

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 £39,807 (2020: £24,125).

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Notes to the Financial Statements (continued)

9. Net Income for the year is stated after charging

	2021 £'000	2020 £'000
Auditors' remuneration – statutory audit fee	27	27
Depreciation charge – tangible fixed assets	2	20

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Notes to the Financial Statements (continued)

10. Tangible Assets

	Fixtures, fittings and equipment £'000	Fixtures, fittings and equipment held for sale £'000	Fixtures, fittings and equipment total £'000
Cost			
Balance 1 April 2020	22	186	208
Additions	-	-	-
Eliminations on Disposal	-	(180)	(180)
Transfers	6	(6)	-
Balance 31 March 2021	28	-	28
Accumulated depreciation			
Balance 1 April 2020	22	178	200
Charge for the year	-	2	2
Eliminations on Disposal	-	(174)	(174)
Transfers	6	(6)	-
Balance 31 March 2021	28	-	28
Net book value 31 March 2021	-	-	-
Net book value 31 March 2020	-	8	8

RNIB Charity, Company Number 08971500

Notes to the Financial Statements (continued)

11. Debtors due within one year

	2021 £'000	2020 £'000
Trade debtors	181	557
Amounts owed by Group undertakings	49	6,515
Other debtors	-	102
Prepayments and accrued income	149	33
Total	379	7,207

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Notes to the Financial Statements (continued)

12. Creditors amounts falling due within one year

	2021 £'000	2020 £'000
Trade creditors	-	146
Taxes and social security costs	51	117
Amounts owed to Group undertakings	-	6,426
Finance leases	-	-
Other creditors	163	427
Bank overdraft	-	-
Accruals	197	198
Deferred income – all utilised in the year	9	54
Total	420	7,368

13. Provisions for liabilities and charges

	Balance at 1 April 2020 £'000	Charged to income and expenditure £'000	Released during the year £'000	Balance at 31 March 2021 £'000
Sleep in provision	70	-	70	-
Total	70	-	70	-

RNIB Charity, Company Number 08971500

Notes to the Financial Statements (continued)

14. RNIB Charity statement of funds

	1 April 2020 £'000	Income £'000	Expenditure £'000	Exceptional £'000	Transfers £'000	Gains (losses) £'000	31 March 2021 £'000
Designated	8	11,729	11,951	214	-	-	-
General	-	-	-	-	-	-	-
Total	8	11,729	11,951	214	-	-	-

15. Analysis of net assets between funds

Fund balances are represented by:	2021 Unrestrict ed funds £'000	2020 Unrestrict ed funds £'000
Tangible fixed assets	-	8
Net current assets	-	70
Long term liabilities	-	(70)
Total net assets	-	8

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Notes to the Financial Statements (continued)

16. Pensions

RNIB Charity participates in the RNIB Retirement Benefits Scheme. This is a hybrid scheme for members joining after 1 April 2005 and a defined benefit scheme for prior entrants. The assets and liabilities of the scheme are accounted for within the Group accounts. The charity is unable to identify, on a reasonable and consistent basis, its share of the underlying assets/liabilities as such information is unavailable on a disaggregated basis. Therefore, the Charity has accounted for contributions as if the scheme were a defined contribution scheme. In the year, the Charity made contributions totalling £nil (2020: £nil) and nil members (2020: nil 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 £466,000 to the scheme (2020: £754,000).

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 (2020: 15) totalling £62,000 (2020: £85,000).

RNIB Charity has an auto-enrolment pension scheme which is administered by the National Employment Savings Trust (NEST). This is a defined contribution scheme. In the year RNIB Charity contributed £2,000 (2020: £nil) on behalf of 2 employees (2020: nil).

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Notes to the Financial Statements (continued)

17. Group commitments

a. Capital

At 31 March 2021, RNIB Charity has no outstanding commitments (2020: £nil)

b. Operating leases

At 31 March 2021, RNIB Charity has no non-cancellable operating leases. (2020: £nil)

18. Contingent liabilities

At 31 March 2021 there are no contingent liabilities. (2020: £nil)

19. Ultimate Controlling Party

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

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

20. Post balance sheet events

The transfer of discontinuing establishment based services to specialist providers has continued during 2021/22 with the transfer of Sunshine House School on 1 September 2021. There has been no consideration relating to the transfer. Activity for these services being transferred is presented as discontinuing operations in the statement of financial activities and there has been no transfer of assets.

RNIB Charity, Company Number 08971500

Who's who at RNIB Charity

Trustees

Eleanor Southwood (to 4 December 2020)
Anna Tylor (from 4 December 2020)
Martin Stuart Davidson (from 09 April 2020)
Amanda Rowland (from 09 April 2020)
Elizabeth Walker (from 09 April 2020)

Company Secretary

Jessica Holifield (from 4 December 2020)

Professional advisers

RNIB Charity, Company Number 08971500

Independent Auditors

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Solicitors

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Charity Commission Reg:

England and Wales: 1156629
Scotland: SC044876