

# **Trustees' report and financial statements for the year ended 31 December 2021**

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1  
Trustees' reportReference and administrative details of the college, its trustees and advisers for  
the year ended 31 December 2021

<b>Officers</b>	<p>Dr J Dickson, President  Dr J Elford, Treasurer  Dr W H Ramsden, Dean, Clinical Radiology  Dr H Tharmalingam, Dean, Clinical Oncology  Dr S P Harden, Warden, Clinical Radiology  Dr R Cooper, Warden, Clinical Oncology  Dr Raman Uberoi, Registrar, Clinical Radiology+  Prof M Callaway, Registrar, Clinical Radiology*  Dr Nicky Thorp, Registrar, Clinical Oncology+  Dr T W Roques, Registrar, Clinical Oncology*</p> <p>* to 31 August 2021 +from 01 September 2021</p>
<b>Charity number</b>	211540
<b>Registered office and address</b>	63 Lincoln's Inn Fields London WC2A 3JW
<b>Key management roles</b>	<p>O Reichardt, Chief Executive  JR Booth, Executive Director and Deputy Chief Executive (to 22 Feb 2021)  DA Botha, Executive Director  TE Vanburen, Executive Director and Deputy Chief Executive (from 1 September 2021)  G Malley, Executive Director (from 22 Feb 2021)</p>
<b>Independent auditor</b>	<p>Crowe UK LLP  55 Ludgate Hill  London EC4M 7JW</p>
<b>Bankers</b>	<p>National Westminster Bank  PO Box 2021  10 Marylebone High Street  London W1A 1FH</p>
<b>Solicitors</b>	<p>Shoosmiths  Witan Gate House  500–600 Witan Gate West  Milton Keynes MK9 1SH</p>
<b>Investment managers</b>	<p>Sarasin &amp; Partners LLP  Juxon House  100 St Paul's Churchyard  London EC4M 8BU</p>

The trustees present their report and the audited financial statements for the year ended 31 December 2021. Reference and administrative information set out on pages 4–8 forms part of this report. The financial statements comply with current statutory requirements, the Royal Charter and By-laws of the RCR and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

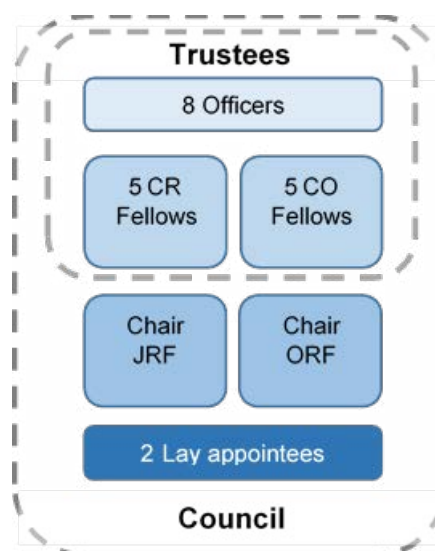
### Structure, governance and management

Council is the governing body of the RCR made up of 18 trustees and four co-opted members.

The trustees of the RCR are the elected Officers (President, Deans, Wardens and Registrars) and the Treasurer who is appointed and five elected UK Fellows from each faculty. Eligibility requirements and electoral arrangements for all elected positions are set out in the By-laws and Regulations.

The four co-opted members of Council include: the respective chairs of the RCR's Junior Radiologists' Forum and Oncology Registrars' Forum and two lay members. The lay members are appointed following advertisement and an interview process and serve on Council and on each Faculty Board for three years.

Council is responsible for the governance of the RCR consistent with the objects defined in the Royal Charter. Council sets the strategy for the RCR and delegates the decisions on and implementation of specialty-specific policy to the appropriate Faculty. Each Faculty is led by a team of Officers headed by the Dean and is charged under the constitution with developing its specialty. The Faculties are responsible to Council for managing the affairs of their Faculty through the boards and committees.



### Induction

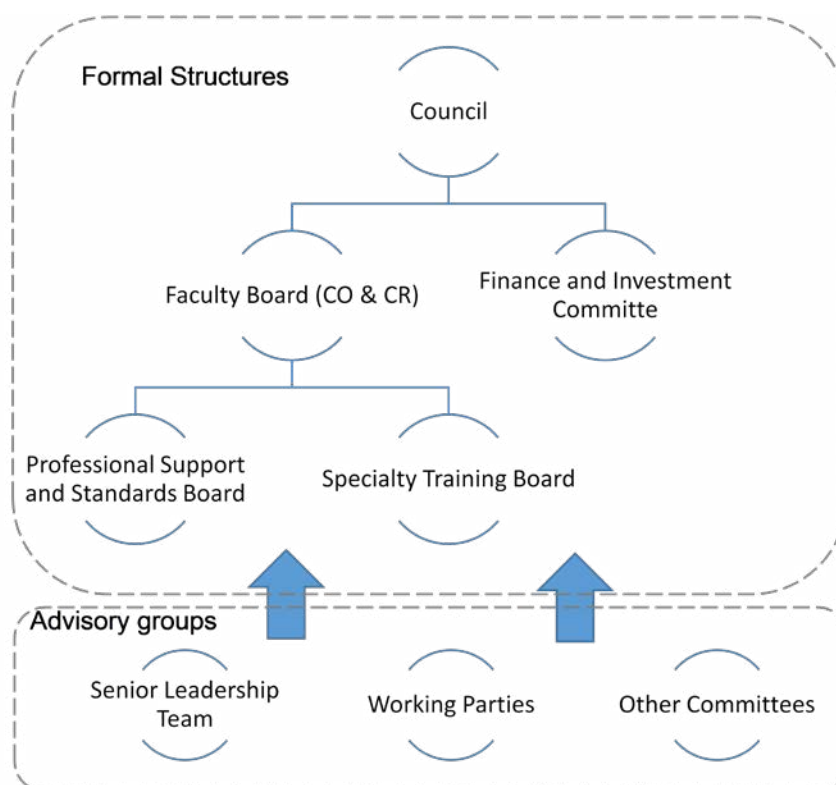
The annual induction of trustees comprises an interactive training session at the initial Council meeting of the College year. This is supported by the provision of appropriate documents including: the Charity Commission's The Essential Trustee: what you need to know (CC3); guidance on charitable purposes and public benefit; a copy of the RCR Charter,

By-laws and Regulations; the most recent Annual Review; information on RCR structures; the travel and expenses policy; the RCR Strategic Priorities; and the Compact.

Council members are required to complete or update their entry in a mandatory Register of Interests.

In addition, the Officers have a tailored induction programme before the start of the College year and access to leadership training and coaching programmes throughout their term of office.

### Board structure



Each Faculty is led by a Faculty Board to which reports a Specialty Training Board and a Professional Support and Standards Board. Other committees and working groups are used from time to time.

The Finance and Investment Committee (FAIC) is responsible on behalf of Council for ensuring that resource and business planning and delivery for the RCR supports and enables achievement of the RCR Strategic Priorities. FAIC is led by the Treasurer and includes two lay members with expertise in business planning, risk management and performance.

Senior leadership teams comprising the Officers of each Faculty and senior staff provide operational leadership of the RCR. These three teams are focused on clinical oncology activities, clinical radiology activities and RCR-wide activities. The staff of the RCR, headed by the Chief Executive, support, advise and report to Officers, Council, the boards and committees.

## Objects and activities

The objects of the RCR are to advance the science and practice of clinical radiology and clinical oncology, as stated in its Royal Charter. Clinical oncologists are medical specialists skilled in cancer treatment with radiotherapy, chemotherapy and other systemic therapies. Clinical radiologists are medical specialists who inform the detection, diagnosis and management of disease through use of imaging techniques. Radiologists also use minimally invasive methods to treat disease.

The RCR has over 12,400 Fellows and members worldwide in the disciplines of clinical oncology and clinical radiology. The very great majority are registered medical or dental practitioners. About one quarter of the total membership is based outside the UK.



Council's focus on delivering public benefit is through the work of the RCR in and for the specialties of clinical radiology and clinical oncology in the interest of and for the benefit of patients and the wider public. This includes:

- Defining standards for training
- Conducting the RCR Fellowship examinations
- Offering lectureships and awarding prizes, scholarships and research fellowships
- Diffusing information on matters affecting the specialties
- Publishing papers, journals and other documents
- Holding meetings, conferences, seminars and courses
- Publishing professional guidance and advice
- Operating a continuing professional development scheme
- Acting as an authoritative body for the purpose of consultation in matters of public and professional interest
- Furthering public education and information about the two specialties
- Managing RCR investments effectively.

Most RCR publications are available free of charge on its website. As a charity, the RCR is independent of the state and not part of the National Health Service in any of the four UK nations.

## Achievements and performance

2021 continued to be a challenging year with operational plans being affected by the impact of COVID-19. However, RCR continued to press ahead with progress and accomplishments against its strategic priorities.

### 1. Workforce

*Supporting excellent, safe patient care by collaborating on team-wide standards across imaging and oncology.*

- In 2021, the RCR ensured that trainee numbers were not affected by the pandemic by evolving our exam offer so that all exams are now offered online. We also resolved to introduce proctored exams for greater flexibility for candidates and to support growth, particularly globally. We also offered exam sittings in four countries outside the UK, and for the first time in Egypt
- Contributed to the Diploma in Dental and Maxillofacial Radiology curriculum ahead of submission to GDC
- Successfully implemented new curricula in each specialty
- Increased training numbers in both specialties
- Secured a second cohort of trainees for the credential in breast disease management
- Revamped our processes for providing externality to ARCPs ensuring almost complete coverage across both specialties
- Processed more applications for CESR than ever before
- Supported RadReach, enhancing support for those from non-traditional medical backgrounds to enter our specialties
- Increased access to our mentoring training and development for both mentors and mentees.

### 2. Be the experts

*Highlighting the contribution our specialties make to safe, evidence-based and cost-effective patient care.*

Expert guidance across the sector and for our members is a high priority for the RCR. During 2021 we:

- Launched the revised Quality Standard for Imaging, developed in collaboration with the Society and College of Radiographers as the national benchmark for imaging quality
- Developed award-winning radiotherapy consent forms
- Published head and neck cancer consensus statements for treatment of head and neck cancers
- Responded to a high volume of consultations related to our members' specialties
- Published our flagship Census reports for radiology and oncology, which received significant coverage in the press and were highlighted in a Channel 4 Dispatches programme.

### 3. Professional learning

*Supporting our doctors to meet the challenges of practice, through high-quality products built on evolving educational models.*

Ensuring that our members keep their knowledge and skills up to date is critical for the RCR. In 2021 we:

- Had record numbers of delegates at our annual conference with over 1,300 delegates from across the globe.
- Launched our Learning Hub in April 2021, attracting 5,000 users.

### 4. Membership value

*Supporting our Fellows and members to deliver the best care for patients throughout their career, regardless of where or how they practice.*

The RCR supports its members to ensure that they are informed, engaged and their concerns championed. In 2021, we:

- Recruited a workforce campaigner to help us highlight the critical issue of workforce shortages across radiology and oncology to politicians and government stakeholders
- Responded to member feedback in theming our regular newsletter and reviewing how we communicate with members
- Responded to our membership survey with a real focus on communication – both engaging more with our members and representing their interests to government and stakeholders, which has resulted in the creation of a new Communications Directorate. We have already started to see the benefits of this approach with considerable press coverage of RCR calls for more workforce in the lead up to the Comprehensive Spending Review, an invitation to give evidence at the Health Select Committee, and more training places being awarded.

### 5. Our college

*Shaping our College to be demonstrably agile and responsive, accountable and open, supporting our specialties and the patients we treat.*

We have:

- Recruited an increased number of examiners to support additional UK trainee numbers and global demand, including the introduction of examiners based outside the UK
- Recruited a new leadership role in February 2021, Executive Director Communications, and created a new directorate to deliver a more strategic approach to communications. This new focus on communications has resulted in the creation of a new Communications Directorate.

### 2022 and beyond

Looking to the future, the RCR remains focused on our strategic priorities of workforce, being the expert, learning, value for members and shaping the RCR of the future. The investments we've made throughout 2021 have helped us to further improve delivery against these priorities and meet the needs of our members. We have continued this investment in 2022 and look forward to seeing additional achievements in these areas.

**Dr J Dickson**, President



## Financial report

### Risk management

Council holds ultimate responsibility for the management of risk but delegates the oversight of risk management strategy and process to the Finance and Investment Committee (FAIC). The Senior Leadership team identifies and manages the strategic risks, and the Senior Management team manages the strategic and operational risks day-to-day through programmes focused on income diversification, business process improvement and the application of new technology. FAIC oversees these activities, scrutinises the risk register and advises these teams and Council accordingly.

Council has reviewed the risks and has identified these as the most significant threats to delivery of RCR's strategic aims:

Risk	Mitigation
The long-term effect of the pandemic on the availability and appetite of our UK doctors for participating in RCR's work is uncertain. This may lead to changes in the nature of the relationships and arrangements that RCR operates to plan and deliver our strategic priorities.	We continue to promote and monitor wellbeing across all staff and doctor resources and seek to ensure the relationship and arrangements for engaging doctors meets their long-term needs.
The College is exposed to an increase in cyber threats, which risks compromising access to, or the quality of, our data, operations and communications.	We have identified the major vulnerabilities in our infrastructure and have either updated or plan to replace those components that cause the risk. In 2022 we have undertaken a thorough independent review of our cyber risk and will act on the findings.
Constraints inherent in the governance structure hamper our ability or agility to anticipate or meet the evolving needs of our members.	A governance working party is re-established to work through the issues and potential changes. Council will consider the findings.
Unmet overseas demand for exams discourages candidates from seeking FRCR and encourages commitments to alternatives.	<p>We are building exams capacity in the UK and internationally to increase the number of opportunities available.</p> <p>We are developing new models of examinations to accommodate demand and make it easier for candidates to participate.</p> <p>An increased global focus from RCR improves our communication at local level.</p>

Shortage of national training numbers, coupled with increasing anticipated retirements leads to a drop in membership numbers, income and capacity.	<p>We have expanded our campaign for workforce improvements adding additional resources to our communications and policy area.</p> <p>We will continue to contribute to NHS and government plans and policy.</p> <p>We will increase our membership overseas.</p>
Failure to engage all financial resources may slow pace or scope of College work.	<p>We have given clear guidance for trustees on the funds available for charitable investment.</p> <p>We have a policy for minimum reserves levels necessary for financial security.</p> <p>We have a planned increase of the number of meetings at Senior Leadership team on financial matters.</p>

### Going concern

The accounts are prepared based on RCR being a going concern. Council assesses the financial circumstances and outlook for the College and takes the advice of the Finance and Investment Committee (FAIC) when considering the accounts.

FAIC regularly scrutinise financial management and performance information and provide advice to Council on the statutory accounts, budgets and reserves policies. This information includes:

- Regular management accounts and commentaries
- Budgets for the next year
- Financial forecasts beyond the end of the current financial year
- Regular reviews of risks and mitigation steps
- Reviews of investment performance
- Reviews of the financial policies, controls and cashflow management reporting exercised by the business.

### Confidence in going concern

Council has considered and accepted the advice and recommendation of FAIC who, after scrutinising the financial reports and resources of the College, have recommended approval of the accounts on the basis of going concern.

The main points considered by FAIC in their recommendation to Council are that:

- The underlying business performance is good, the multi-year outlook is for growth and recovery.
- The College has substantial reserves that can absorb significant losses and that the risk of those scenarios occurring are remote.

- There are high levels of cash liquidity in the business model and there is access to additional cash for short and long-term need.
- RCR follows good practice in reporting and financial planning.

### **Impact of COVID-19**

The pandemic and social distancing restrictions continued to affect the College's planned activities for 2021 in the UK and overseas. As a result, we regularly revised the timing and delivery plans for exams, delivering less than our aspirational candidate places but 50% more than in 2020; and continued to deliver most professional learning activities online with face-to-face events only taking place in the final quarter. Our admissions ceremonies were held virtually, we significantly reduced travel into the College for meetings and in the end only opened as a staff workplace for three months in 2021.

The cost of delivery of our exams was materially higher than for 2020 because we bore the costs of social distancing requirements including larger or multiple venues to achieve candidate spacing requirements and so requiring a greater number of invigilators as well. The continued virtual engagement with members saved material sums in 2021 and enable us to achieve our budgeted outcome.

We increased working capital through a £900k CBILS in March 2021 and set out and implemented a working capital improvement strategy involving the phased sale of investment properties from June 2021.

### **Policies**

#### *Employee remuneration policy*

The College carries out regular remuneration reviews to ensure employee remuneration is competitive in the market and that we can recruit and retain high quality staff. The College operates a pay progression structure that links pay progression to the achievement of objectives, learning and development expectations and core competencies.

The Remuneration Committee exercises responsibility on behalf of Council for the review of the remuneration of Key Management Personnel and any remuneration of Fellows.

In 2021, the College implemented changes to pay that would achieve a 2.9% reduction in salary costs in 2021 including reductions in some benefits and pay increases for the lowest paid staff of 0.5% to 1.5%. A pension salary sacrifice scheme was adopted from 1 January 2021 that minimised the effect of the reductions on staff take home pay and increased pension contributions without increased cost for the College.

#### *Ethical and sustainable investment policy*

The College operates an ethical investment policy that shows a commitment to sustainable investments that are consistent with the Paris Climate Accord goals of limiting the average global temperature rise by 2050 to 1.5°C. It also excludes companies whose principal purpose is in tobacco, armaments, alcohol, gambling, pornography, extraction and production of thermal coal and tar sands. As a result of this policy, RCR does not invest in companies that undertake fossil fuel extraction.

The College uses the Sarasin Climate Active Endowment fund that takes a strong stance on ethical and social stewardship matters. As well as ethical screening, the fund positively

screens companies that demonstrate commitment to the Paris Climate Accord goals. The trustees are content that this positive screening approach is an effective way of demonstrating the RCR's support for climate change initiatives.

Within the ethical parameters, the objectives of the investment policy are to maximise total returns via growth in capital and income to enable the College to carry out its purposes consistently year by year with due and proper consideration for future needs. The College expects the invested funds to match or exceed the portfolio benchmark return and has a moderate risk appetite.

The College agreed a total returns policy in 2021 to fix the income return to 4% of fund value. The College reviews this policy annually and it will apply for 2022 as well.

In 2021, the portfolio provided a one year return of 10.8% against the fund objective of 9.1%. Returns over five years were 9.3% against the objective of 6.5%.

#### *Environmental policy*

RCR recognises that its operations can have a harmful effect on the local and global environment and that these effects will adversely impact global health issues and health inequality. RCR commits to reducing the long-term environmental impact of RCR's operations.

Since 2020 RCR has made changes to its suppliers and ways of working that have resulted in a significant reduction in its carbon footprint for scope 1 and 2 activities from its 2019 benchmark 108 tonnes CO<sub>2</sub>e annually to almost nil in 2021. The details of this programme and its achievements are [here](#). We plan to certify these savings in 2022 and extend our reporting to include scope 3 activities and develop a strategy aimed at achieving net zero.

RCR aims to reduce:

- Its carbon footprint and to eliminate unnecessary carbon generated from RCR's operations and aspire to carbon neutrality
- The quantity of waste produced and to increase the proportion of that waste that is recycled
- The quantities of raw materials including water, paper and plastics used in its operations and to eliminate unnecessary usage.

#### *Reserves policy*

The RCR has a policy to have sufficient general reserves to fund five months of operating expenses to cover the financial implications of a significant and permanent reduction in income and managing a controlled contraction of the business to sustainable levels.

Council have considered the advice of FAIC on the reserves policy and agree that the free general reserves are more than sufficient to meet the College's foreseeable needs and that the policy requirements are satisfied.

The College retains £4.4m of free reserves with an additional £3.7m set aside by policy.

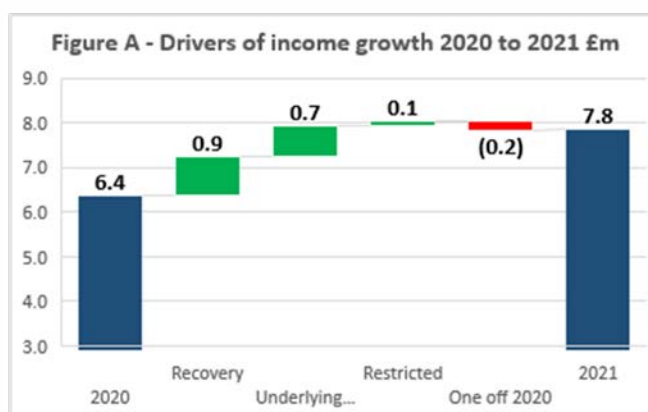
## Financial review

The results for the year are set out in the statements on pages 21 to 23.

### Summary of results

RCR saw a strong recovery from 2020 with significant growth in areas previously affected by COVID as well as underlying growth. The COVID recovery came at a cost which, coupled with investment in new capabilities and capacity, led to a small loss on charitable activities in the year, but within expectations.

Income grew £1.4m to £7.8m (2020: £6.4m) driven by a £0.9m partial recovery of exams and professional learning activity, that had been significantly affected by COVID in 2020 (figure A). There was also £0.7m of underlying growth including membership subscriptions and investment income. 2020 income was inflated by non-repeating contributions totalling of £0.2m by the one-off receipt of Cyclotron trust funds and furlough grants. Restricted income rose £0.1m from new grants received in 2021.

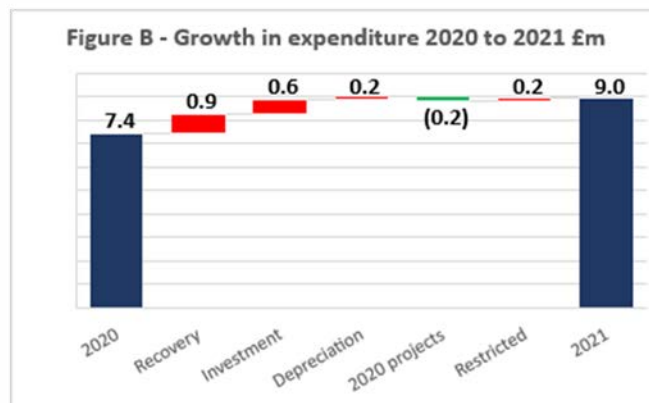


We increased the number of exam candidate places to over 4,400, up 50% (2020: 3,029), and expanding into delivering in India in Q4. The cost of delivering the exams grew significantly from absorbing costs of larger venues and more invigilators to meet social distancing requirements. Our professional learning business grew by over 50% but remains well below historic levels due to fewer face to face events. However, participation in professional learning activities reached historic highs with strong interest in webinars and our RCR Learning programme in the autumn. Membership income rose steadily to £4.3m from a 690 increase in subscribers to over 12,000 by end of December. iRefer royalty and subscription income also rose to £500k.

Charitable expenditure grew £1.6m to £9.0m (2020: £7.4m) including £0.9m from costs of ensuring safe and compliant examinations for candidates and £0.6m of inward investment in developing additional functions and projects to build capacity for income growth.

Recruitment to new functions and projects increased headcount to 85 by the end of the year and staffing costs rose by £0.4m. We expect headcount to increase to 93 during 2022 completing that investment phase.

Depreciation costs rose £0.2m on prior year from capital projects in 2020 and 2021 capital projects. 2020 costs included £0.2m of one-off activity not repeated in 2021. Restricted and other spend rose £0.2m.



Overall charitable activities incurred a £1.2m loss (2020: £1.0m) which was entirely offset by growth in our investments in property and our portfolio (up £1.5m, 2020: up £0.7m). This change led to reserves ending at £30.4m (2020: £30.2m); £0.3m greater than the prior year.

Unrestricted reserves closed at £27.5m, up £1.4m on the prior year due to reclassification between reserves.

### Other reserves

#### *Restricted reserves*

Total restricted reserves were £2.9m (2020: £4.1m), the largest components being:

- £2.4m (2020: £3.4m) in the Education fund,
- £115k for R-ITI, a shared e-learning project and
- £193k for Quality Standards in Imaging (QSI), a joint venture with the Society and College of Radiographers (SCOR).

RCR received income from grants (£131k), dividends (£74k) and the Education funds benefits from a pro rata share of growth in investments (£296k). RCR spent £203k in 2021 (2020: £70k). There was a transfer of £1.5m into unrestricted funds as part of the restructure of Education funds, described below.

#### *Education funds*

After consultation with the Charity Commission, trustees have restructured the Education funds, a collection of 29 restricted funds curated to promote education in the specialties, to reform the purposes of these funds for charitable purposes. The trustees agreed to consolidate the restricted funds into four funds around themes of prizes, lectures, research grants and a new education fund with broader purposes. This restructure also identified a historic reporting error for nine of the funds allowing them to be correctly classified as unrestricted funds. These nine funds have been consolidated into two designated funds: for research and education. All changes are effective at the end of 2021. The restructure has given RCR a more significant capability and flexibility to apply these funds to its work and we are aligning the use of these funds with our charitable activities where appropriate. The Education funds are valued at £2.4m (£3.4m).

### *Research funds*

The College invites applications for its research grant schemes annually and makes awards based on scientific merit. Grants are to foster research into medical imaging (clinical radiology) and the investigation and treatment of cancer (clinical oncology).

The College has allocated £1.4m of restricted and unrestricted funds towards future research grants for clinical radiology (£0.9m, unrestricted) and clinical oncology (£0.5m, restricted) to cover the next 7–10 years of demand. This includes the residual funds set aside from the CO and CR Research funds created in 2013. In 2021, RCR awarded £80k in grants (2020: £83k).

### *Other designated funds*

The College retains £1.1m of unrestricted funds designated towards:

- Building Maintenance fund of £0.5m to cover uninsured repair, reinstatement or development costs for the office building at 63 Lincolns Inn Fields.
- £0.4m towards the cost of major projects including exams reform and systems development.
- £180k designated to support the Cyclotron Trust programme, the residual value of the Cyclotron trust charity transferred to RCR in 2020. This fund value grew by £19k in 2021 but, due to travel restrictions, only £285 expenses were claimed.

### *Tangible fixed assets*

The College has not recognised any impairment in the value of the office building at 63 Lincoln's Inn Fields as the building is held for the long term and is occupied by the College and not rented out. The property is depreciated over 50 years. The next revaluation will be in 2023.

The RCR had no fundraising activities requiring disclosure under S162A of the Charities Act 2011.

## Responsibilities of the trustees

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

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable 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 RCR will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the RCR and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities SORP (FRS 102) and the provisions of the Royal Charter and By Laws. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. They are also responsible for safeguarding the assets of the RCR and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the RCR and financial information included on the RCR's website.

### The trustees

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

#### *Ex officio members of Council and trustees*

From 1 Jan 2021 to 31 Aug 2021		From 1 Sep 2021 to 31 Dec 2021	
Dr J Dickson , President		Dr J Dickson , President	
Dr J Elford , Treasurer		Dr J Elford , Treasurer	
Dr W H Ramsden, Dean, Clinical Radiology		Dr W H Ramsden, Dean, Clinical Radiology	
Dr H Tharmalingam , Dean, Clinical Oncology		Dr H Tharmalingam , Dean, Clinical Oncology	
Dr S P Harden , Warden, Clinical Radiology		Dr S P Harden , Warden, Clinical Radiology	
Dr R Cooper, Warden, Clinical Oncology		Dr R Cooper, Warden, Clinical Oncology	
Prof M P Callaway, Registrar, Clinical Radiology		Dr R Uberoi, Registrar, Clinical Radiology	
Dr T Roques, Registrar, Clinical Oncology		Dr N Thorp, Registrar, Clinical Oncology	

#### *Elected members of Council and trustees*

From 1 Jan 2021 to 31 Aug 2021		From 1 Sep 2021 to 31 Dec 2021	
Dr A K Bahl	Dr J A Holemans	Dr A K Bahl	Dr J A Holemans
Dr M J Rolles	Dr N J Screaton	Dr M J Rolles	Dr N J Screaton
Dr J H Miller	Dr C A Coyle	Dr J H Miller	Dr C A Coyle
Dr P Kirkbride	Dr J E M Cox	Dr E Loney	Dr S Sundar
Dr A Taylor	Dr J Q Gildersleve	Dr A Taylor	Dr J Q Gildersleve



*Non-trustee co-opted members of Council*

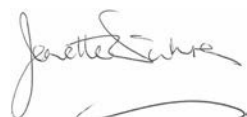
From 1 Jan 2021 to 31 Aug 2021	From 1 Sep 2021 to 31 Dec 2021
Ms J Ord, Lay member	Ms J Ord, Lay member
Mr T Jones, Lay member	Mr T Jones, Lay member
Dr S Fossey, Junior Radiologists' Forum representative	Dr F Rathore, Junior Radiologists' Forum representative
Dr S Hindocha, Oncology Registrars' Forum representative	Dr S Hindocha, Oncology Registrars' Forum representative

The trustees and other Council members have no beneficial interest in the RCR.

**Auditors**

Crowe UK LLP were reappointed as the charity's auditors during the year and have expressed their willingness to continue in that capacity.

The report of the trustees has been approved by the trustees on 1 July 2022 and signed on their behalf by:

**Dr J Dickson****President**

**Dr J Elford****Treasurer**


## 2 Independent auditor's report to the Members of The Royal College of Radiologists

**Opinion**

We have audited the financial statements of the Royal College of Radiologists ('the charity') for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flows Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice). In our opinion the financial statements:

- Give a true and fair view of the state of the charity's affairs as at 31 December 2021 and its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity 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. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate. 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 charity'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 contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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 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.

### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- The information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- Sufficient and proper accounting records have not been kept by the charity; or
- The financial statements are not in agreement with the accounting records and returns; or
- We have not received all the information and explanations we require for our audit.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement (set out in page 14), the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 151 of the Charities Act 2011, and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's ability to operate or to avoid a material penalty. We also considered the

opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation, Health and Safety legislation, Taxation legislation and employment 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.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance and Investment Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

### **Use of our report**

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe U.K. LLP

### **Crowe UK LLP**

Statutory Auditor  
55 Ludgate Hill  
London EC4M 7JW

Date: 11 October 2022

### 3 Statement of financial activities

The Statement of financial activities includes all gains and losses recognised in the year. The notes on pages 24 to 45 form part of these financial statements.

		Endowment funds 2021	Restricted funds 2021	Unrestricted funds 2021	Total funds 2021	Total funds 2020
	Note	£	£	£	£	£
<b>Income and endowments from:</b>						
Donations and legacies	4	-	11,373	-	<b>11,373</b>	1,500
Charitable activities	5	-	122,228	7,203,931	<b>7,326,159</b>	5,679,595
Investments	6	-	71,757	381,495	<b>453,252</b>	644,224
Other income	7	-	-	6,709	<b>6,709</b>	38,271
<b>Total income and endowments</b>		-	<b>205,358</b>	<b>7,592,135</b>	<b>7,797,493</b>	6,363,590
<b>Expenditure on:</b>						
Charitable activities	8	2,100	205,442	8,782,870	<b>8,990,412</b>	7,405,806
<b>Total expenditure</b>		<b>2,100</b>	<b>205,442</b>	<b>8,782,870</b>	<b>8,990,412</b>	7,405,806
Gains/(losses) on revaluation of fixed assets		-		605,000	<b>605,000</b>	-
Gains/(losses) on investments	15		296,958	566,922	<b>863,880</b>	691,353
Transfers		(151,128)	(1,271,248)	1,422,376	-	-
<b>Net movement in funds</b>		<b>(153,228)</b>	<b>(974,374)</b>	<b>1,403,563</b>	<b>275,961</b>	(350,863)
<b>Reconciliation of funds:</b>						
Total funds brought forward		153,228	3,904,998	26,094,981	<b>30,153,207</b>	30,504,070
Net movement in funds		(153,228)	(974,374)	1,403,563	<b>275,961</b>	(350,863)
<b>Total funds carried forward</b>		-	<b>2,930,624</b>	<b>27,498,544</b>	<b>30,429,168</b>	30,153,207

4  
Balance sheet

The notes on pages 24 to 45 form part of these financial statements.

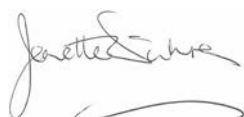
		2021	2020
	Note	£	£
<b>Fixed assets</b>			
Intangible assets	12	<b>1,324,265</b>	922,898
Tangible assets	13	<b>15,457,415</b>	15,443,971
Investments	15	<b>11,718,520</b>	10,998,639
Investment property	14	<b>4,005,000</b>	3,400,000
		<b>32,505,200</b>	30,765,508
<b>Current assets</b>			
Debtors	16	<b>495,822</b>	629,671
Cash at bank and in hand	22	<b>1,502,643</b>	1,169,604
		<b>1,998,465</b>	1,799,275
Creditors: amounts falling due within one year	17	<b>(3,284,497)</b>	(2,411,576)
<b>Net current assets</b>		<b>(1,286,032)</b>	(612,301)
Creditors: amounts falling due more than one year	18	<b>(790,000)</b>	
<b>Total net assets</b>		<b>30,429,168</b>	30,153,207
<b>Charity funds</b>			
Endowment funds	19	-	153,228
Restricted funds	19	<b>2,930,624</b>	3,904,998
Unrestricted funds	19	<b>27,498,544</b>	26,094,981
<b>Total funds</b>		<b>30,429,168</b>	30,153,207

The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the trustees and signed on their behalf by:

**Dr J Dickson**  
President

Date: 1 July 2022



5  
Statement of  
cash flows

The notes on pages 24 to 45 form part of these financial statements.

	2021	2020
	£	£
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>(163,296)</b>	<i>(1,631,812)</i>
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	391,442	644,224
Proceeds from the sale of tangible fixed assets	-	-
Purchase of tangible fixed assets	(363,279)	<i>(239,800)</i>
Purchase of intangible fixed assets	(575,828)	<i>(489,330)</i>
Purchase of investments	-	<i>(152,427)</i>
Sale of investments	144,000	499,000
<b>Net cash used in investing activities</b>	<b>(403,665)</b>	<i>261,667</i>
CBIL Loan	900,000	-
<b>Net cash used from financing activities</b>	<b>900,000</b>	-
<b>Change in cash and cash equivalents in the year</b>	<b>333,039</b>	<i>(1,370,145)</i>
Cash and cash equivalents at the beginning of the year	1,169,604	<i>2,539,749</i>
<b>Cash and cash equivalents at the end of the year</b>	<b>1,502,643</b>	<i>1,169,604</i>

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## 6 Notes to the financial statements for the year ended 31 December 2021

### 1. General information

The Royal College of Radiologists is a Public Benefit Entity registered as a charity in England and Wales (charity number: 211540) and a Royal Charter company (RC000854). Its registered office is 63 Lincoln's Inn Fields, London, WC2A 3JW.

### 2. Accounting policies

#### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) – Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

#### 2.2 Going concern

The trustees consider that there are no material uncertainties about the College's ability to continue as a going concern.

#### 2.3 Income

Income is recognised when the College has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Subscriptions are included on a receivable basis. Income is deferred for the proportion of the 2020/21 subscriptions applicable to the College's accounting period to 31 December 2021.

Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities and is recognised on receipt or when entitlement to receipt is probable.

Income from other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

#### 2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

Expenditure on charitable activities includes the costs of delivering services to members, examinations, training, and other educational activities undertaken to further the purposes of the College and the associated support costs.

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Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

#### *Allocation of support costs*

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

Examinations	23%
Specialty training	12%
Professional Learning and Development	13%
Professional practice	27%
Communications	20%
Membership	5%

### **2.5 Intangible assets and amortisation**

Intangible assets are stated at cost, less accumulated amortisation. Intangible assets costing more than £500 are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible fixed assets are initially recognised at cost. After recognition, under the cost model, intangible fixed assets are measured at cost less accumulated amortisation. All costs incurred to bring an intangible fixed asset into its intended working condition should be included in the measurement of cost.

The intangible assets capitalised during the year are under construction and not in use, therefore no amortisation has been charged in the period.

### **2.6 Tangible fixed assets and depreciation**

Individual tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

In accordance with FRS102 freehold land is not depreciated. Depreciation is charged on freehold buildings over 50 years on a straight-line basis. Freehold land and buildings are initially recognised at cost but are subject to periodic revaluation by the trustees on a 5-year cycle. The next valuation will be in 2023.

The estimated useful lives are as follows:

Building infrastructure	10 years
Membership Database	7 years
Intangible Assets	4 years
Furniture	5 years
Computers	3–5 years

## 2.7 Investment properties

Investment properties are measured initially at cost and subsequently included in the balance sheet at fair value. Investment properties are not depreciated. The valuation method used to determine fair value will be stated in the notes to the financial statements.

## 2.8 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Net gains/(losses) on investments' in the statement of financial activities. The College does not acquire put options, derivatives or other complex financial instruments.

## 2.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

## 2.10 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## 2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date because of a past event, it is probable that a transfer of economic benefit will be required in settlement and the amount of the settlement can be estimated reliably.

## 2.12 Financial instruments

The College 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 amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash and bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade and other creditors.

Investments, including bonds held as part of an investment portfolio are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure. Investments in subsidiary undertakings are held at cost less impairment.

## 2.13 Operating leases

Rental charges are charged on a straight-line basis over the term of the lease.

## 2.14 Pensions

The College operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the College in an independently administered fund. The pension cost charge represents contributions payable under the scheme by

the College to the fund. The College has no liability under the scheme other than for the payment of those contributions.

### 2.15 Fund accounting

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Restricted funds and expendable endowment funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the funds.

## 3. Critical accounting estimates and areas of judgement

Trustees are required to make judgements, estimates, and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects the current and future periods.

Critical accounting estimates and assumptions:

Valuation of land and buildings and investment properties – The Colleges land, buildings and investment properties are stated at their estimated fair value based on management estimates as disclosed in note 13.

## 4. Income from donations and legacies

	Restricted funds 2021	Restricted funds 2020
	£	£
<b>Donations</b>		
Roentgen Professorship	7,873	-
David Skeggs Lecture	1,500	1,500
Dr Norman Howard	2,000	
	<b>11,373</b>	1,500

## 5. Income from charitable activities

	Restricted funds 2021	Unrestricted funds 2021	Total funds 2021
	£	£	£
Membership Subscriptions	-	4,255,879	<b>4,255,879</b>
Examination Fees	-	1,624,089	<b>1,624,089</b>
Delegate Fees	-	300,605	<b>300,605</b>
Sponsorship	122,754	42,540	<b>165,294</b>
Royalties & Publications	-	715,064	<b>715,064</b>
Service Fees	(526)	265,754	<b>265,228</b>
<b>Total 2021</b>	<b>122,228</b>	<b>7,203,931</b>	<b>7,326,159</b>

	Restricted funds 2020	Unrestricted funds 2020	Total funds 2020
	£	£	£
Membership Subscriptions		3,819,714	3,819,714
Examination Fees		942,816	942,816
Delegate Fees		199,592	199,592
Sponsorship	20,000	24,600	44,600
Royalties & Publications		587,583	587,583
Service Fees	18,147	67,143	85,290
<i>Total 2020</i>	<i>38,147</i>	<i>5,641,448</i>	<i>5,679,595</i>

## 6. Investment income

	Restricted funds 2021	Unrestricted funds 2021	Total 2021
	£	£	£
Properties income – Rent	-	91,866	<b>91,866</b>
Investment income – Receipts	-	206	<b>206</b>
Investment income – Dividends	71,757	289,423	<b>361,180</b>
<b>Total 2021</b>	<b>71,757</b>	<b>381,495</b>	<b>453,252</b>

	Restricted funds 2020	Unrestricted funds 2020	Total 2020
	£	£	£
Properties income – Rent	-	96,428	96,428
Investment income – Receipts	-	165,409	165,409
Investment income – Dividends	-	382,387	382,387
<i>Total 2019</i>	-	644,224	644,224

## 7. Other income

	Unrestricted funds 2021	Total funds 2021	Total funds 2020
	£	£	£
Facilities income	2,050	<b>2,050</b>	3,920
Furlough income	4,659	<b>4,659</b>	38,271
	<b>6,709</b>	<b>6,709</b>	42,191

## 8a. Analysis of expenditure – current year

2021	Membership	Exams	Specialty Training	Professional Learning and Development	Communications and External Affairs	Professional Practice	Grants and Awards	Governance	Support Costs	2021 Total	2020
Direct staff costs	237,822	619,267	366,519	542,158	651,325	536,991		200,309	1,368,473	<b>4,522,864</b>	4,244,037
Direct expenses	42,519	1,268,199	-	162,354	58,764	181,443		49,101	311,324	<b>2,073,704</b>	806,921
Grants payable							205,679			<b>205,679</b>	125,119
Administrative overheads	44,975	514	-	41,704	88,381	66,397	-	1,103	378,531	<b>621,605</b>	888,430
Information services	-	101,999	75,099	62,194	8,347	436	-	-	238,745	<b>486,820</b>	467,306
Building Overheads									199,875	<b>199,875</b>	307,597
Travel & meetings	381	221,931	901	8,540	7,975	9,445	-	34,067	8,566	<b>291,806</b>	206,621
Governance costs								80,371		<b>80,371</b>	14,887
Depreciation		30,488		723		19,021			457,458	<b>507,690</b>	344,888
Subtotal Resources Expended	<b>325,697</b>	<b>2,242,399</b>	<b>442,519</b>	<b>817,673</b>	<b>814,791</b>	<b>813,733</b>	<b>205,679</b>	<b>364,951</b>	<b>2,962,972</b>	<b>8,990,412</b>	7,405,806
Reallocation of support costs	148,149	691,360	345,680	395,063	592,594	790,125	-	-	(2,962,971)	-	-
Reallocation of governance costs	18,247	85,155	42,577	48,660	72,990	97,320	-	(364,950)		-	-
<b>Total Resources Expended</b>	<b>492,093</b>	<b>3,018,913</b>	<b>830,876</b>	<b>1,261,396</b>	<b>1,480,376</b>	<b>1,701,178</b>	<b>205,679</b>	<b>-</b>	<b>-</b>	<b>8,990,412</b>	7,593,384
2020	487,475	1,779,876	1,068,919	1,228,229	1,222,157	1,681,388	125,340	-	-	7,593,384	
Headcount	3	10	9	8	1	16	-	-	29	76	
	6%	21%	19%	17%	2%	34%					

## 8b. Analysis of expenditure – prior year

2020	Membership	Exams	Specialty Training	Professional Learning and Development	Communi-cations and External Affairs	Professional Practice	Grants and Awards	Governance	Support Costs	2020 Total
Direct staff costs	219,675	476,188	418,224	411,685	844,602	512,434	-	63,358	1,297,871	<b>4,244,037</b>
Direct expenses	15,295	498,925	-	160,791	98,643	-	-	147	33,121	<b>806,921</b>
Grants payable	-	-	-	-	-	-	125,119	-	-	<b>125,119</b>
Administrative overheads	64,861	11,838	1,411	135,798	186,105	107,644	221	47,951	332,601	<b>888,430</b>
Information services	-	94,597	61,615	16,130	18,340	-	-	-	276,625	<b>467,306</b>
Building Overheads	-	-	-	-	-	-	-	-	307,597	<b>307,597</b>
Travel & meetings	65	73,067	24,934	3,616	11,942	60,891	-	31,567	539	<b>206,621</b>
Governance costs	-	-	-	-	-	-	-	14,887	-	<b>14,887</b>
Depreciation	-	-	-	-	-	-	-	-	344,888	<b>344,888</b>
Subtotal Resources Expended	<b>299,896</b>	<b>1,154,615</b>	<b>506,183</b>	<b>728,019</b>	<b>1,159,631</b>	<b>680,970</b>	<b>125,340</b>	<b>157,910</b>	<b>2,593,241</b>	<b>7,405,806</b>
Reallocation of support costs	176,812	589,373	530,436	471,498	58,937	942,997	-	-	(2,593,241)	176,812
Reallocation of governance costs	10,767	35,889	32,300	28,711	3,589	57,422	-	(157,910)	-	10,766
<b>Total Resources Expended</b>	<b>487,475</b>	<b>1,779,876</b>	<b>1,068,919</b>	<b>1,228,229</b>	<b>1,222,157</b>	<b>1,681,388</b>	<b>125,340</b>	<b>-</b>	<b>-</b>	<b>7,593,384</b>
Headcount	3	10	9	8	1	16	-	-	29	76
	6%	21%	19%	17%	2%	34%				

## 9. Auditor's remuneration

	2021 £	2020 £
	£	£
Fees payable to the College's auditor for the audit of the College's annual accounts	<b>14,359</b>	12,300
Other fees payable to the College's auditor:		0
VAT	<b>5,484</b>	
Corporation Tax	<b>2,878</b>	
Other	<b>566</b>	

## 10. Staff costs

	2021 £	2020 £
	£	£
Wages and salaries	<b>3,443,661</b>	3,293,452
Social security costs	<b>345,831</b>	366,588
Contribution to defined contribution pension schemes	<b>472,534</b>	450,449
	<b>4,262,026</b>	4,110,489

Included within salaries are redundancy payments totalling £85,400 (2020: £41,684). Of this, £2,766 was accrued for at year end and paid in January 2022 (2020: nil).

The average number of persons employed by the College during the year was as follows:

	No. 2021	No. 2020
Examinations	<b>14</b>	10
Speciality training	<b>7</b>	9
Professional Learning and Development	<b>8</b>	8
Professional Practice	<b>10</b>	16
Publications	<b>12</b>	1
Organisational support	<b>26</b>	29
	<b>77</b>	73



The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	No. 2021	No. 2020
In the band £60,000– £69,999	4	1
In the band £70,000 –£79,000	1	2
In the band £80,000 –£89,999	2	2
In the band £90,000 –£99,999	0	1
In the band £120,000 –£129,999	1	0
In the band £130,000 –£139,999	0	0

Employer's pension contributions were paid at a rate of 15%. Total employer's pension contributions for employees earning more than £60,000 was £84,247 (2020: £58,915).

The total employee benefits including pension and employers NI contributions of the key management personnel were £769,125 (2020: £512,813).

### 11. Trustees' remuneration and expenses

During the year, no trustees received any remuneration or other benefits (2020 £NIL).

During the year ended 31 December 2021, expenses totalling £28,914 were reimbursed or paid directly to 20 trustees (2020 £5,770 to 21 trustees). Expenses were in connection with travel and accommodation costs.

## 12. Intangible assets

	Database (CRM)	Development and Research	Intangible Asset	Total
<b>Cost</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
At 1 January 2021	<b>901,264</b>	<b>43,396</b>	<b>10,072</b>	<b>954,732</b>
Additions	261,205	167,011	147,612	575,828
Transfers	-	(43,396)	43,396	-
Disposal	-	-	-	-
At 31 December 2021	<b>1,162,469</b>	<b>167,011</b>	<b>201,080</b>	<b>1,530,560</b>
<b>Depreciation</b>				
At 1 January 2021	<b>30,365</b>	-	<b>1,469</b>	<b>31,834</b>
Charge for the year	154,716	-	19,745	174,461
On disposals	-	-	-	-
At 31 December 2021	<b>185,081</b>	-	<b>21,214</b>	<b>206,295</b>
<b>Net book value</b>				
At 31 December 2021	<b>977,388</b>	<b>167,011</b>	<b>179,866</b>	<b>1,324,265</b>
<i>At 31 December 2020</i>	<i>870,899</i>	<i>43,396</i>	<i>8,603</i>	<i>922,898</i>

## 13. Tangible fixed assets

	Land	Buildings	Building Infrastructure	Furniture Fixtures & Fittings	Computers	Artwork	Total
Cost or valuation	£	£	£	£	£	£	£
At 1 January 2021	<b>8,500,000</b>	<b>6,850,000</b>	<b>155,409</b>	<b>555,444</b>	<b>455,564</b>	<b>5,500</b>	<b>16,521,917</b>
Additions	-	-	12,388	141,142	209,749	-	<b>363,279</b>
Transfer	-	-	(31,640)	44,538	(12,898)	-	<b>0</b>
Disposals	-	-	(39,726)	(141,479)	-	-	<b>(181,205)</b>
Revaluations	-	-	-	-	-	-	-
At 31 December 2021	<b>8,500,000</b>	<b>6,850,000</b>	<b>96,431</b>	<b>599,646</b>	<b>652,415</b>	<b>5,500</b>	<b>16,703,991</b>
<b>Depreciation</b>							
At 1 January 2021	-	<b>274,000</b>	<b>56,937</b>	<b>463,541</b>	<b>283,468</b>	-	<b>1,077,946</b>
Charge for the year	-	137,000	17,349	43,582	135,297	-	<b>333,228</b>
Transfer	-	-	(3,880)	3,880	-	-	-
On disposals	-	-	(39,706)	(124,891)	-	-	<b>(164,598)</b>
At 31 December 2021	-	<b>411,000</b>	<b>30,700</b>	<b>386,112</b>	<b>418,765</b>	-	<b>1,246,576</b>
<b>Net book value</b>							
At 31 December 2021	<b>8,500,000</b>	<b>6,439,000</b>	<b>65,731</b>	<b>213,534</b>	<b>233,650</b>	<b>5,500</b>	<b>15,457,415</b>
At 31 December 2020	8,500,000	6,576,000	98,472	91,903	172,096	5,500	15,443,971

The book value of the freehold property at 63 Lincoln's Inn Fields is £15.4 million, which is based on the revaluation made by way of Cluttons, external valuer, as defined in RICS Valuation – Global Standards 2020 (The Red Book), as at 31 December 2018, which has been adopted as the deemed 'historical cost'.

## 14. Investment property

<b>Investment properties</b>	
<b>£</b>	
<b>Valuation</b>	
At 1 January 2021	<b>3,400,000</b>
Revaluation during the year	<b>605,000</b>
At 31 December 2021	<b>4,005,000</b>

Independent (external) valuations for each investment property were obtained from property agents. The valuation for Flat 7, 84 Fetter Lane is based on an offer to buy (£1,325,000).

## 15. Fixed asset investments

<b>Listed investments</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Cost or valuation</b>		
At 1 January 2020	<b>10,998,639</b>	<i>10,653,859</i>
Additions	-	<i>152,427</i>
Disposals	<b>(118,080)</b>	<i>(499,000)</i>
Revaluations	<b>837,961</b>	<i>691,353</i>
	<b>11,718,520</b>	<i>10,998,639</i>
	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Sarasin Climate Active Endowment fund units	<b>11,717,512</b>	<i>10,985,087</i>
Cash	<b>1,008</b>	<i>13,552</i>
	<b>11,718,520</b>	<i>10,998,639</i>

Investments are lodged with Sarasin Partner's Climate Active fund.

## 16. Debtors

	2021	2020
	£	£
Trade Debtors	<b>146,921</b>	208,040
Members' subscriptions in advance	-	99,167
Other debtors	<b>36,431</b>	114,900
Prepayments and accrued income	<b>312,470</b>	207,564
	<b>495,822</b>	629,671

## 17. Creditors: Amounts falling due within one year

	2021	2020
	£	£
Subscriptions and fees in advance	<b>1,638,407</b>	1,657,392
Trade creditors	<b>889,773</b>	352,005
Other taxation and social security	<b>164,345</b>	197,540
Accruals and deferred income	<b>441,972</b>	204,639
CBIL Loan	<b>150,000</b>	-
	<b>3,284,497</b>	2,411,576

	2021	2020
	£	£
Deferred income at 1 January 2021	<b>133,499</b>	180,247
Resources deferred during the year	<b>376,842</b>	401,718
Amounts released from previous periods	<b>(133,499)</b>	(448,466)
	<b>376,842</b>	133,499

## 18. Creditors: Amounts falling due after one year

	2021	2020
	£	£
CBILS loan	<b>750,000</b>	-
Royalties contract bonus	<b>40,000</b>	-
	<b>790,000</b>	-

CBILS loan is £900,000 over six years from March 2021 at a fixed interest rate of 2.91% charged from 9 March 2022 and repayable from 9 April 2022.

Royalty bonus was paid on signing new contract and will be amortised over the five-year life of the contract from 1 January 2022.

## 19a. Statement of funds – current year

		Balance at 1 January 2021	Income	Expenditure	Transfers in/out	Gains/ (losses)	Balance at 31 December 2021
		£	£	£	£	£	£
<b>Endowment funds</b>							
The Edinburgh EAR Congress Essay Prize	a	30,352	-	-	(30,352)	-	-
The Edinburgh EAR Congress Bursary	b	122,876	-	(2,100)	(120,776)	-	-
		<b>153,228</b>	<b>-</b>	<b>(2,100)</b>	<b>(151,128)</b>	<b>-</b>	<b>-</b>
<b>Restricted funds</b>							
Educational funds	c	3,406,903	74,732	(10,906)	(3,767,687)	296,958	-
e-Learning Projects	d	265,381	20,000	(33,755)	(43,946)	-	207,680
QSI Accreditation Programme	e	159,223	102,754	(145,666)	75,000	-	191,311
Other Restricted funds	f	73,491	7,873	(15,117)	42,757	-	109,004
<i>New funds created 2021</i>							
Prize Fund	j	-	-	-	68,482	-	68,482
Lecture Fund	k	-	-	-	121,701	-	121,701
Research CO	l	-	-	-	490,682	-	490,682
Education Fund	m	-	-	-	1,741,763	-	1,741,763
		<b>3,904,998</b>	<b>205,359</b>	<b>(205,444)</b>	<b>(1,271,248)</b>	<b>296,958</b>	<b>2,930,624</b>
<b>Unrestricted funds</b>							
General Funds		8,484,099	7,586,775	(8,199,618)	(973,001)	1,158,541	8,056,796
<i>Designated funds</i>							
Building maintenance fund	n	500,000	-	-	-	-	500,000
Major projects fund	o	397,848	-	-	-	-	397,848
Clinical Oncology & Radiology R&D fund	p	159,544	-	(75,560)	-	-	83,984
Cyclotron	q	161,837	5,359	-	285	13,381	180,862
CR Research Fund (Kodak)	r	-	-	-	867,002	-	867,002
Wormald Fund	s	-	-	-	630,374	-	630,374

		Balance at 1 January 2021	Income	Expenditure	Transfers in/out	Gains/ (losses)	Balance at 31 December 2021
<i>Fixed Asset funds</i>							
Freehold property	t	15,076,000	-	(137,000)	-	-	14,939,000
Fixed asset fund	u	392,754	-	(196,228)	321,889	-	518,415
Intangible assets	v	922,898	-	(174,462)	575,827	-	1,324,263
		<b>26,094,980</b>	<b>7,592,134</b>	<b>(8,782,868)</b>	<b>1,422,376</b>	<b>1,171,922</b>	<b>26,498,544</b>
<b>Total of funds</b>		<b>30,153,206</b>	<b>7,797,493</b>	<b>(8,990,412)</b>	<b>0</b>	<b>1,468,880</b>	<b>30,429,168</b>

The trustees agreed changes to the structure of restricted and endowment funds consolidating, repurposing and reclassifying the 29 funds under (a), (b), (c) into restricted funds j) to m) and unrestricted funds r) and s).

#### Purposes of restricted funds

d) e Learning projects – funds held in connection with e Learning projects including R-ITI.

e) QSI Accreditation project – funds used to help develop the Quality Standards in Imaging accreditation programme jointly with SCOR. £75,000 was transferred from the general fund to reflect RCR's contribution to this programme in 2021.

f) Other Restricted funds includes funds set aside to support the development of professional development initiatives and new credentials.

j) to m) We report four new funds aimed at supporting lecture, prizes, CO research initiatives and other education purposes.

#### Purposes of designated funds

n) Building maintenance fund held against uninsured risk of damage to or need for development of 63 Lincoln's Inn Fields, or against the costs of a move to a new property when the need arises.

o) Major projects fund held to support the Clinical Oncology Planning Project and the exams reform projects underway in 2022.

p) Clinical Oncology and Clinical Radiology research & development funds are used to support research and teaching initiatives in those specialities.

q) Cyclotron – Funds held to promote awareness, training and application of Cyclotron in the treatment of cancer.

r) CR Research fund donated by Kodak and reclassified as designated by agreement. There was a transfer of £867,002 from restricted to unrestricted funds.

s) Wormald Fund held to support global education activities of RCR created from the reclassification of £630,374 of funds identified as designated.



*Fixed Asset funds*

- t) Freehold property – this represents the value relating to the combined land and buildings 63 Lincoln's Inn Fields, London WC2
- u) Fixed asset fund – this is the book value of the unrestricted tangible fixed assets other than property held by the College, of which tangibles IS assets represent the largest proportion.
- v) Intangible asset fund – represents the value of the intangible assets including iRefer guidelines and CRM application.

**Transfers between funds**

- a) £75,000 was transferred from the General Fund to the Accreditation Scheme restricted fund for the 2021 RCR contribution to the scheme. (2020: £75,000)
- b) £321,889 was transferred from General Fund to the Fixed Asset fund to represent the addition of assets purchased in the year.
- c) £575,827 represents intangible assets purchased in year.

## 19b. Statement of funds – prior year

		Balance at 1 January 2020	Income	Expenditure	Transfers in/out	Gains/ (losses)	Balance at 31 December 2020
		£	£	£	£	£	£
<b>Endowment funds</b>							
The Edinburgh EAR Congress Essay Prize	a	31,152	-	(800)	-	-	30,352
The Edinburgh EAR Congress Bursary	b	124,976	-	(2,100)	-	-	122,876
		156,128	-	(2,900)	-	-	153,228
<b>Restricted funds</b>							
Educational funds	c	3,195,714	1,500	(12,199)	-	221,888	3,406,903
e-Learning Projects	d	272,891	20,000	(27,510)	-	-	265,381
QSI Accreditation Programme	e	132,124	18,147	(66,048)	75,000	-	159,223
Other Restricted funds	f	73,491			30	-	73,521
		3,674,190	39,647	(105,757)	75,030	221,888	3,904,998
<b>Unrestricted funds</b>							
General Funds		9,526,190	6,171,801	(6,869,532)	(804,130)	459,770	8,484,099
Designated funds							
Building maintenance fund	n	500,000	-	-	-	-	500,000
Major projects fund	o	397,848	-	-	-	-	397,848
Clinical Oncology & Radiology R&D fund	p	242,275	-	(82,731)	-	-	159,544
Cyclotron	q	-	152,142	-	(30)	9,725	161,837
<i>Fixed Asset funds</i>							
Freehold property	t	15,213,000	-	(137,000)	-	-	15,076,000
Fixed asset fund	u	329,037	-	(176,083)	239,800	-	392,754
Intangible assets	v	465,402	-	(31,834)	489,330	-	922,898
		26,673,752	6,323,943	(7,297,180)	(75,030)	469,495	26,094,980
<b>Total of funds</b>		<b>30,504,070</b>	<b>6,363,590</b>	<b>(7,405,837)</b>	<b>-</b>	<b>691,383</b>	<b>30,153,206</b>

## 20a. Summary of funds – current year

	Balance at 1 January 2021	Income	Expenditure	Transfers, Gains/(losses)	Balance at 31 December 2021
	£	£	£	£	£
Designated Funds	<b>17,610,880</b>	5,359	(75,560)	1,511,042	<b>19,051,721</b>
General funds	<b>8,484,101</b>	7,586,775	(8,707,308)	1,083,255	<b>8,456,823</b>
Endowment funds	<b>153,228</b>	-	(2,100)	(151,128)	-
Restricted funds	<b>3,904,998</b>	205,359	(205,443)	(974,290)	<b>2,930,624</b>
	<b>30,153,207</b>	<b>7,797,493</b>	<b>(8,990,411)</b>	<b>1,468,879</b>	<b>30,429,168</b>

## 20b. Summary of funds – prior year

	Balance at 1 January 2020	Income	Expenditure	Transfers, Gains/(losses)	Balance at 31 December 2020
	£	£	£	£	£
Designated funds	17,147,562	152,142	(427,619)	738,795	17,610,880
General funds	9,526,190	6,171,801	(6,869,530)	(344,360)	8,484,101
Endowment funds	156,128	-	(2,900)	-	153,228
Restricted funds	3,674,190	39,647	(105,757)	296,918	3,904,998
	30,504,070	6,363,590	(7,405,806)	691,353	30,153,207

## 21a. Analysis of net assets between funds – current year

	Endowment funds 2021	Restricted funds 2021	Unrestricted funds 2021	Total funds 2021
	£	£	£	£
Tangible fixed assets	-	-	15,457,415	<b>15,457,415</b>
Intangible fixed assets	-	-	1,324,265	<b>1,324,265</b>
Fixed asset investments	-	2,930,624	8,787,896	<b>11,718,520</b>
Investment property	-	-	4,005,000	<b>4,005,000</b>
Current assets	-	-	1,998,465	<b>1,998,465</b>
Creditors due within 1 year	-	-	(3,284,497)	<b>(3,284,497)</b>
Creditors due more than 1 year	-	-	(790,000)	<b>(790,000)</b>
<b>Total</b>	-	<b>2,930,624</b>	<b>27,498,544</b>	<b>30,429,168</b>

## 21b. Analysis of net assets between funds – prior year

	Endowment funds 2020	Restricted funds 2020	Unrestricted funds 2020	Total funds 2020
	£	£	£	£
Tangible fixed assets	-	-	15,443,971	15,443,971
Intangible fixed assets	-	-	922,898	922,898
Fixed asset investments	153,228	3,904,998	6,940,413	10,998,639
Investment property	-	-	3,400,000	3,400,000
Current assets	-	-	1,799,275	1,799,275
Creditors due within 1 year	-	-	(2,411,576)	(2,411,576)
<b>Total</b>	<b>153,228</b>	<b>3,904,998</b>	<b>26,094,981</b>	<b>30,153,207</b>

## 22. Reconciliation of net movement in funds to net cash flow from operating activities

	2021	2020
	£	£
Net income for the year (as per Statement of Financial Activities)	<b>275,961</b>	(350,863)
<i>Adjustments for:</i>		
Depreciation	507,689	344,888
Revaluation of investment properties	(605,000)	-
(Gains)/losses on investments	(863,880)	(691,353)
Dividends, interests and rents from investments	(391,442)	(644,224)
Loss on the sale of fixed assets	16,607	24,813
Decrease/(Increase) in debtors	133,848	(147,299)
Decrease/(Increase) in creditors	762,921	(167,774)
<b>Net cash provided by operating activities</b>	<b>(163,296)</b>	(1,631,812)

## 23. Analysis of debt

	At 1 January 2021	Cash flow	At 31 December 2021
	£	£	£
Cash in hand	<b>1,169,604</b>	333,039	<b>1,502,643</b>
CBILS Loan falling due in less than 1 year	-	(150,000)	<b>(150,000)</b>
CBILS Loan falling due in more than 1 year	-	(750,000)	<b>(750,000)</b>
<b>Total cash and cash equivalents</b>	<b>1,169,604</b>	<b>333,039</b>	<b>602,643</b>

## 24. Pension commitments

The College operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge outstanding at the balance sheet date were £59,202 (2020 – £48,643) and are included in creditors.

## 25. Operating lease disclosure – land and buildings

The total future minimum lease income under non-cancellable operating leases is as follows:

	2021	2020
	£	£
Not later than 1 year	<b>53,068</b>	92,579
Later than 1 year and not later than 5 years	<b>30,875</b>	71,767
	<b>83,943</b>	164,346

## 26. Detailed comparatives for the statement of financial activities

		Endowment funds 2020	Restricted funds 2020	Unrestricted funds 2020	Total funds 2020
	Note	£	£	£	£
<b>Income and endowments from:</b>					
Donations and legacies	4	-	1,500	-	1,500
Charitable activities	5	-	38,147	5,641,448	5,679,595
Investments	6	-	-	644,224	644,224
Other income	7	-	0	38,271	38,271
<b>Total income and endowments</b>		-	<b>39,647</b>	<b>6,323,943</b>	<b>6,363,590</b>
<b>Expenditure on:</b>					
Charitable activities	8	-	108,657	7,297,147	7,405,804
Total expenditure		-	<b>108,657</b>	<b>7,297,147</b>	<b>7,405,804</b>
Gains/(losses) on revaluation of fixed assets		-	-	0	0
Gains/(losses) on investments	15		231,583	459,770	691,353
Transfers					
<b>Net movement in funds</b>		-	<b>162,573</b>	<b>513,435</b>	<b>350,862</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		156,128	3,674,190	26,673,752	30,504,070
Net movement in funds		-	162,573	513,435	350,862
<b>Total funds carried forward</b>		<b>156,128</b>	<b>3,836,763</b>	<b>26,160,317</b>	<b>30,153,208</b>



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