Moorfields Eye Hospital NHS Foundation Trust

NHS

Moorfields Eye Hospital NHS Foundation Trust 2020/21 Annual Report and Accounts

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Welcome from the chair and chief executive

The last year has presented us with challenges that have stretched and tested us on a scale we could never have anticipated. It gives us immense pride to reflect on how our teams have tirelessly responded to the changes in circumstances, maintaining the highest standards of care throughout the year for those in need of urgent and emergency care and developing innovative ways of working for the pandemic period that will stand the test of time beyond the pandemic.

At the start of the year, we developed one of the first-ever ophthalmic video consultations for A&E application. This has been invaluable both to staff and our patients, with around 80% being saved a trip into central London, and has also enabled us to offer numerous video clinics across our services. We were able to convert our Purley site into a medical retina injection centre in just eight days.

Many of our staff volunteered to support the wider NHS, with redeployment to NHS Nightingale and a wide range of local providers to support the demands of both frontline and more administrative services. The national outpouring of support for the NHS was exemplified by Moorfields patient Ken Essex, following in the footsteps of Sir Tom Moore to raise thousands for Moorfields Eye Charity as he reached his hundredth birthday.

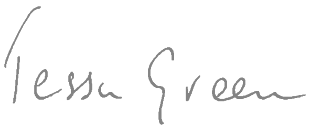
When we were able to increase the volume of appointments to patients in the summer, we established a cataract drive which allowed us to complete a remarkable 725 operations in just one week by turning eight City Road theatres (including private theatres) over to NHS cataract surgery. This has been repeated across network sites to attempt to manage the backlog of patients and minimise the impact of the pandemic on people's conditions.

During the second lockdown, the team completed a project to deliver the Hoxton diagnostic hub, allowing us to test patients more quickly and freeing up consultant time to see patients who need their care most. Less waiting time and being taken through tests in turn by a single team member are new, improved ways of working that also help keep patients and staff safer.

Redeployment during this period was more systematic, with more frontline staff supporting more local trusts than in the first wave. We also collaborated with other London trusts to help reduce the capital's waiting list, especially for those at greatest risk of losing their sight. Several of our senior team took on a London-wide or national responsibility, including pandemic planning, national roll-out of digital initiatives and integrating innovations and learning from the pandemic into national pathways.

As we write, more appointments are being opened up, and staff are once again seeing more people, still within the constraints of social distancing and with a wide range of safety measures in place to protect both themselves and their patients.

We continue to be incredibly impressed with the professionalism, dedication and outstanding commitment of colleagues, and have been truly humbled to be part of the NHS, Moorfields and wider effort to keep people safe. We look forward to 2021/22, with some trepidation due to so many unknowns, but in the knowledge that the spirit, determination and ingenuity of our staff, together with their dedication to the best possible care, will guide us as we continually challenge ourselves to deliver the best for our patients.



Tessa Green
Chairman

David Probert
Chief executive

1. Performance report

Who we are

Moorfields Eye Hospital NHS Foundation Trust is the leading provider of eye health services in the UK and a world-class centre of excellence for ophthalmic research and education. Our reputation for providing the highest quality of ophthalmic care has developed over 200 years. The trust has 2,465 (full-time and part-time) staff who are committed to sustaining and building on our pioneering history, and ensuring we remain at the cutting edge of developments in ophthalmology.

We were one of the first trusts to become a foundation trust in 2004 and are a founder member of UCL Partners, one of the UK's first academic health science centres. Moorfields is one of only 20 sites nationally that has National Institute of Health Research (NIHR) Biomedical Research Centre (BRC) status, providing us with the infrastructure to support major innovative research initiatives and enabling us to fast-track projects to benefit patients more quickly.

We have a network of over 25 NHS sites in London and the south east of England, and provide private services both in England and internationally. We are registered without conditions and with an overall rating of 'Good' with the Care Quality Commission (CQC).

What we do

We provide a wide range of ophthalmic services, caring for patients with routine medical needs as well as those with rare and complex conditions. We serve the NHS and private sectors in the UK, and deliver care through our international services. In partnership with the UCL Institute of Ophthalmology and other strategic partners, we conduct world-leading research and play a leading role in the training and education of eye care clinicians.

We have a unique patient case mix and more detail on our services can be found at the following link: https://www.moorfields.nhs.uk/listing/services

How we are structured

Moorfields North runs a number of network and partnership units across the division. We run a district hub from Bedford Hospital and this service is also responsible for activity in our community clinic at Bedford Enhanced Services Centre. We provide a number of services in East London, including a local surgical centre at St Ann's Hospital in Tottenham and community clinics at Barking Community Hospital and the Sir Ludwig Guttmann Health and Wellbeing Centre in Stratford, as well as our partnership based at the Homerton Hospital in Hackney.

We provide a number of services for patients in North West London from our district hubs at Ealing Hospital and Northwick Park Hospital. We also provide services at our local surgical centre at Potters Bar. We have two local partnerships: one in Watford and one in Wealdstone, Harrow.

In the **Moorfields South** division we run a district hub from St George's Hospital in Tooting and this includes responsibility for the management of four other locations in south west London, our surgical centre at Queen Mary's Hospital, Roehampton and our community clinic at Nelson Health Centre in Merton. We also run a district hub from Croydon University Hospital and a community clinic at Purley War Memorial Hospital.

Moorfields City Road City Road is managed as a unified division and comprises outpatient services from all sub-specialities (including many referrals from highly specialised services), clinical support services, A&E, a dedicated paediatric centre and comprehensive surgical facilities. Other specialty services at City Road include adnexal, cataract, corneal, general ophthalmology, glaucoma, ocular oncology, medical retina, uveitis, strabismus, vitreo-retinal, neuro and genetics. The division is also responsible for our joint working arrangements with Barts Health, Guy's and St Thomas' hospitals, and Great Ormond Street Hospital for Children.

Each division is supported by a range of corporate services covering quality and safety, human resources, governance, strategy and business development and finance. Our Access directorate is responsible for business continuity and emergency preparedness for the Trust and also includes the Trust's outpatient booking centre, health records department, medical secretaries, referral to treatment (RTT) team and diabetic retinal screening team.

Moorfields Private is our private patient unit in London comprising the Moorfields Private Outpatient and Diagnostic Centre, providing consulting and diagnostic facilities for both general ophthalmology and refractive laser services, together also with a dedicated pharmacy service, minor procedures room and injection suite.

Ward facilities stretch across three separate locations on the fourth floor of the hospital accommodating up to 27 patients in individual rooms at any one time. The Refractive Laser Surgery Suite is also located on this floor. Two theatres in the main theatre department are dedicated to Moorfields Private.

In December 2020 Moorfields acquired the London Claremont Clinic in central London, a dedicated Ophthalmology outpatient facility. The 8 consulting rooms in New Cavendish St replace the two consulting rooms previously available in Upper Wimpole St. It is anticipated that the increased presence in the Harley Street area will attract further business, particularly from the international market.

In 2020/21, Moorfields Private fulfilled over 20,000 outpatients appointments, completed laser procedures on over 1,200 patients and admitted approximately 3,300 patients for surgical procedures. These figures were significantly down on the previous year due to the disruption caused by Covid-19, when Moorfields Private facilities were used for NHS services.

The year saw the consolidation of our thirteenth year of operations in **Moorfields Eye Hospital Dubai** and the completion of four years of operations in Moorfields Eye Hospital Centre in Abu Dhabi, where 20% of the Dubai facility patient base resides. Despite this, MEH Dubai has seen around 235,000 patients and performed over 19,000 surgeries since inception.

The healthcare market in the UAE continues to be dynamic. Throughout the year we focused on contracts beneficial to increasing the patient flow, developing our market share and increasing awareness of our services within the United Arab Emirates and Gulf Cooperation Council. We also added targeted marketing and advertising resulting in a higher percentage of new to returning patient ratio than in previous years, in addition to more corporate and healthcare referral agreements which maintain and further grow the Moorfields brand as much as we could, given this exceptional year and given the changes in regulations due to COVID-19.

Moorfields Eye Hospital Centre Abu Dhabi officially opened in 2016 at Abu Dhabi Marina Village and is the first joint venture of Moorfields in the Middle East in partnership with United Eastern Medical Services – a local healthcare operator and investment group.

We have been very active in the media and in negotiations with insurance companies to facilitate access for Abu Dhabi residents to our facility. Since the commencement of operations in Abu Dhabi, we have seen around 79,000 patients and performed around 3,000 surgical procedures.

Our strategy

We launched our five-year strategy in July 2017 with a new purpose, 'working together to discover, develop and deliver the best eye care'.

- **Working together** means we collaborate with one another as individuals, with our patients and with other organisations.
- **Discover the best eye care** means we will focus on setting the agenda, being at the forefront for others to follow.

- **Develop the best eye care** means we will practically apply our discoveries to benefit our patients, staff and the services we provide.
- **Deliver the best eye care** means we will consistently provide an excellent, globally-recognised service.

Corporate objectives for 2020/21

Over the year Covid brought about many changes and innovations to service delivery, such as online consultations, diagnostic hubs and high volume surgical centres as mentioned elsewhere in this report. The last year was also an opportunity to consider how Moorfields provides specialty and system leadership in the new context of integrated care systems and greater system-wide collaboration. We are considering how these innovations and our offer to the system can be taken forward in the next iteration of our strategy.

Oriel

This year has been an exciting year for Oriel, despite the challenges presented to the programme by the ongoing pandemic. The partners agreed to continue with the engagement of planners and wider stakeholders to develop the planning application. This involved extensive public consultation, the focus of which was on our proposed designs of the new facility, for example, building height and façade, location on the site and accessibility. In line with social distancing requirements and prioritisation of safety, our engagement methods have been virtual, including public events run through Microsoft Teams, and promotion through social media and our websites. The planning application was submitted to London Borough of Camden in October 2020, and it is hoped that the planning committee will shortly reach a decision.

The next stage of engagement with staff, patients and partners involves addressing in detail the design of the building's interior, specifically the atrium, lighting and acoustics. Feedback from previous engagement has indicated that these elements are of particular importance to patients' experience of the new building.

A marketing exercise got under way on 4 February 2021 for the sale of the City Road and Bath Street sites that are currently home to Moorfields and the UCL Institute of Ophthalmology. As part of our extensive public consultation during 2019 we explained that selling the current hospital and Institute sites is a key part of our funding strategy for the new centre. Independent analysis of the survey results told us that 73% of over 1,500 respondents supported the need for a new centre and 73% agreed with St Pancras as the preferred location.

All proceeds of the sale will be reinvested in the new centre to secure the long-term future of world-leading eye care, research and education, in a way that represents value for money. It is hoped that the new centre will contain a dedicated exhibition space on the ground floor and we would like to use part of it to help preserve the heritage of our hospital and the important part the City Road site has played in our history.

A going concern disclosure

After making enquiries, the directors have a reasonable expectation that the services provided by the NHS foundation trust will continue to be provided by the public sector for the foreseeable future. For this reason, the directors have adopted the going concern basis in preparing the accounts, following the definition of going concern in the public sector adopted by HM Treasury's Financial Reporting Manual.

Key issues and risks

The trust's board assurance framework includes the high level risks to the organisation. These are rated depending on the level and potential impact of risk, with red being the highest. A summary following a review in March 2021 is included in the Annual Governance Statement on page 46.

The year at Moorfields

Covid-19

This year has been particularly challenging, and for the NHS in particular. A huge focus of our work this year has been inevitably linked to the Covid-19 pandemic, making sure we continue to see the patients with

conditions that put them at the highest risk of sight loss first. In March 2020 we made the difficult but necessary decision to stop elective non-urgent activity and to close a number of network sites, focusing on delivery from City Road and other emergency hubs.

Those sites that remained open were subject to advanced infection control measures, including triage screening and temperature monitoring. The trust also implemented new ways of working to support staff and patients in delivering and accessing care, such as the Attend Anywhere video consultation platform used by A&E which allows patients to receive consultations via smart phones, laptops or iPads.

We also sought to reduce the number of non-clinical staff coming in to the trust by enabling remote working for as many as possible, and undertook risk assessments to establish those staff most at risk, putting in place measures to protect the vulnerable.

We provided support to NHS London during the pandemic, with around 200 clinical and non-clinical staff trained and deployed to the Nightingale Hospital and local host sites in the first wave, and over 150 deployed to hospitals most in need of staff during the second wave. Collaboration and the provision of mutual aid have been incredibly important during the pandemic, and the trust is proud to have been a support to NHS colleagues.

As the prevalence of Covid-19 has reduced across the London region, focus has moved on to supporting the recovery of clinical services, booking elective patients back into clinics in order of clinical priority and referral date, and in particular those that have waited over 52-weeks.

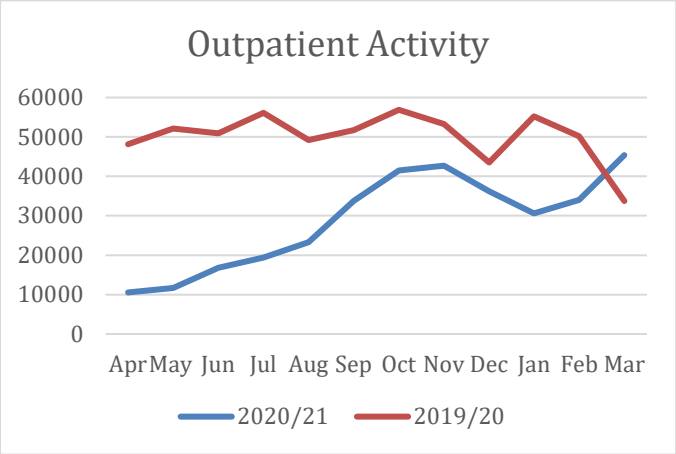
To support recovery, we opened the Hoxton Diagnostic Hub in February 2021, which provides elective ophthalmic diagnostics for glaucoma and medical retina patients in a community setting. Patients are stratified onto specified diagnostic pathways and the new site provides high volume technician-led clinics for digital data collection with an asynchronous clinical review. Diagnostic data is then reviewed by a team of ophthalmologists, graders and optometrists. Over 2000 patients have been seen at Hoxton so far and the trust is continuing to look at ways of improving the flow and experience for patients.

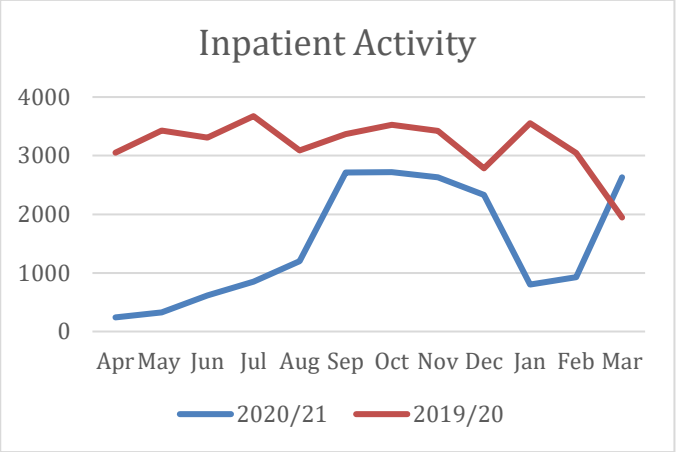
Patient activity

Moorfields' NHS patient activity and the total volume of Moorfields' NHS activity in 2020/21 are shown in the table below, with figures from 2018/19 and 2019/20 for comparison. As can be clearly seen, the impact on activity of the Covid-19 pandemic has been stark when compared to the levels of activity for the previous two years.

	Activity Totals		
Point of delivery	**2018/19**	**2019/20**	**2020/21**
A&E	97,222	95,523	61,173
Inpatient day case	37,787	40,383	15,999
Inpatient elective (planned)	1,142	1,582	704
Inpatient non-elective (unplanned)	2,630	2,957	1,244
Outpatient	644,196	643,343	340,180
Grand total	782,977	783,788	419,300

This activity profile across the year has also followed the national response to the pandemic with falls and rises in activity levels that mirror the timelines of government guidance and legislation. As can be seen in the graphs below the trusts response to bringing services back to 'business as usual' was progressing well, and achieved just short of 84% of the previous year's activity levels prior to the December Covid-19 wave.





Performance analysis 2020/21

The Integrated Performance Report (IPR) provides the board with in depth information on the performance of Moorfields. Each month, the performance and information department report on the following areas:

- operational measures such as A&E measures, attendance rates, theatres utilisation and waiting time;
- workforce measures such as staff vacancy rate;
- quality and safety measures such as rates of infection;
- research and development measures such as number of studies closed;
- finance measures such as variance from financial plan; and
- commercial and private patient measures.

This reporting year we have refined the IPR to reflect a balanced scorecard approach that also takes into account the trust objectives. The report gives both an overview and detailed performance for each individual metric, comparing this month's performance to previous months and the target. A red, amber or green rating method shows whether a target is achieved, with green indicating performance is on target. Importantly, the report also identifies additional information and remedial action plans for any metrics which are rated red or amber. The report is shared with internal and external stakeholders.

18-weeks referral to treatment (RTT) standard

Indicator	Target	2018/19	2019/20	2020/21
18-weeks RTT incomplete – all pathways	≥ 92%	94.5%	94.1%	59.7%
18-weeks RTT incomplete – pathways with DTA*	n/a	87.9%	83.9%	50.9%
New RTT periods all patients	n/a	143,420	144,338	74,001

decision to admit

In line with the national picture, performance for the measure retained as the primary key performance indicator (18-weeks referral to treatment incomplete) has reduced significantly compared to previous years and has understandably not achieved the annual target of 92%.

A&E

Indicator	Target	2018/19	2019/20	2020/21
A&E four-hour performance	≥ 95%	98.40%	98.50%	99.98%
Total number of arrivals in A&E	N/A	97,221	95,523	61,173
Time to treatment in A&E department – median	≤ 60 mins	127	126	85
Time to assessment in A&E department – median	≤ 15mins	15	18	10

Compared to 2019/20 the number of A&E patients has decreased by over one-third, again directly influenced by the Covid-19 pandemic. However, as mentioned elsewhere in this report**,** considerable innovation has taken place to develop working practices to enable patients to engage A&E services remotely via video consultations.

The national requirement is to report the proportion of attendances lasting fewer than four hours from arrival to admission, transfer or discharge in A&E. This has a minimum target of 95% which we have consistently exceeded and improved upon – in the total of 61,000 patients only 13 exceeded the four-hour threshold.

Cancer waiting times

Indicator	Target	2018/19	2019/20	2020/21
Cancer two week waits – first appointment urgent GP referral	≥ 93%	94.30%	96.40%	97.80%
% cancer 14-day target – NHS England referrals (ocular oncology)	≥ 93%	76.90%	91.10%	94.50%
Cancer 31-day waits – diagnosis to first appointment	≥ 96%	97.60%	99.20%	100%
Cancer 31-day waits – subsequent treatment	≥ 94%	100%	100%	100%
Cancer 62-days from urgent GP referral to first definitive treatment	≥ 85%	100%	85.70%	100%
28-day Faster Diagnosis Standard	≥ 85%	n/a	n/a	87.2%

Cancer waiting times performance has improved in all measures this year and the national targets for these metrics have been exceeded. This includes the new '28-day' Faster Diagnosis Standard, which requires patients to be informed about their diagnosis within 28 days from urgent GP referral for suspected cancer. For this new metric the trust adopted a 'stretch' target of 85% rather than the national target of 75% and it is pleasing to note that this has been achieved.

Cancer targets are challenging and the relatively low number of patients makes performance percentages fluctuate. Performance can be influenced by patient choice or the fitness of the patient to undergo surgery, much of which is outside of the control of the trust. Despite this and the societal issues experienced during the year, the trust has continued to ensure that cancer patients receive exceptional service.

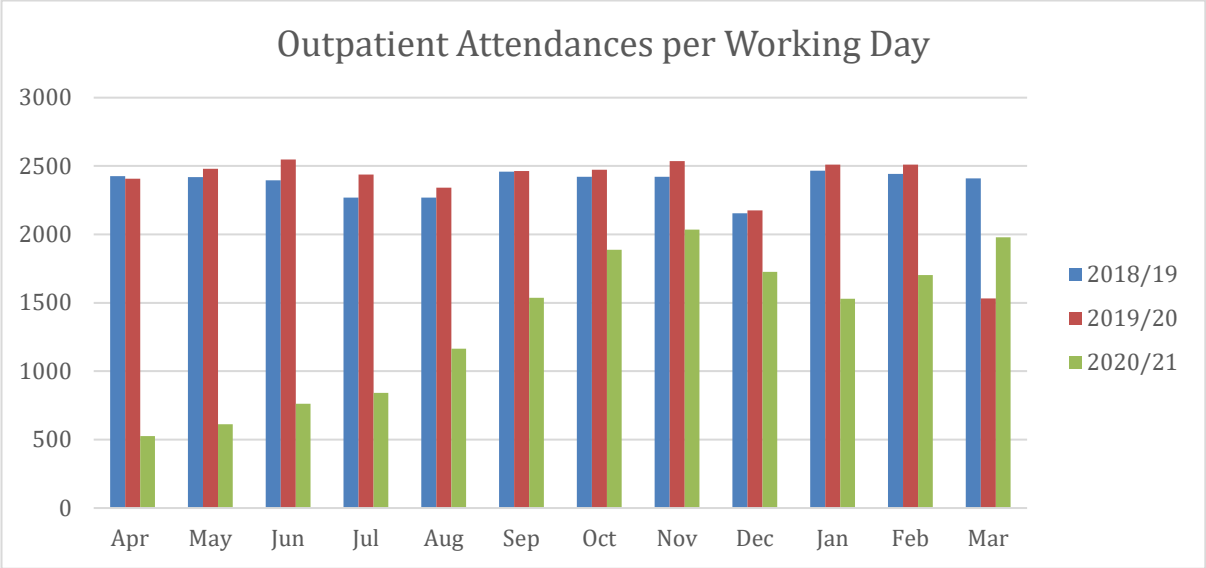
Access

Indicator	Target	2018/19	2019/20	2020/21
Diagnostic waiting times – six weeks	≥ 99%	100%	100%	64.4%
Percentage of GP referrals from electronic booking	100%	86.0%	97.3%	96.2%

Diagnostic waiting times have again been significantly longer than the target due to the impact of the pandemic. However, for the second half of the year performance has returned to near normal operating levels with above 95% now regularly being seen within the six week period.

The electronic GP referral is short of target but reflects the trust's commitment to patient safety whereby patients are not disadvantaged if their referral comes via an alternative, non-electronic route. Actual GP referrals have been considerably fewer in number this year, dropping from 145,000 in 2019/20 to just over 80,250 this year.

Outpatient activity



This table shows all activity for Moorfields systems, not including Bedford.

Indicator	2018/19	2019/20	2020/21
Outpatient total attendances – first appointment	136,396	132,821	67,421
Outpatient total attendances – follow up appointments	465,715	467,400	278,644
Outpatient cancellations (hospital cancellations)	3.52%	4.6%	28.4%
Outpatient DNA* rate – first appointment	11.6%	11.8%	13.3%
Outpatient DNA* rate – follow up appointment	10.4%	10.5%	14.45

Perhaps more than any other statistics, the figures in the table above show impact the pandemic has had on trust activity. The number of first appointments has been approximately 50% of the previous year while follow-up appointments are at a little under 60%. The outpatient cancellation rate is perhaps the most striking of all and reflects the large volume of patients that had to be cancelled at the start of the financial year.

Safety

Indicator	Target	2018/19	2019/20	2019/20
Number of MRSA cases	0	0	0	0
Number of Clostridium difficile cases	0	0	0	0
Venous thromboembolism (VTE) screening	≥ 95%	98.2%	98.5%	97.5%
Mixed sex accommodation	0	0	0	0

Performance within the safety arena has been strong with all key targets met.

Service delivery measures

Ward staffing levels are calculated for those wards with inpatient beds, which for Moorefield's include the Observation unit and Francis Cumberlege wing at City Road and Duke Elder Ward at St George's Hospital. The data included reflects the national methodology which requires trusts to publish fill rates for both registered nursing staff and care staff separated into day and night periods. This data is shown in the table below.

Designation	Percentage fill rate 2019/20
Registered nurses – day	96.3%
Registered nurses – night	107.2%
Care staff – day	95.2%
Care staff – night	129.8%
Total fill rate	99.1%

Financial report

2020/21 was an exceptional period as a result of COVID-19 and transitional funding structures within the NHS. During the financial period the trust reported a surplus of £5.4m compared to a deficit of £0.8m in 2019/20, predominantly as a result of receiving block funding income based on historical activity levels, whilst performing reduced activity during the emergency phases of the COVID pandemic.

Statement of comprehensive income

Income for the year was £244.0m (2019/20: £252.7m) with reductions in private patient income as a result of COVID accounting for £6.5m.

Income and expenditure

All figures in £'million	2020/21	2019/20
Income		
Income from activities		
NHS income	193.6	196.9
Private patient income	24.3	30.8
Total income from activities	**217.9**	**227.7**
NHS Improvement Provider Sustainability Fund	**0.0**	**2.0**

Other operating income	26.1	23.0
Total other operating income	**26.1**	**25.0**
Total income	**244.0**	**252.7**
Expenses		
Pay costs	132.9	135.6
Non-pay costs	96.2	109.2
Depreciation and amortisation	8.6	7.1
Total operating expenses	**237.7**	**251.9**
Operating surplus	**6.3**	**0.8**
Interest and dividends	(1.0)	(1.6)
Other one-off gains for disposal of assets and share of JV profit / (loss)	0.1	(0.0)
Surplus for the year	**5.4**	**(0.8)**

Income from our Private and Overseas Patient activities in London and United Arab Emirates reduced during the year by £6.6m (21.4%) to £24.3m (2019/20: £30.9m) as a consequence of the COVID pandemic.

Other operating income including Research and Development, Education and Training, Charitable Income, and Other Income, increased by £3.1m (13.5%), to £26.1m (2019/20: £23.0m) respectively.

Operating expenditure excluding impairments reduced in-year by £13.4m (5.4%) to £236.7m (2019/20: £250.1m).

Pay costs reduced by £2.7m (2.0%) to £132.9m (2019/20: £135.6m), and non-pay costs reduced by £13.0m (11.9%) to £96.2m (2019/: £109.2m) with reductions in pay and particularly non-pay costs primarily due to undertaking reduced activity during the year, in part offset by increased costs directly as a result of COVID.

Income disclosures

Section 43(2A) of the NHS Act 2006 (as amended by the Health and Social Care Act 2012) requires that the income from the provision of goods and services for the purposes of the health service in England must be greater than its income from the provision of goods and services for any other purposes.

The trust met this requirement. In 2020/21, 11.3% of income from provision of goods and services was derived from non-NHS income (2019/20 13.1%).

Section 43(3A) of the NHS Act 2006 requires NHS foundation trusts to provide information on the impact that other income it has received has had on its provision of goods and services for the purposes of the health service in England.

Surpluses from other income the Trust received have been used to support the provision of goods and services for the purposes of the health service in England.

Statement of financial position
Total assets have increased by £6.5m to £96.6m as at 31 March 2020 (2019/20: £96.1m). Non-current assets increased by £6.3m to £102.5m (2019/20: £96.2m).

Current assets reduced by £13.5m to £90.6m (2019/20: £77.1m), as an increase in cash balances was offset by reduced debtor balances.

Current liabilities have increased by £14.6m at £60.6m (2019/20: £46.0m) due to an increase in provisions and accruals. Non-current liabilities reduced by £1.2m to £36.0m (2019/20: £37.2m) primarily as a result of loan repayments made during the financial year.

Taxpayers' equity increased by £6.5m during the year.

Statement of cash flows
The trust generated a net cash in-flow of £33.1m from operations in 2020/21. The net cash surplus from operations was used to internally fund capital expenditure of £16.2m (2019/20: £13.4m) and loan repayment, net interest and Public Dividend Capital (PDC) payments of £3.0m (2019/20: £3.7m)

The trust ended the year with an improved level of cash at £68.4m (2019/20 £52.4m) an increase of £16m as a result of increased debt collection during the year.

Counter-fraud arrangements
The trust has established a counter-fraud policy and response plan to minimise the risk of fraud or corruption. The trust's local counter-fraud specialist (LCFS) reports to the chief financial officer and performs a programme of work designed to provide assurance to the board in regard to fraud and corruption. The LCFS also gives regular fraud awareness sessions for Moorfields' staff and investigates concerns reported by staff. If these are substantiated, the trust takes appropriate criminal, civil or disciplinary measures.

Political donations
The trust made no political donations during 2020/21 (2019/20: nil).

Commissioning arrangements
During 2020/21 transitional funding flows were implemented to reimburse organisations on a block contract value basis to provide certainty during the emergency response to COVID.

Further information on the trust's financial position can be found in the annual accounts.

Better payment practice code

The better payments practice code requires the trust to aim to pay all undisputed invoices by the due date or within 30 days of receipt of goods or a valid invoice, whichever is later.

The trust achieves the aims of the better payment practice code in the majority of cases, and works with staff and suppliers throughout the year to minimise the remaining cases.

	2020/21 Number	2020/21 £000	2019/20 Number	2019/20 £000
Non NHS				
Total bills paid in the year	23,762	125,291	40,078	137,732
Total bills paid within target	19,497	103,515	34,724	121,308
Percentages of bills paid within target	82%	83%	87%	88%
NHS				
Total bills paid in the year	1,736	13,063	2,228	19,441
Total bills paid within target	1,012	5,180	1,274	9,253
Percentages of bills paid within target	58%	40%	57%	48%
Total				
Total bills paid in the year	25,498	138,354	42,306	157,173
Total bills paid within target	20,509	108,695	35,998	130,561
Percentages of bills paid within target	80%	79%	85%	83%

Single oversight framework and finance and use of resources

During the COVID Pandemic the 'single oversight framework' and 'finance and use of resources' reporting was suspended.

The trust has complied with all cost allocation and charging guidance issued by HM Treasury.

The trust has no income generating schemes with an individual cost exceeding £1m.

Equality, diversity and inclusion

The trust's aspiration for equality, diversity and inclusion (ED&I) is a culture that supports staff in realising their potential while helping patients in realising the best possible health outcomes.

Our equality, diversity and human rights policy sets out how we ensure that neither patients nor staff are treated differently because of any protected characteristic they may have. For new joiners, this is supported by a comprehensive recruitment policy and training for managers in managing equality, diversity and inclusion.

In 2020, an equality, diversity and human rights steering group, chaired by the CEO, was set up with a strong governance oversight and representation from staff, ED&I Leads, patient governor and executive sponsors.

The steering group has set four objectives for building a programme of work in 2021/22 as follows:

1) Supporting career progression for staff from ethnic minority backgrounds (previously BAME backgrounds);
2) Understanding patient population demographic and accessing language services;
3) Investing in infrastructure to support the capability and maturity of staff networks; and
4) Reducing bullying & harassment.

Further progress has been made against additional objectives to include recruitment of an organisational development consultant role and establishing an engagement officer role to drive forward our inclusion and diversity agenda. The trust intends to revisit the bullying and harassment pathway to relaunch with alternative pre-intervention support. We are also accredited with the 'two ticks' status, which guarantees people with a disability an interview if they meet the minimum criteria for a role.

A business case for additional resources is being developed to create a resource of ED&I expertise for the trust on these matters, researching and keeping up to date with all legislative requirements, best practice and NHS specific initiatives to support the trust to be at the forefront of ED&I issues. This resource will provide strategic and

operational leadership, coordination and support for delivering ambitious workforce equality, diversity and inclusion programme for staff and patients at Moorfields.

Our equality objectives
To improve the equality outcomes for patients, carers and visitors, we are committed to:

- improving the experience of people identified by the protected characteristics when waiting for their appointment; and
- making information more accessible and specific to patients who have a clinical need.

To improve the equality outcomes for our staff we are committed to:
- increasing the diversity of people in leadership and management roles;
- continuing to build a strong and positive culture of inclusion;
- improving our collection of equality data;
- sharing our leadership of inclusion across our community; and
- broadening our reach to voluntary partners to gain different perspectives.

Modern Slavery and human trafficking
The Modern Slavery Act 2015 establishes a duty for commercial organisations with an annual turnover in excess of £36 million to prepare an annual slavery and human trafficking statement. This organisation takes the following steps during the financial year to ensure that slavery and human trafficking is not taking place in any of its supply chains or in any part of its own business:

- identifies and mitigate the risks of modern slavery and human trafficking in our own business and our supply chain the trust:
- adheres to the national NHS employment checks/standards (this includes employees UK address, right to work in the UK and suitable references;
- follows NHS Agenda for Change terms and conditions to ensure that staff receive fair pay rates and contractual terms;
- consults Trade Unions on any proposed changes to employment terms and conditions;
- has systems to encourage the reporting of concerns and the protection of whistle blowers;
- purchases a significant number of products through NHS Supply Chain, whose 'supplier code of conduct' includes a provision around forced labour. Other contracts are governed by standard NHS terms and conditions;
- upholds professional practices relating to procurement and supply, and ensures procurement staff attend regular training on changes to procurement legislation;
- ensures the majority of our purchases utilise existing supply contracts or frameworks which have been negotiated under the NHS standard terms and conditions of contract, which all have the requirement for suppliers to have modern slavery and human trafficking policies and processes in place; and
- requests all suppliers comply with the provisions of the Modern Slavery Act (2015), through agreement of our 'supplier code of conduct', purchase orders and tender specifications.

Further information on policies and procedures and training can be found here: Modern slavery and human trafficking statement | Moorfields Eye Hospital NHS Foundation Trust

Improved facilities and sustainability

We have undertaken a limited number of **improved facilities and sustainability** projects as a result of the Covid pandemic taking precedence. However we were able to create the new innovation hub on the second floor of City Road. Originally aimed at providing a flexible multi-use space suitable for digital and physical transformation activity, it was put to good use as part of the recovery programme by adapting it into a 'pop-up' transformational clinical space, used to trial improvements to patient flow through diagnostic hubs.

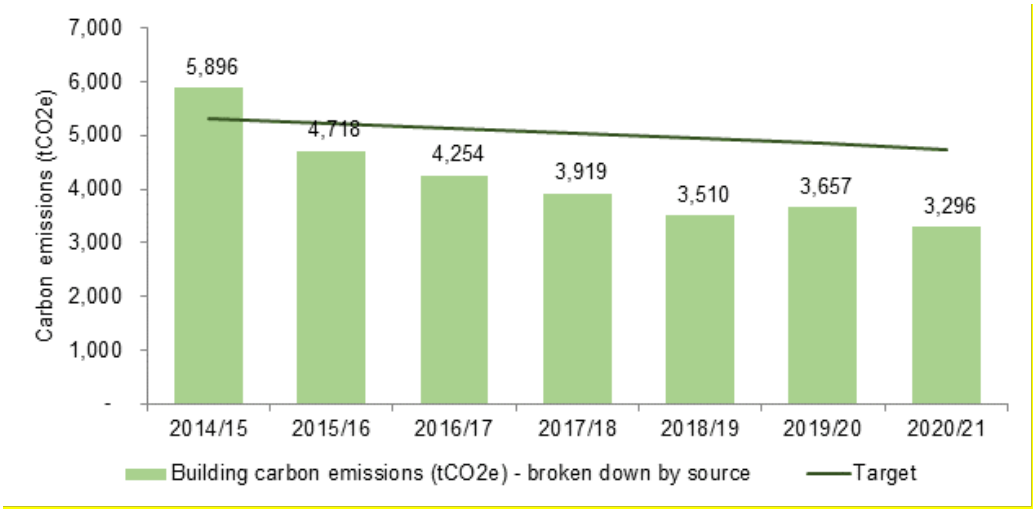
The learning from this was used to good measure when designing additional diagnostic clinic space which opened in Hoxton in 2021. Using the 'pop-up' approach to create a clinically safe and flexible facility, it allows for a better patient experience with minimal waiting and more efficient diagnostic journey. The team took advantage of a quieter time over the Christmas break to carry out the majority of the construction works allowing a timely opening in February.

Our ongoing commitment to enhancing the patient and staff experience whilst improving the hospital continued with the backlog and life cycle maintenance programme leading to projects being undertaken in 2020/21, including roofing and external fabric repairs, heating, ventilation and cooling systems upgrades. Additional staff welfare facilities to enable social distancing were quickly created throughout the MEH estate to provide respite for our staff in a safe and suitable manner as befitting the requirements brought about by the pandemic.

As an NHS organisation, and as a spender of public funds, we have an obligation to work in a way that has a positive effect on our communities. **Sustainability** means spending public money well, the smart and efficient use of natural resources and building healthy, resilient communities. By making the most of social, environmental and economic assets we can improve health both in the immediate and long term even in the context of rising cost of natural resources. Demonstrating that we consider the social and environmental impacts ensures that the legal requirements in the Public Services (Social Value) Act (2012) are met. We acknowledge this responsibility to our patients, local communities and the environment by working hard to minimise our carbon footprint.

Moorfields embeds sustainability through the use of a SDMP (sustainable development management plan). We have a board-approved SDMP which we use as the basis for managing our sustainability obligations. As recommended by the NHS Sustainable Development Unit, our SDMP uses the Sustainable Development Assessment Tool (SDAT). The main goal is to achieve a sustainable, low carbon organisation that is managed effectively and efficiently, achieving value for money with a reduced environmental impact.

The 2014-2020 ambition was to reduce the carbon footprint of the NHS by 28%. Moorfields has supported this ambition as follows:



The above graph identifies the emissions controlled directly through Moorfields procured energy supplies within its own managed properties. The 44% reduction in our carbon footprint across the period 2014/15 to 2020/21 clearly demonstrates Moorfields approach to sustainability through investment in environmental management has a significant effect on our contribution towards the NHS and national targets to drive down the impact of climate change.

As part of the 2020 Greener NHS programme, *"Delivering a Net Zero Health Service"* sets a clear ambition and target for the NHS. It describes the considerable advances that the NHS has already made in responding to climate change, and lays out the direction, scale, and pace of change needed as we move forward.

The programme set two targets:

- For the emissions controlled directly (the NHS Carbon Footprint), we will reach net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032;
- For the emissions we can influence (our NHS Carbon Footprint Plus), we will reach net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

Moorfields overachieved against the original 2014 target and with the plans for a new sustainably constructed and operated healthcare facility in the foreseeable future, Moorfields will continue to contribute towards the next targets within the NHS carbon reduction objective.

Emergency planning, preparedness and resilience (EPPR)

Each year the trust undertakes an EPPR process review, the aim of which is to assure NHS England that the trust is prepared to respond to an emergency, and has the resilience in place to continue to provide safe patient care during a major incident or business continuity event. The most recent rating saw the trust awarded a green rating with full compliance in all standards.

3.9 Chief executive's statement on performance 2020/21

As previously described, 2020/21 has been demanding from both an operational and financial perspective but this is something that all NHS organisations are facing in light of what has truly been an unprecedented year.

Despite these challenges, providing safe and effective services for patients continues to underpin everything we do and we strive to maintain high levels of patient feedback in order to continually improve services according to the needs of our patients and carers. This year our 2020/21 national friends and family test stated that 93.5% of respondents would recommend us to their friends and family.

In 2020/21, we had 419,300 patient appointments across our sites, down from 750,000 in 19/20. We were pleased to be able to maintain some of our key targets in 2020/21, namely the A&E maximum four-hour waits (99.98%) and cancer 62-day waits (100%). Inevitably some targets were not achieved, namely the referral to treatment target (59.7%) and diagnostic six-week wait target (64.4%). As the trust continues to recover however, focus is on making sure these targets are met and that we are able to achieve the high standards set in previous years.

In the year we saw 61,173 visits in A&E, down from 95,000 in 19/20. Our clinical outcomes and safety record remain excellent, with ophthalmic clinical outcomes evidenced amongst the best in the world. Once again, our infection control team have excelled and in 2020/21 we have had no cases of MRSA or Clostridium difficile.

2020/21 was an exceptional period as a result of COVID-19 and transitional funding regime for the NHS. During the financial period, the Trust reported a surplus of £5.4m compared to a deficit of £0.8m in 2019/20, predominantly as a result of a largely elective organisation receiving funding income based on historical activity levels, whilst performing reduced activity during the emergency phases of the COVID pandemic.

The Trusts capital programme also supported the COVID emergency response, and total capital expenditure for the year was £17.5m (2019/20 £13.4m). With cautious management of working capital this enabled the Trust to manage our cash reserves to £68.4m (2019/20 £53.4m) and maintain a level of liquidity in order to respond to evolving external circumstances.

David Probert
Chief Executive
22 June 2021

4. Accountability report

4.1 Directors' report

The board of directors holds overall accountability for the organisation and is responsible for strategic direction and the high-level allocation of resources. It delegates decision making for the operational running of the trust to the chief executive. The board of directors is accountable, via the chair and non-executive directors, to the membership council who represent the public, patients and staff.

The directors are additionally responsible for preparing the annual report and accounts. Taken as a whole, they consider these are fair, balanced and understandable and provide the information necessary for patients, regulators and other stakeholders to assess Moorfields' performance, business model and strategy.

The board comprises 15 members, nine non-executive directors (including the chairman, and eight of whom are considered to be independent, the ninth being a representative of the UCL Institute of Ophthalmology as defined in the trust's constitution) and seven executive directors.

Non-executive directors, including the chairman, are appointed by the membership council following recommendations from the remuneration and nomination committee for non-executive directors. Executive directors are appointed by the remuneration and nomination committee of the board.

The board of directors believes it has the appropriate balance and completeness in its composition to meet the requirements of an NHS foundation trust. As at 31 March 2021, the following individuals comprised the voting members of the board of directors (expiry of terms of office for non-executive directors are listed):

Tessa Green – chairman (F) (3 years – 31.08.2022)
David Probert – chief executive (M)
Rosalind Given-Wilson – vice chairman and senior independent director (F) (1 year – 30.04.22)
Vineet Bhalla – independent non-executive director (M) (3 years – 15.03.23)
Professor Andrew Dick – non-executive director (M) (3 years – 30.09.22)
Nick Hardie – independent non-executive director (M) (3 years – 31.12.22)
David Hills – independent non-executive director (M) (3 years – 31.03.23)
Richard Holmes – independent non-executive director (M) (3 years – 15.03.23)
Sumita Singha – independent non-executive director (F) (1 year – 21.04.22)
Adrian Morris – independent non-executive director (M) (3 years – 28.02.24)
Jonathan Wilson – chief financial officer (M)
Louisa Wickham – medical director (F)
Tracy Luckett – director of nursing and allied health professions (F)
Professor Sir Peng Tee Khaw – director of research & development (M)
Jon Spencer – chief operating officer (M)
Johanna Moss – director of strategy and partnerships (F) (voting member from 1 March 2021)

The non-voting directors listed below attend board meetings, but do not have voting rights:
Nick Roberts – chief information officer (M)
Ian Tombleson – director of quality & patient safety (M)
Sandi Drewett – director of workforce & OD (F)
Kieran McDaid – director of estates, capital and major projects (M)

Full profiles of all board members can be found here: https://www.moorfields.nhs.uk/content/trust-board

2020/21 attendance record – voting board of directors

Name	Apr 20	May 20	Jun 20	Jul 20	Sept 20	Oct 20	Nov 20	Jan 21	Feb 21	Mar 21	Total
Tessa Green	√	√	√	√	√	√	√	√	√	√	10/10
David Probert	√	√	√	√		√	√	√	√	√	9/10
Steve Williams	√	√		√	√	√	√	√	√	*	8/9
Vineet Bhalla	√	√	√	√	√	√	√	√	√	√	10/10
Andrew Dick	√	√			√		√	√	√	√	7/10
Ros Given-Wilson	√	√	√	√	√	√	√	√	√	√	10/10
Nick Hardie	√	√	√	√	√	√	√	√	√	√	10/10
David Hills	√	√	√	√	√	√	√	√		√	9/10
Richard Holmes	√	√	√	√	√	√		√	√	√	9/10
Sumita Singha	√	√	√		√	√	√	√	√	√	9/10
Adrian Morris	*	*	*	*	*	*	*	*	*	√	1/1
Jonathan Wilson	√	√	√	√	√	√	√	√	√	√	10/10
Nick Strouthidis	√	√	√	√	√	√	√	*	*	*	7/7
Tracy Luckett	√	√	√	√	√		√	√	√	√	9/10
Peng Tee Khaw	√	√	√	√	√	√	√	√	√	√	10/10
John Quinn	√	√	√	√	√	√	√	*	*	*	7/7
Jon Spencer	*	*	*	*	*	*	*	*	√	√	2/2
Louisa Wickham	*	*	*	*	*	*	*	√	√	√	3/3
Alex Stamp+	*	*	*	*	*	*	*	√	*	*	1/1
Johanna Moss		√	√	√	√	√	√	√		√	8/10

* Not in post

\+ Acting role

The **register of interests** of individual directors is available to the public on request and also via the trust's website via https://www.moorfields.nhs.uk/content/trust-board. Please write to: company secretary, Moorfields Eye Hospital NHS Foundation Trust, 162 City Road, London EC1V 2PD, email: foundation@moorfields.nhs.uk or phone: 020 7566 2490.

Audit and risk committee

The board is required to maintain a sound system of internal control to safeguard its NHS clinical services, assets, and non-NHS commercial services and investments. The audit and risk committee provides assurance to the board about the adequacy and effectiveness of the trust's systems of internal control, its governance processes, service quality and economy, efficiency and effectiveness (value for money). The committee also recommends to the board the approval of the trust's annual accounts and financial statements, management letter of representation and annual governance statement. Together with the quality and safety committee, the audit and risk committee recommend to the board the approval of the trust's annual quality report.

In carrying out its duties, the audit and risk committee draws on, but is not limited to, the work of internal and external audit, the local counter-fraud specialist, financial, performance and other evidenced assurance reports from management.

The audit and risk committee provides written activity reports following each committee meeting. These reports increase the visibility of the audit process to stakeholders.

The audit and risk committee assists the board in fulfilling its oversight responsibilities in respect of the integrity of the trust's accounts, risk management and internal control arrangements, compliance with legal and regulatory requirements, the performance, qualifications and independence of the external auditors and the performance of the internal audit function.

Management supplies the audit and risk committee with the information necessary for the performance of its duties. The internal auditors, the local counter-fraud specialist and the external auditors have direct access to the committee chairman and members separately from management.

The audit and risk committee comprises three non-executive directors, including the quality and safety committee chair. The board has satisfied itself that all the members of the committee are competent in financial matters. The chair has recent and relevant financial experience. The committee's meetings are attended by the chief financial officer, internal auditors, local counter-fraud specialist, external auditors and others as required. The chief executive has a standing invitation to attend the committee on an annual basis.

During 2020/21, the audit and risk committee met as follows:

Members/ dates	**07.04.20**	**11.06.20**	**07.07.20**	**06.10.20**	**12.01.21**	**Total**
Nick Hardie (chair)	√	√	√	√	√	5/5
Ros Given-Wilson	√	√	√	√	√	5/5
David Hills	√	√	√	√	√	5/5
Total	3	3	3	3	3	

The audit and risk committee work plan covers a wide range of issues and reports were received during from a number of sources. Key areas and issues that were considered include core financial systems, clinical audit, managing conflicts of interest, cost reduction, research governance, quality governance, recruitment and SBS contract management and the DSP Toolkit. This work plan was reduced following agreement to suspend all internal audit activity for the first quarter of the year due to the Covid-19 pandemic.

The trust's **internal audit** function is performed by KPMG LLP. The role of internal audit is to focus on reviewing areas that either complement or underpin delivery of the trust's strategy, based on risk assessment. KPMG provide written updates on progress against an annual internal audit work plan and any recommendations made to management. This enables the committee to track both the timely completion of the work plan and the implementation of recommendations by management.

Where internal audit reviews indicate a material, significant or repeated theme of concern, the committee also makes recommendations for the board to assess and seek adequate assurance from executive management as necessary.

Moorfields' **external auditor** is Grant Thornton LLP. The trust and Grant Thornton have safeguards in place to avoid the possibility that the external auditors' objectivity and independence could be compromised. The audit and risk committee reviews the annual report from the external auditors and actions they take to comply with professional and regulatory requirements and best practice designed to ensure their independence from the trust.

The audit and risk committee also reviews the statutory audit and other services (as relevant) provided by Grant Thornton, and compliance with the trust's policy which describes in detail the types of services which the external auditors can and cannot provide. The services provided by Grant Thornton relate to:

- external audit
- other audit services, for example work that regulators require the auditors to undertake, such as on behalf of a regulator

All engagements with the external auditors over a specified amount require the advance approval of the chair of the audit and risk committee. The policy is regularly reviewed and where necessary is amended in the light of internal developments, external requirements and best practice.

So far as the directors are aware, there is no relevant audit information of which the auditors are unaware and the directors have taken all the steps they should in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Recommendations from the audit and risk committee to the membership council

Following completion of the work of the external auditors, the audit and risk committee did not identify any matters where it considered that action or improvement needed to be reported to the membership council. The committee made a positive report to the governors which included that the external audit was of a sufficiently high standard and the fees were reasonable and in line with the agreed contract.

Remuneration and nomination committee

The remuneration and nominations committee is responsible for two key areas:

- Setting the pay and terms of employment of executive directors and other board-level posts, as well as taking an overview of performance reward strategy in the trust; and
- Making recommendations to the board about the appointment of executive and other director positions.

A rigorous selection process took place during 2020/21 to recruit a new chief operating officer and a new medical director. The process for the recruitment of a new chief executive also commenced in February 2021.

The committee is chaired by the trust's chairman and comprises all independent non-executive directors. The chief executive and the director of workforce and organisation development attend meetings of the remuneration and nominations committee in an advisory capacity. The committee's decisions are informed by benchmarking information from published reward research, such as the NHS boardroom pay report, and surveys of other trusts' remuneration for similar posts.

During 2020/21, the remuneration and nominations committee met as follows (the meeting originally scheduled for 26 March 2020 was cancelled due to the Covid-19 pandemic):

Members / dates	**24.09.20**	**28.01.21**	**12.02.21**	**Totals**
Tessa Green	√	√	√	**3/3**
Steve Williams	√	√	√	**3/3**
Ros Given-Wilson	√	√	√	**3/3**
Nick Hardie	√	√	√	**3/3**
David Hills	√	√	√	**3/3**
Sumita Singha		√	√	**2/3**
Vineet Bhalla		√	√	**2/3**
Richard Holmes		√	√	**2/3**
Totals	**5**	**8**	**8**	

Accounting policies for pensions and other retirement benefits are set out in note 1.6. Details of employee costs can be found in note 1.6 in the annual accounts.

Performance evaluation

Executive directors each undergo formal annual appraisals led by the chief executive which are considered further by the board's remuneration committee. The chairman appraises the performance of all non-executive, and discusses the outcome of these meetings with the governor's remuneration & nominations committee with a particular focus on those up for reappointment. The vice-chairman of the board discussed the chairman's performance with non-executive directors. The outcomes of these discussions were taken to the remuneration and nominations committee of the membership council.

The following non-statutory committees have also been established by the board of directors:

Strategy and commercial committee

The purpose of the committee is to review, on behalf of the board, the following key areas:

- the development of strategic plans and in particular the network strategy;
- the development of business cases and investment proposals, including the approval of business cases within the limits set out in the standing financial instructions;
- oversight of the research strategy carried out by and for the trust;
- oversight of the education strategy carried out by and for the trust; and
- oversight of all commercial activity and areas of income generation.

Quality and Safety committee

The purpose of the committee is to review, on behalf of the board, the following key areas:

- to provide oversight and board assurance about the quality and safety aspects of clinical services;
- to provide assurance about legal compliance with health and safety and related legislation;
- to steer the quality elements of the trust's strategy;
- to support the implementation of the quality strategy and quality improvement plan; and
- to oversee the development and implementation of the quality account.

People and culture committee

The purpose of the committee is to review, on behalf of the board, the following key areas:

- the recruitment, retention, management and development of the trust's workforce;
- The workforce strategy of the trust and its implementation;
- the education strategy of the trust and its implementation; and
- the trust's obligations under the public sector equality duty.

Finance committee

The purpose of the committee is to review, on behalf of the board, the following key areas:

- financial policies and strategy; and
- financial performance and delivery of the trust budget.

Capital scrutiny committee

The purpose of the committee is to provide advice and scrutiny to the trust board on all capital investment projects above £1m.

The committee is led by a property professional able to advise and challenge the executive responsible for the trust's capital programme (currently the director of estates, capital and major projects).

Recovery oversight committee

This year the board also established a new committee with a specific remit to provide oversight and scrutiny of the trust recovery process following the Covid-19 pandemic, and in particular assurance around quality and safety, finance, strategic alignment and operational delivery for both NHS and private services.

All subcommittees of the board are chaired by non-executive directors and, with the exception of the audit and risk and remuneration and nominations committees which comprise non-executive directors only, the membership and quorum is made up of both non-executive and executive directors.

Membership report

The **membership council** has a duty under the NHS Act 2006 to represent the interests of NHS foundation trust members and the public and trust staff in the governance of an NHS foundation trust. The membership council includes elected and nominated governors as shown in the table overleaf and has decision-making powers defined by statute. These powers are described in the constitution and are mainly concerned with holding to account the non-executive directors individually and collectively for the performance of the trust board; the appointment, removal and remuneration of the chairman and non-executive directors; the appointment and removal of our external auditors; the provision of views on strategic plans; and representing the views of members.

The council formally met four times during 2020/21 to discuss a wide range of subjects, including the trust's response to the Covid-19 pandemic, patient engagement and communication, digital governance, Oriel user engagement, system-wide plans for the provider alliance, strategy development and patient empowerment through education. These meetings were held virtually.

This year has been a particular challenge for governors, being unable to come in to the hospital and engage with members in the way they usually would. Therefore, the council has had to review its approach to membership engagement and holding NEDs to account for the performance of the board.

Governors receive a copy of the public board papers and are actively encouraged to attend the meetings. This year we have seen almost half our governors in attendance at each board meeting which is an extremely positive step and allows them to gain assurance that the trust continues to work well under considerable pressure. Feedback from membership council meetings is provided at the next available board meeting. Governors are encouraged to provide as much feedback to membership council meetings as possible, and this includes reporting from their established subgroups and any courses they attend.

We continue to schedule sessions for governors on specific topics, and in December 2020 we invited governors and non-executive directors to attend sessions with each of the divisions. These sessions involved the divisional management teams and staff from all professions and bands, and provided an opportunity for staff to feed back their experiences of working at Moorfields during the pandemic, and also the experience of being redeployed to other hospitals or to the Nightingale.

Although operational planning has been postponed this year, governors have been involved in the development of the new trust strategy as well as holding a farewell session with Steve Williams, senior independent director and vice-chair, so that he could give them his impression of the way the trust has changed and improved over the last decade. Governors also met with Vineet Bhalla and Richard Holmes, our newest non-executive directors, to get a view of their perception of the trust over the first six-months of their tenure. Sessions between non-executive director committee chairs and governors are part of an annual plan of committee briefings to provide assurance.

The process for resolving any dispute between the membership council and the board of directors is described in the constitution (paragraph 17).

Membership Council composition and attendance report 2020/21

Name and constituency	May 20	July 20	Oct 20	Feb 21	Subgroup representation
Jane Bush (NCL)	√	√	√	√	RNC
Andrew Clark (Beds and Herts)	√	√	√	√	External audit panel
John Sloper (Beds and Herts)	√	√	√	√	GDG
Kimberley Jackson (SWL)	√	√	√	√	GDG
Roy Henderson (patient)	√	√	√	√	GDG RNC
Rob Jones (patient)	√	√	√	√	Chair, RNC Chair, GDG
Allan MacCarthy (SEL)	√	√	√	√	Vice-chair GDG RNC
Ian Wilson (NWL)	√	√	√	√	
Paul Murphy (NCL)	√	√	√	√	Lead governor GDG
Naga Subramanian (SEL)	√	√	√	√	RNC
Manzur Ahmed (NEL and Essex)					
John Russell (NEL and Essex)			√	√	
Richard Collins (patient)	√	√	√	√	GDG, RNC
Brian Watkins (NWL)	√	√	√	√	

Modupe Gisanrin (staff: network sites)					
Amit Arora (staff: City Road)	√	√	√	√	RNC, GDG
Remija Mponzi (staff: network sites)		√	√	√	
Ella Preston (staff: City Road)	√	√	√	√	
Una O'Halloran, London Borough of Islington	*	*	√	√	
Ian Humphreys, College of Optometrists	√	√	√	√	
David Shanks, University College London	√	√	√	√	
Tricia Smikle, Royal National Institute for the Blind	√	√	√	√	RNC

GDG	Governance development group
RNC	Remuneration and nominations committee
√	Present
*	Not in post

Elected governors usually hold their positions for three years. Nominated governors are proposed by their host organisation and hold the position until a new nomination is made.

The council has one formal committee and one subgroup:

The **remuneration committee and nominations committee** of the membership council met twice in 2020/21. This committee is established to ensure that the selection and appointment process for non-executive directors is robust, and to regularly review non-executive director remuneration levels to ensure an appropriate balance between value for money and attracting candidates of sufficient calibre.

During 2020/21, the remuneration and nominations committee considered and recommended the reappointment of two non-executive directors for additional one year terms of office. The committee also recommended the appointment of a new independent non-executive director to the board of directors following a full shortlisting and interview process.

The **governance development group** is established to propose and carry out initiatives that will improve the role of the membership council in the governance of the trust and the development of governors individually and collectively. In 2020/21 the group was largely focused on how best to engage with membership and the board during the pandemic, governor induction and training, the membership magazine, mapping governor involvement in the trust and developing mechanisms for gaining assurance from the NEDs.

The **register of interests** of individual governors on the membership council is available to the public on request. Please write to: company secretary, Moorfields Eye Hospital NHS Foundation Trust, 162 City Road, London EC1V 2PD, email: foundation@moorfields.nhs.uk or phone: 020 7566 2490.

Our membership

The trust has approximately 18,500 members, including 2,000 staff members.

Membership numbers in each public constituency reflect to some degree the size of the service provision in the area. For example, North West and North East London have the greatest number of members because they include some of our largest locations. North Central London includes the main City Road site. The patient constituency is the largest constituency overall with members from across all services and geographical locations.

All members are invited to the AGM, which took place virtually in September this year. The breakdown of our membership between constituencies is as follows:

Constituency	**Number of members**
Patient constituency	10,417
Bedfordshire and Hertfordshire public constituency	412
North central London public constituency	1,169
North east London and Essex public constituency	1,646
North west London public constituency	1,984

South east London public constituency	420
South west London public constituency	610
Staff constituencies	2,000
TOTAL	**18,658**

Representing our membership

Members are represented by elected patient, public and staff governors on the membership council which meets at least four times a year. Governors participate in a range of activities, such as membership development and engagement, conducting site visits, reviewing quality initiatives and attending recruitment panels for non-executive appointments.

We draw our public membership from six geographic constituencies, set out in the table above. Any member of the public who lives in one of these areas and is aged 16 years or over can join as a public member. Any patient aged 16 years or over can join the wider patient constituency. Eligible staff will be automatically registered as members, and are able to opt out. A member of the trust may cease their membership at any time via the contact below.

Members who want to contact their representative governor or a member of the board should write to: company secretary, Moorfields Eye Hospital NHS Foundation Trust, 162 City Road, London, EC1V 2PD, email: moorfields.foundation@nhs.net. This information is also available on the trust's website: www.moorfields.nhs.uk/membership.

Elections

Elections were held in March 2021. The constituencies and outcomes are set out below.

Date	Constituency	Number of seats	Successful candidate(s)
March 2021	Patient	2	Rob Jones Marcy Ferrer
	Staff: City Road	1	Vijay Tailor
	Public: NWL	1	Vijay Arora
	Public: NCL	1	Paul Murphy
	Public: NEL & Essex	1	Richard Collins
	Public: SEL	1	Naga Subramanian

If a successfully elected governor is unable or ineligible to take up their role at the start of their term of office, the vacancy is offered to the next placed candidate.

Full details of the composition of the membership council from 1 April 2021 and of election results are posted on our website at www.moorfields.nhs.uk/membership.

All elections are held in accordance with the election rules set out in the constitution. This has been confirmed by the returning officer for the elections held during 2020/21.

Compliance with the foundation trust code of governance

Moorfields Eye Hospital NHS Foundation Trust has applied the principles of the NHS foundation trust code of governance on a 'comply or explain' basis. The NHS foundation trust code of governance was revised in July 2014 and is based on the principles of the UK corporate governance code issued in 2012. The Board of Directors support and agree with the principles set out in the NHS foundation trust code of governance. The following areas have been identified as non-compliant with the code, or are in the process of being implemented:

Areas of non-compliance

The code refers to the appointment of executive directors that should be on fixed term arrangements and reviewed every five years. All executive directors have permanent contracts of employment which cannot be changed without agreement by both parties.

Signed

David Probert
Chief executive
22 June 2021

Remuneration report

The trust's remuneration committee makes decisions in relation to directors' pay in light of benchmarking information derived from published research on reward, such as the NHS Providers remuneration survey, and surveys of other trust's remuneration for similar posts. In 2020/21 existing directors received a cost of living increase in line with guidance from NHSEI. No other uplifts were agreed, although performance and appraisals of all executives were discussed at the remuneration committee. Details of the remuneration committee can be found on page 26.

Remuneration is not split into different elements. The committee is always mindful of the national NHS pay uplift for staff and the system within which staff are remunerated, including restraints that apply to trusts and foundation trusts in special measures, when considering each individual. The final determination of the pay level for any individual is based on an assessment of performance. All contracts are open ended. As at 31 March 2021, all trust executive directors are on a six-month notice period. There is no termination payment built into the contract and there are no contractual provisions for early retirement beyond that required by the law. In certain circumstances an individual may benefit from the provisions of the NHS pension scheme. The trust does not provide any non-cash benefits within the remuneration package.

Accounting policies for pensions and other retirement benefits are set out on page 1.6. Details of the board of directors' remuneration can be found on page 36, and details of employee costs can be found in note 8 in the annual accounts. Information relating to off-payroll arrangements is included in the staff report.

Acting on the recommendations of the Hutton review of fair pay and the reporting requirements of HM Treasury, the trust makes the following declarations [these declarations are subject to audit]:

- The range of staff remuneration is £18,005 - £212,163.
- The median remuneration of staff employed at the trust during the 2020/21 financial year was £36,738 (2019/20: £36,134). The calculation is based on full-time equivalent staff of the reporting entity at the reporting period end date on an annualised basis.
- The mid-point of the banded remuneration of the highest paid director of the trust for the sample period 2020/21 was £212,500 (2019/20: £212,500) – only those directors whose remuneration the trust is directly able to determine are included in this calculation.
- The ratio of the two amounts was 5.78:1 in 2020/21 (2019/20: 5.88:1) – that is, the mid-point of the banded remuneration of the highest paid director of the trust was 5.78 times that of the median remuneration for all staff employed at the trust.
- No payments for compensation for loss of office were made during 2020/21.

As required by section 156(1) of the Health and Social Care Act 2012, I declare that the total out-of-pocket expenses paid to governors of the trust in 2020/21 was £49 (2019/20: £2,061), and that total out-of-pocket expenses paid in 2020/21 to the directors was £322 (2019/20 £3,808).

David Probert
Chief executive
22 June 2021

Salary entitlements of the board of directors [the following table is subject to audit]

2020/21 Name and Title	Executive Salary (bands of £5,000) £'000s	Clinical / Research Salary (bands of £5,000) £'000s	Pension-Related Benefits (bands of £2,500) £'000s	Total Entitlement (bands of £5,000) £'000s
Mr D Probert - Chief Executive	210 - 215	-	47.5 - 50.0	260 - 265
Mr J Wilson - Chief Financial Officer	145 - 150	-	10.0 - 12.5	155 - 160
Prof P Khaw - Research Director	30 - 35	200 - 205	0.0 - 2.5	235 - 240
Ms T Luckett - Director of Nursing & Allied Health Professions	120 -125	-	0.0 - 2.5	120 - 125
Mr J Quinn - Chief Operating Officer (end date 21.12.2020)	95 - 100	-	35.0 - 37.5	130 - 135
Mr N Strouthidis - Medical Director (end date 31.12.2021)	45 - 50	80 - 85	47.5 - 50.0	180 - 185
Ms L Wickham - Medical Director (start date 04.01.2021)	15 - 20	30 - 35	20.0 - 22.5	65 - 70
Ms J Moss Director of Strategy & Buisness Development (start date 01.03.2021)	10 - 15	-	2.5 - 5.0	15 - 20
Mr J Spencer - Chief Operating Officer (start date 01.03.2021)	10 - 15	-	2.5 - 3.0	15 - 20
Mr A Stamp - Acting Chief Operating Officer (start date 21.12.2021 to end date 28.02.2021)	20 - 25	-	10.0 - 12.5	30 - 35
Ms T Green - Chairman	45 - 50	-	-	45 - 50
Mr S Williams - Non-Executive Director (end date 15.03.2021)	15 - 20			15 - 20
Ms R Given-Wilson - Non-Executive Director	15 - 20	-	-	15 - 20
Ms S Singha - Non-Executive Director	15 - 20	-	-	15 - 20
Mr A Dick - Non-Executive Director	10 - 15	-	-	10 - 15
Mr A Morris (start date 01.03.2021)	0 - 5			0 - 5
Mr N Hardie - Non-Executive Director	15 - 20	-	-	15 - 20
Mr D Hills - Non-Executive Director	15 - 20	-	-	15 - 20
Mr V Bhalla - Non-Executive Director	10 - 15	-	-	10 - 15
Mr R Holmes - Non-Executive Director	10 - 15	-	-	10 - 15

2019/20				
Name and Title	**Executive Salary (bands of £5,000) £'000s**	**Clinical / Research Salary (bands of £5,000) £'000s**	**Pension-Related Benefits (bands of £2,500) £'000s**	**Total Entitlement (bands of £5,000) £'000s**
Mr D Probert - Chief Executive	210 - 215	-	65.0 - 67.5	275 - 280
Mr J Wilson - Chief Financial Officer	145 - 150	-	-	145 - 150
Prof P Khaw - Research Director	30 - 35	200 - 205	-	235 -240
Ms T Luckett - Director of Nursing & Allied Health Professions	120 - 125	-	0.0 - 2.5	120 - 125
Mr J Quinn - Chief Operating Officer	125-130	-	20.0 - 22.5	150 - 155
Mr N Strouthidis - Medical Director	95 - 100	65 - 70	-	165 - 170
Ms T Green - Chairman	45 -50	-	-	45 -50
Mr S Williams - Non-Executive Director	15 - 20	-	-	15 - 20
Ms R Given-Wilson - Non-Executive Director	15 - 20	-	-	15 - 20
Ms S Singha - Non-Executive Director	15 - 20	-	-	15 - 20
Mr A Dick - Non-Executive Director	10 - 15	-	-	10 - 15
Mr N Hardie - Non-Executive Director	15 - 20	-	-	15 - 20
Mr D Hills - Non-Executive Director	15 - 20	-	-	15 - 20
Mr V Bhalla - Non-Executive Director (start date 16.03.2020)	0-5	-	-	0-5
Mr R Holmes - Non-Executive Director (start date 16.03.2020)	0-5	-	-	0-5

Pension-related benefits are intended to show the notional increase or decrease in the value of directors' pensions assuming the pension is drawn for 20 years after retirement. It is calculated as 20 x annual pension increase + lump sum increase, adjusted for inflation, less employees' pension contributions paid in the year.

Four members of the Board were paid more than the threshold of £150,000 per annum used in the Civil Service for approval by the Chief Secretary of the Treasury, which equates to the Prime Minister's ministerial and parliamentary salary. We are mindful of our responsibility in ensuring value for money. Nevertheless we have an obligation to secure suitable individuals, and therefore the trust’s Remuneration Committee agreed the salaries in excess of the threshold following benchmarking and market testing.

Pension benefits of directors [the following table is subject to audit]

Name and title	Value of accrued pension at 31 March 2020 (bands of £5,000) £'000s	Value of accrued pension at 31 March 2021 (bands of £5,000) £'000s	Real increase in year in the value of accrued pension (bands of £2,500) £'000s
Mr D Probert - Chief Executive	55 - 60	60 - 65	2.5 - 5.0
Mr J Wilson - Chief Financial Officer	25 - 30	25 -30	0.0 - 2.5
Ms L Wickham - Medical Director	35 - 40	40 -45	5.0 - 7.5
Ms J Moss Director of Strategy & Buisness Development	30 - 35	35 - 40	2.5 - 5.0
Mr J Spencer - Chief Operating Officer	25 -30	25 - 30	0.0 - 2.5
Mr A Stamp - Acting Chief Operating Officer	10 -15	15 - 20	2.5 - 5.0
Mr N Strouthidis - Medical Director	25 - 30	30 - 35	2.5 - 5.0
Ms T Luckett - Director of Nursing & Allied Health Professions	45 - 50	50 - 55	0.0 - 2.5
Mr J Quinn - Chief Operating Officer	40 - 45	45 - 50	2.5 - 5.0

Name and title	Value of automatic lump sums at 31 March 2020 (bands of £5,000) £'000s	Value of automatic lump sums at 31 March 2021 (bands of £5,000) £'000s	Real increase in year in the value of automatic lump sums (bands of £2,500) £'000s
Mr D Probert - Chief Executive	110 - 115	115 - 120	0.0 - 2.5
Mr J Wilson - Chief Financial Officer	80 - 85	85 - 90	2.5 - 5.0
Ms L Wickham - Medical Director	75 - 80	85 - 90	7.5 - 10.0
Ms J Moss Director of Strategy & Buisness Development	60 - 65	60 - 65	0.0 - 2.5
Mr J Spencer - Chief Operating Officer	50 - 55	55 - 60	0.0 - 2.5
Mr A Stamp - Acting Chief Operating Officer	0 -5	0 -5	0.0 - 2.5
Mr N Strouthidis- Medical Director	55 - 60	60 - 65	2.5 - 5.0
Ms T Luckett - Director of Nursing & Allied Health Professions	145 - 150	150 - 155	2.5 - 5.0
Mr J Quinn - Chief Operating Officer	90 - 95	90 - 95	0.0 - 2.5

Name and title	Cash equivalent transfer value at 31 March 2020 (bands of £1,000) £'000s	Cash equivalent transfer value at 31 March 2021 (bands of £1,000) £'000s	Real increase in cash equivalent transfer value in 2020/21 (bands of £1,000) £'000s
Mr D Probert - Chief Executive	842 - 843	918 - 919	30 -31
Mr J. Wilson - Chief Financial Officer	503 - 504	536 - 537	16 -17
Ms L Wickham - Medical Director	593 - 594	690 - 691	0
Ms J Moss Director of Strategy & Buisness Development	436 - 437	476 - 477	13-14
Mr J Spencer - Chief Operating Officer	384 - 385	421 - 422	30 -31
Mr A Stamp - Acting Chief Operating Officer	108 - 109	136 - 137	12 -13
Mr N Strouthidis- Medical Director	427 - 428	483 - 484	34 - 35
Ms T Luckett - Director of Nursing & Allied Health Professions	1077 - 1078	1136 - 1137	22 -23
Mr J Quinn - Chief Operating Officer	844 - 845	912 - 913	39 -40

Prof P Khaw is not a member of the NHS Pension Scheme.

Non-executive directors do not receive pensionable remuneration.

A cash equivalent transfer value (CETV) is the actuarially assessed capital value of the pension scheme benefits accumulated by a member at a particular point in time. The benefits valued are the member's accumulated benefits and any contingent spouse's pension payable from the scheme. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

The real Increase in CETV reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the year.

The value of trust contributions to the NHS Pension Scheme in 2020/21 in respect of executive directors was £89k (2019/20: £79k).

During the year, the Government announced that public sector pension schemes will be required to provide indexation on the Guaranteed Minimum Pension element of the pension. NHS Pensions has updated the methodology used to calculate CETV values as at 31 March 2021. The impact of the change in methodology is included within the reported real increase in CETV for the year.

4.3 Staff report

Staff sickness absence		
Average full time equivalent (FTE)	**FTE days lost**	**Average sick days per FTE**
0.89	30030.14 (12 months)	8.4

Staffing WTE 2020	
Permanently employed Staff with a permanent (UK) employment contract directly with the entity	**Other** Staff that do not have a permanent (UK) employment contract with the entity.
2000	331

The following figures show our staffing breakdown by staff group, age, gender, ethnicity, disability and sexual orientation, as at 31st March 2021.

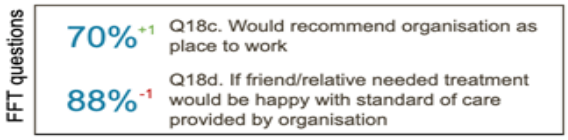
Workforce by staff group			
Add Prof Scientific and Technic - 279	Additional Clinical Services - 317	Administrative and Clerical - 804	Allied Health Professionals - 39
Estates and Ancillary - 37	Healthcare Scientists - 42	Medical and Dental - 355	Nursing and Midwifery Registered - 458
Students – 8			
Workforce by ethnicity			
Asian - 553	Black - 420	Chinese - 38	Mixed - 88
Not Stated - 259	Other BME - 123	White - 850	
Workforce by sexual orientation			
Bisexual - 19	Gay or Lesbian - 38	Heterosexual or Straight - 1390	Not Stated - 868
Unspecified – 16			
Workforce by disability status			
No - 2172	Yes - 49	Not Declared - 74	Prefer Not to Answer - 19
Unspecified – 17			
Workforce by gender			
Female - 1609	Male - 722		
Workforce by age			
-20 - 7	21-25 - 114	26-30 - 256	31-35 328
36-40 - 327	41-45 - 302	46-50 - 311	51-55 - 287
56-60 - 217	61-65 - 125	66-70 - 38	71+ - 20

Note: All figures above are based on a snapshot as at 31 March 2021.

[Analysis of staff numbers and staff costs is subject to audit]

Staff friends and family test (FFT)
Due to the COVID-19 Pandemic, The FFT was suspended and therefore staff survey numbers have been used for the period.

	2019/20				2020/21
	Q1	Q2	Q3	Q4	Staff Survey Results
% staff recommending Moorfields as a place for treatment	(92.95) 93	(94.8) 95	89	No Survey	88% (Q18d.)
% staff recommending Moorfields as a place to work	(57.96) 58	(54.7) 55	69	No Survey	77% (Q18c.)



Data for the period April 2020 – March 2021

Table 1 – Relevant union officials

Number of employees who were relevant union officials during the relevant period	Full-time equivalent employee number
	9.45

Table 2 – Percentage of time spent on facility time

Percentage of time	Number of employees
0%	0
1-50%	10

Table 3 – Percentage of pay bill spent on facility time

	£
Provide the total cost of facility time	105,987
Provide the total pay bill	501,761
Provide the percentage of the total pay bill spent on facility time, calculated as: (total cost of facility time ÷ total pay bill) x 100	21.12%

Table 4 – Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours calculated as:	100%

(total hours spent on paid trade union activities by relevant union officials during the relevant period ÷ total paid facility time hours) x 100	

Staff exit packages 2020/21 [this information is subject to audit]

Exit package cost band	Number of compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band
<£10,000	-	5	5
£10,001 – £25,000	-	2	2
£25,001 – £50,000	-	1	1
£50,001 - £100,000	-	2	2
Total number of exit packages by type	-	10	10
Total resource cost £000s	-	230	230

Exit packages - non-compulsory departure payments	Agreements Number	Total Value of Agreements £000s
Voluntary redundancies including early retirement contractual costs	8	212
Mutually agreed resignations (MARS) contractual costs	-	-
Early retirements in the efficiency of the service contractual costs	-	-
Contractual payments in lieu of notice	2	18
Exit payments following employment tribunals or court orders	-	-
Non-contractual payments requiring HMT approval (special severence payments)*	-	-
Total	10	20
Of which: non-contractual payments requiring HMT approval made to individuals where the payment value was more than 12 months' of their annual salary	-	-

Staff exit packages 2019/20

Exit package cost band	Number of compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band
<£10,000	-	1	1
£10,001 – £25,000	-	2	2
£25,001 – £50,000	-	1	1
£50,001 - £100,000	-	1	1
Total number of exit packages by type	-	5	5
Total resource cost £000s	-	161	161

Exit packages - non-compulsory departure payments	Agreements Number	Total Value of Agreements £000s
Voluntary redundancies including early retirement contractual costs	1	85
Mutually agreed resignations (MARS) contractual costs	-	-
Early retirements in the efficiency of the service contractual costs	-	-
Contractual payments in lieu of notice	4	70
Exit payments following employment tribunals or court orders	1	6
Non-contractual payments requiring HMT approval (special severence payments)*	-	-
Total	5	161
Of which: non-contractual payments requiring HMT approval made to individuals where the payment value was more than 12 months' of their annual salary	-	-

Off payroll engagements

For all off-payroll engagements as of 31 Mar 2021, for more than £245 per day and that last for longer than six months	**2020/21 Number**
No. of existing engagements as of 31 Mar 2021	
Of which, the number that have existed:	
for less than one year at the time of reporting	5
for between one and two years at the time of reporting	2
for between 2 and 3 years at the time of reporting	
for between 3 and 4 years at the time of reporting	
for 4 or more years at the time of reporting	

For all new off-payroll engagements, or those that reached six months in duration, between 01 Apr 2020 and 31 Mar 2021, for more than £245 per day and that last for longer than six months	**2020/21 Number**
Of which:	
No. assessed as caught by IR35	
No. assessed as not caught by IR35	7
Number engaged directly (via PSC contracted to trust) and are on the trust's payroll	
Number of engagements reassessed for consistency/assurance purposes during the year	
Number of engagements that saw a change to IR35 status following the consistency review	

For any off-payroll engagements of board members, and/or senior officials with significant financial responsibility, between 1 Apr 2020 and 31 Mar 2021	**2020/21 Number**
Number of off-payroll engagements of board members, and/or senior officers with significant financial responsibility, during the financial year.	0

Total no. of individuals on payroll and off-payroll that have been deemed “board members, and/or, senior officials with significant financial responsibility”, during the financial year. This figure must include both on payroll and off-payroll engagements.	20

Statement of the chief executive's responsibilities as the accounting officer of Moorfields Eye Hospital NHS Foundation Trust

The National Health Service Act 2006 states that the chief executive is the accounting officer of the NHS foundation trust. The relevant responsibilities of the accounting officer, including their responsibility for the propriety and regularity of the public finances for which he is answerable and for the keeping of proper accounts, are set out in the NHS Foundation Trust Accounting Officer Memorandum issued by NHS Improvement.

NHS Improvement, in exercise of the powers conferred on Monitor by the NHS Act 2006, has given Accounts Directions which require Moorfields Eye Hospital NHS foundation trust to prepare for each financial year a statement of accounts in the form and on the basis required by those Directions. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of Moorfields Eye Hospital NHS Foundation Trust and of its income and expenditure, other items of comprehensive income and cash flows for the financial year.

In preparing the accounts and overseeing the use of public funds, the accounting officer is required to comply with the requirements of the Department of Health Group Accounting Manual and in particular to:

- observe the accounts direction issued by NHS Improvement, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- make judgements and estimates on a reasonable basis
- state if applicable accounting standards as set out in the NHS Foundation Trust Annual Reporting Manual (and the Department of Health Group Accounting Manual) have been followed, and disclose and explain any material departures in the financial statements
- ensure that the use of public funds complies with the relevant legislation, delegated authorities and guidance
- prepare the financial statements on a going concern basis and disclose any material uncertainties over going concern

The accounting officer is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the NHS foundation trust and to enable them to ensure that the accounts comply with requirements outlined in the above mentioned Act. The accounting officer is also responsible for safeguarding the assets of the NHS foundation trust and hence for taking reasonable steps to prevent and detect fraud and other irregularities.

As far as I am aware, there is no relevant audit information of which the foundation trust's auditors are unaware, and I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the entity's auditors are aware of that information.

To the best of my knowledge and belief, I have properly discharged the responsibilities set out in the NHS Foundation Trust Accounting Officer Memorandum.

David Probert
Chief executive
22 June 2021

Annual governance statement

Scope of responsibility

As Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of the NHS foundation trust's policies, aims and objectives, whilst safeguarding the public funds and departmental assets for which I am personally responsible, in accordance with the responsibilities assigned to me. I am also responsible for ensuring that the NHS foundation trust is administered prudently and economically and that resources are applied efficiently and effectively. I also acknowledge my responsibilities as set out in the NHS Foundation Trust Accounting Officer Memorandum.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the policies, aims and objectives of Moorfields Eye Hospital NHS Foundation Trust, to evaluate the likelihood of those risks being realised and the impact should they be realised, to manage them efficiently, effectively and economically. The system of internal control has been in place in Moorfields Eye Hospital NHS Foundation Trust for the year ended 31 March 2021 and up to the date of approval of the annual report and accounts.

Capacity to handle risk

The board of directors is responsible for ensuring that a system of internal control is in place. As accounting officer I have overall accountability for risk management in the trust and chair the management executive, through which executive responsibility for risk management is exercised. The control of risk is embedded in the roles of executive directors through to the managerial staff within the organisation.

The risk management strategy of the organisation is to maintain systematic and effective arrangements for identifying and managing risk to an acceptable level which fits within the trust's risk appetite. The strategy provides a framework for managing risk across the organisation which is consistent with best practice and Department of Health guidance. The director of quality & safety has responsibility for the design, development and maintenance of operational risk systems, policies and processes. Divisional and directorate governance arrangements implement and maintain risk management processes, including the maintenance of risk registers. The day-to-day working of risk systems is therefore managed through the trust's operational and departmental teams. The risk strategy provides a clear, systematic approach to the identification and assessment of risks to ensure that risk management is an integral part of clinical, managerial and financial processes across the organisation. The audit and risk committee, comprising non-executive directors, oversees the system of internal control and overall assurance processes associated with managing risk.

The director of quality & safety chairs the risk and safety committee, which provides additional support to ensure that risk management processes are working effectively. The committee reviews themes and trends in risk and incident management and shares and encourages best practice across the trust's network. As well as having individual and team responsibilities for policies, the risk and safety committee also supports divisions and directorates in ensuring policies are kept up to date and compliance is maintained.

The board of directors routinely receives updates from board committees. The board receives assurance from the medical director and director of nursing and allied health professions, through comprehensive quality and safety reports, about the management of "never events", serious incidents, complaints, claims, revalidation and incidents. The trust originally planned to undertake an externally assessed well-led review in 2020 but this was postponed. An initial assessment has been completed and will be finalised by the end of the calendar year. In 2020/21 the trust also received further assurance following internal audits of its incident and risk management systems.

Risk management training is provided through the induction programme for new staff and this is supplemented by local induction organised by managers. This includes the induction of junior doctors in relation to key policies, standards and practices in clinical areas. Staff are required to undertake and maintain mandatory training in a

number of areas relating to risk management. Examples of this are safeguarding of children and adults, fire, general health and safety, infection control and risk and safety management. Different roles and responsibilities have associated training requirements; for example, those staff who work most closely with children are required to have a higher level of safeguarding, whilst all staff are required to have a minimum of level one training.

The risk and control framework

The trust has a risk management strategy and policy that has been updated to ensure that it remains relevant and fit for purpose. Levels of accountability and responsibility for risk are set out within this document. The trust has risk management systems in place for identifying, evaluating, monitoring, controlling and recording risk. The management of risk is embedded in management roles at all staff levels, and primary control for risk management takes place through divisions, departments and frontline teams. All risk registers have been migrated onto our risk management module of our Safeguard system which enables a more robust and consistent system of reviewing risks.

The principles of risk management are core to the organisation's business. The first stage of the risk process is the systematic identification of risks via structured risk assessments. Risks that are identified are documented on risk registers. These risks are analysed in order to determine their relative importance using a risk scoring matrix. Where relevant, risks are managed and mitigated locally. However where they cannot be resolved, systems exist, and are described in the policy, to progressively escalate risks to higher level risk registers. Achieving control of the higher scoring risks is given priority over lower scoring risks. Key Performance Indicators (KPIs) related to risks are identified to improve board assurance and compliment risk management process.

Incident reporting is openly encouraged through the trust's policies on incident reporting, being open and duty of candour, and staff training. The trust has an open culture which is demonstrated through staff survey results and reporting rates which increase year-on-year.

Divisional operational and quality dashboards are available for monitoring many types of performance activity, both clinical and non-clinical. The Board Assurance Framework (BAF) has been developed using the trust's corporate risk register and is linked to monitoring the trust's annual corporate priorities. The BAF details the principal strategic risks to the organisation and how those risks are being mitigated. The BAF and corporate risk register were reviewed during the year by the management executive, audit and risk committee and the board of directors.

The organisation continues to have a low appetite for risk in relation to patient safety and aims to minimise avoidable risk – this approach is built into all our risks systems although it recognises that healthcare is not without risk. The trust has a higher risk appetite in respect of developing its commercial divisions of which it has two, Moorfields Private and Moorfields United Arab Emirates.

The trust has a range of quality governance systems including a quality governance framework in place which have been proactively developed over the previous three years and include systems for collecting, assessing and presenting quality and safety information from operational to trust board level. Oversight and scrutiny of these governance arrangements is provided by the quality and safety committee which is a committee of the board.

A programme of annual health and safety assessments is in place led by the risk and safety department. In areas where this process has matured sufficiently, self-assessments take place. These reviews are complemented by a programme of patient safety data reviews which consider data and information about patient safety including trends and the need for any remedial action.

The trust is registered and is fully compliant with the Care Quality Commission's (CQC) registration requirements. Systems exist to ensure compliance with the CQC's fundamental standards.

Quality and safety performance is monitored through a range of quality reports that are provided to the trust management committee, the quality and safety committee and trust board. These reports are structured around the three Darzi themes of patient experience, patient safety and clinical effectiveness and the CQC domains. The organisation also uses various dashboards to review both operational performance as well as quality indicators. These dashboards enable divisions and services to scrutinise data in a timely manner to drive improvements and share learning across the network.

The board assurance framework includes the high level risks to the organisation. These are rated dependent on the level and potential impact of risk with red being the highest. A summary is included below.

Seven risks were rated as red:

- If the key assumptions behind **Oriel** are not achieved then there may be insufficient capital and resources available leading to a failure to be able to deliver a new facility that is fit for purpose and improves the patient and staff experience.
- If the **growth in commercial activity** is not to plan then there will not be sufficient revenue generated leading to pressure on trust finances elsewhere and a lack of ability to effectively compete in the market and to continue to provide high quality NHS services to patients, as well having an impact on the assumptions for Oriel.
- **Future funding models** are now being provided under a 'system by default' approach which marks a significant shift from payment by results and on to block funding, and a high level of uncertainty within the ICS, and providers as to performance and mechanisms of control. There are still risks to be assessed that relate to the delivery of the draft white paper and future revenue and capital allocations.
- If the trust does not have a **robust workforce plan** in place then there will be staff shortages and skill gaps leading to insufficient numbers of staff available in key areas and a subsequent impact on the quality of patient care, pressure on staff and a decrease in morale which will affect both the staff and patient experience.
- If the trust cannot attract sufficient **research funding** to maintain its position then its capacity to conduct appropriate research will diminish leading to an inability to compete effectively for funding and a significant risk to the trust brand and reputation in the field.
- If there is a successful **cyber-attack** then the trust may suffer from a loss of service and/or corruption of data leading to poor patient care or experience, loss of income and damage to reputation.
- If the trust's **digital infrastructure** fails to provide robust resilience and adequate performance, then treatment of patients may be compromised through either a lack of access to digital patient and administrative data, or a slowness of information delivery that reduces patient throughput enough that some patients may need to re-book and return for their treatment.

A further four risks on the board assurance framework are rated as amber. :

- If the trust is unable to appropriately manage the impact of the **Covid-19** virus during the second wave there will be an impact in a number of areas including significant harm to staff and patients, significant financial risk both in the short and long term, reputational risk, workforce impact and system working risk.
- If the **recovery of clinical services** post-COVID does not ensure timely access to ophthalmic care for both new and existing patients then this may lead to patient harm reputational risk and potential financial risk through litigation.
- If the trust fails to put in place sufficient support for staff and processes/procedures to manage **staff health and wellbeing**, both during and after the pandemic, then this will lead to increased stress and sickness absence, poor staff engagement with the organisation, poor recruitment and retention and a significant impact on staff morale.
- If a 'no deal' **Brexit** comes into force then there will be a significant impact in a number of areas, leading to a reduction in the ability to attract the best talent to the trust from a global market, risk to the continued availability of drugs and supplies from European Union based companies and our ability to attracting research funding.

The board has oversight of the board assurance framework and receives an update twice a year. This is supported by reviews by the relevant board committee, for example workforce risks are reviewed by the people committee. The level of board assurance in relation to individual risks forms part of the corporate risk register. Day-to-day management of corporate risks is the responsibility of directors with review by the management executive. Each risk has a linked mitigation plan led by the respective director, and the corporate risk register contains an assessment of how mitigations aim to reduce overall risk scores.

Moorfields has excellent engagement with its host commissioner, NHS Islington Clinical Commissioning Group. The commissioner-led, joint clinical quality review meeting provides a regular forum to raise risks and issues and the corporate risk register is also reviewed at these meetings with a focus on quality.

The Moorfields board has seen some change within the year with a new medical director starting in January 2021 and a new chief operating officer starting in February 2021. The chairman and seven of the non-executive directors have been in place for the full year and one new non-executive director was appointed in March 2021. The trust published on its website an up-to-date register of interests for decision-making staff (as designed by the trust with reference to the guidance) within the past twelve months as required by the *Managing Conflicts of Interest in the NHS* guidance.

As an employer with staff entitled to membership of the NHS pension scheme, control measures are in place to ensure compliance with all employer obligations contained within the scheme. This includes ensuring that deductions from salary, employer's contributions and payments into the scheme are in accordance with the Scheme rules, and that member Pension Scheme records are accurately updated in accordance with the timescales detailed in the regulations.

Control measures are in place to ensure compliance with all the organisation's obligations under equality, diversity and human rights legislation.

The trust has undertaken risk assessments and has a sustainable development management plan in place which takes account of UK Climate Projections 2018 (UKCP18). The trust ensures that its obligations under the Climate Change Act and the Adaptation Reporting requirements are complied with. The board has a nominated executive level Senior Responsible Officer, and an identified operation lead.

The foundation trust is fully compliant with the registration requirements of the Care Quality Commission. The trust received an overall rating of 'Good' in its last CQC inspection in 2018/19.

Review of economy, efficiency and effectiveness of the use of resources

The trust's annual plan, which contains the financial plan, is approved by the board and submitted to NHS Improvement although planning has been delayed in 2020/21. The board receives monthly financial reports. The trust's resources are managed via financial controls set out in the standing financial instructions, and on a day-to-day basis local financial and performance controls are in place in divisions and departments. Financial governance arrangements are supported by internal and external audit to ensure economic, efficient and effective use of resources.

Information governance (IG)

Information governance at Moorfields is overseen by the information governance committee which reports to the quality and safety committee. The information governance committee is chaired by the senior information risk owner (SIRO) who is the director of quality and safety; membership includes the Caldicott Guardian, deputy Caldicott Guardian, chief information officer and head of information governance who is also the trust's data protection officer.

The information governance agenda is driven by key standards set down in the NHS Operating Framework and measured by compliance with the Data Security and Protection Toolkit (DSPT - which replaced the former Information Governance Toolkit from April 2018).

The Trust is required to process information (personal and corporate) in line with the standards set out in statute, regulation and guidance. Information governance at Moorfields includes strategy, policy and procedures that enable staff to handle information in line with these requirements. Annual data security awareness training is mandatory for all staff. During 2020/21 (as in previous years) Moorfields achieved more than 95% of staff completing their training, a leading national performance.

The DSPT annual submission is used to demonstrate compliance with IG standards and the national Data Security Standards. For 2020/21 the date of the annual submission has changed nationally from 30 April to 30 June 2021. The DSPT internal audit commenced in the week beginning 10 May 2021.

The trust reported two personal data related incidents to the Information Commissioner's Office (ICO) within the year. These related to failure of a server storing ophthalmology images, leading to the deletion of some historical images, and the discovery of loose filing. Both incidents have been closed by the ICO and no regulatory action was taken against the trust. Recommendations were made and progress against these recommendations is monitored by the serious incident panel.

Workforce

The board receives regular reports on staffing issues, such as the guardian of safe working report, WRES/WDES and the staff survey. Safer staffing levels are also reported through the monthly integrated performance report. The board has a workforce strategy that includes short, medium and long term objectives.

Data quality and governance

The trust has a comprehensive data quality assurance framework which reviews organisational data capture processes and identifies any issues. The data covered includes the trust's key indicators and those that are included in the quality report. The framework works as an integral part of the trust's data quality policy and strategy and is underpinned by an audit function for ensuring compliance with national data completeness targets, an area in which the trust performs extremely well. Process audits, which utilise ISO9000 methodology, are also undertaken to ensure the compliance with standard operating procedures for the collection, collation and submission of data and these audits are currently being expanded across the trust. Similar audits are also undertaken by a dedicated RTT team to specifically ensure the accuracy of patient waiting times and reduce risks to patients. All of this activity is overseen by the information management and data quality group which reports to the information governance committee.

Review of effectiveness

As accounting officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors, clinical audit and the executive managers and clinical leads within the NHS foundation trust who have responsibility for the development and maintenance of the internal control framework. I have drawn on performance information available to me. My review is also informed by comments made by the external auditors in their management letter and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the board, the audit and risk committee and the quality and safety committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

My review of the effectiveness of the systems of internal controls has been informed by the outputs and the outcomes of the systems themselves and also by the executive directors and managers within the organisation. Internal audit provides me with an opinion about the effectiveness of the assurance framework and the internal audit plan. Work undertaken by internal audit is reviewed by the audit and risk committee.

The process that has been applied in maintaining and reviewing the effectiveness of the system of internal controls has involved:

- the trust board's work programme which includes ensuring that the key compliance and regulatory requirements are reported and reviewed, and that the key risks are considered which are collated through the board assurance framework
- the audit and risk committee providing the board with independent review of financial controls. There has been a programme of internal audit to review the systems, controls and processes and the outcomes of these reports have been reviewed by the audit and risk committee.
- review of progress in meeting the Care Quality Commission's standards by divisional teams and the trust management committee

- review of serious untoward and other incidents by the board and the quality and safety committee

The overall opinion from the head of internal audit for the period 1 April 2020 – 31 March 2021 is that of 'significant assurance with minor improvement opportunities. Our work has confirmed that there is generally a sound system of internal control which is designed to meet the Trust's objectives and that controls in place are being consistently applied in all key areas reviewed'.

This opinion covers the period 1 April 2020 to 31 March 2021 inclusive, and is based on the six audits that were completed in this period.

The design and operation of the Assurance Framework and associated processes

The trust's assurance framework does reflect the trust's key objectives and risks and is regularly reviewed by the board. The audit and risk committee and executive reviews the assurance framework on a quarterly basis and the provide reviews as to whether the trust's risk management procedures are operating effectively.

The range of individual opinions arising from risk-based audit assignments, contained within our risk-based plan that have been reported throughout the year

Conclusion

The board has a wide range of governance assurance systems in place. These include an effective incident reporting system and systems for the identification and control of risk through the board assurance framework. Internal and external audit reviews, audits and inspections and walkabouts provide sufficient evidence that no significant internal control issues have been identified during 2020/21 and that control systems are fit for purpose with potential areas for improvement set out.

David Probert
Chief executive
22 June 2021

Independent auditor's report to the Council of Governors of Moorfields Eye Hospital NHS Foundation Trust

Report on the Audit of the Financial Statements

Opinion on financial statements

We have audited the financial statements of Moorfields Eye Hospital NHS Foundation Trust (the 'Trust') and its subsidiary (the 'group') for the year ended 31 March 2021, which comprise the Consolidated Statement of Comprehensive Income, the Statement of Financial Position, the Consolidated Statement of Changes in Taxpayers Equity, the Statement of Cash Flows 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 international accounting standards in conformity with the requirements of the Accounts Directions issued under Schedule 7 of the National Health Service Act 2006, as interpreted and adapted by the Department of Health and Social Care Group Accounting Manual 2020 to 2021.

In our opinion, the financial statements:

- give a true and fair view of the financial position of the group and of the Trust as at 31 March 2021 and of the group's expenditure and income and the Trust's expenditure and income for the year then ended; and
- have been properly prepared in accordance with international accounting standards as interpreted and adapted by the Department of Health and Social Care Group Accounting Manual 2020 to 2021; and
- have been prepared in accordance with the requirements of the National Health Service Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law, as required by the Code of Audit Practice (2020) ("the Code of Audit Practice") approved by the Comptroller and Auditor General. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group and the Trust 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

We are responsible for concluding on the appropriateness of the Accounting Officer's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and the Trust's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group or the Trust to cease to continue as a going concern.

In our evaluation of the Accounting Officer's conclusions, and in accordance with the expectation set out within the Department of Health and Social Care Group Accounting Manual 2020 to 2021 that the group and Trust's financial statements shall be prepared on a going concern basis, we considered the inherent risks associated with the continuation of services provided by the group and Trust. In doing so we had regard to the guidance provided in Practice Note 10 Audit of financial statements and regularity of public sector bodies in the United Kingdom (Revised 2020) on the application of ISA (UK) 570 Going Concern to public sector entities. We assessed the reasonableness of the basis of preparation used by the group and Trust and the group and Trust's disclosures over the going concern period.

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 group and the

Trust'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.

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

The responsibilities of the Accounting Officer with respect to going concern are described in the 'Responsibilities of the Accounting Officer and Those Charged with Governance for the financial statements' section of this report.

Other information

The Accounting Officer is responsible for the other information. 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.

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

We have nothing to report in this regard.

Other information we are required to report on by exception under the Code of Audit Practice

Under the Code of Audit Practice published by the National Audit Office in April 2020 on behalf of the Comptroller and Auditor General (the Code of Audit Practice) we are required to consider whether the Annual Governance Statement does not comply with the disclosure requirements set out in the NHS foundation trust annual reporting manual 2020/21 or is misleading or inconsistent with the information of which we are aware from our audit. We are not required to consider whether the Annual Governance Statement addresses all risks and controls or that risks are satisfactorily addressed by internal controls.

We have nothing to report in this regard.

Opinion on other matters required by the Code of Audit Practice

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

- the parts of the Remuneration Report and the Staff Report to be audited have been properly prepared in accordance with international accounting standards in conformity with the requirements of the Accounts Directions issued under Schedule 7 of the National Health Service Act 2006; and
- based on the work undertaken in the course of the audit of the financial statements and our knowledge of the Trust, the other information published together with the financial statements in the annual report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

Under the Code of Audit Practice, we are required to report to you if:

- we issue a report in the public interest under Schedule 10 (3) of the National Health Service Act 2006 in the course of, or at the conclusion of the audit; or
- we refer a matter to the regulator under Schedule 10 (6) of the National Health Service Act 2006 because we have reason to believe that the Trust, or an officer of the Trust, is about to make, or has made, a decision which involves or would involve the incurring of unlawful expenditure, or is about to take, or has begun to take a course of action which, if followed to its conclusion, would be unlawful and likely to cause a loss or deficiency.

We have nothing to report in respect of the above matters.

Responsibilities of the Accounting Officer and Those Charged with Governance for the financial statements

As explained more fully in the Statement of the Chief Executive's responsibilities as the accounting officer, the Chief Executive, as Accounting Officer, is responsible for the preparation of the financial statements in the form and on the basis set out in the Accounts Directions included in the NHS foundation trust annual reporting manual 2020/21, for being satisfied that they give a true and fair view, and for such internal control as the Accounting Officer 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 Accounting Officer is responsible for assessing the group's and the Trust'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 Accounting Officer has been informed by the relevant national body of the intention to dissolve the Trust and the group without the transfer of the services to another public sector entity.

The Audit and Risk Committee is Those Charged with Governance. Those Charged with Governance are responsible for overseeing the group and Trust's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Explanation as to what extent the audit was considered 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. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the group and Trust and determined that the most significant which are directly relevant to specific assertions in the financial statements are those related to the reporting frameworks (international accounting standards and the National Health Service Act 2006, as interpreted and adapted by the Department of Health and Social Care Group Accounting Manual 2020 to 2021).
- We enquired of management and the Audit & Risk Committee concerning the group and Trust's policies and procedures relating to:
  - the identification, evaluation and compliance with laws and regulations;
  - the detection and response to the risks of fraud; and
  - the establishment of internal controls to mitigate risks related to fraud or non-compliance with laws and regulations.
- We enquired of management, internal audit and the Audit and Risk Committee whether they were aware of any instances of non-compliance with laws and regulations or whether they had any knowledge of actual, suspected or alleged fraud.

- We assessed the susceptibility of the group and Trust's financial statements to material misstatement, including how fraud might occur, by evaluating management's incentives and opportunities for manipulation of the financial statements. This included the evaluation of the risk of management override of controls and the risk of improper revenue recognition. We determined that the principal risks were in relation to:
  - journal entries that altered the group and Trust's financial performance for the year;
  - potential management bias in determining accounting estimates, especially in relation to:
    - the calculation of the valuation of the Group and Trust' s land and buildings; and
    - accruals of income and expenditure at the end of the financial year.
- Our audit procedures involved:
  - evaluation of the design effectiveness of controls that management has in place to prevent and detect fraud;
  - using data analytics to consider all journal entries against specific criteria to identify entries we considered to be of higher risk of fraud. Such criteria included:
    - journals with unusual values,
    - journals posted after the year end,
    - journals with a material impact on the surplus/deficit for the year, and
    - journals created by senior managers;
  - testing of how management made the significant accounting estimates in respect of property, plant and equipment valuations and challenging assumptions and judgements made by management in making the estimate;
  - substantive procedures to confirm the completeness of income and operating expenditure with a particular emphasis on year end accruals and transactions recorded close to and after 31 March 2021; and
  - assessing the extent of compliance with the relevant laws and regulations as part of our procedures on the related financial statement item.
- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. However, detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as those irregularities that result from fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it.
- The team communications in respect of potential non-compliance with relevant laws and regulations, including the potential for fraud in revenue and/or expenditure recognition, and the significant accounting estimates related to valuation of the trust's estate.
- Assessment of the appropriateness of the collective competence and capabilities of the group and Trust's engagement team included consideration of the engagement team's;
  - understanding of, and practical experience with audit engagements of a similar nature and complexity through appropriate training and participation
  - knowledge of the health sector and economy in which the group and Trust operates
  - understanding of the legal and regulatory requirements specific to the group and Trust including:
    - the provisions of the applicable legislation
    - NHS Improvement's rules and related guidance
    - the applicable statutory provisions.
- In assessing the potential risks of material misstatement, we obtained an understanding of:
  - The group and Trust's operations, including the nature of its income and expenditure and its services and of its objectives and strategies to understand the classes of transactions, account

balances, financial statement consolidation processes, expected financial statement disclosures and business risks that may result in risks of material misstatement.

- the group and Trust's control environment, including the policies and procedures implemented by the group and Trust to ensure compliance with the requirements of the financial reporting framework.

Report on other legal and regulatory requirements – the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources

Matter on which we are required to report by exception – the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources

Under the Code of Audit Practice, we are required to report to you if, in our opinion, we have not been able to satisfy ourselves that the Trust has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2021.

Our work on the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources is not yet complete. The outcome of our work will be reported in our commentary on the Trust's arrangements in our Auditor's Annual Report. If we identify any significant weaknesses in these arrangements, these will be reported by exception in our Audit Completion Certificate. We are satisfied that this work does not have a material effect on our opinion on the financial statements for the year ended 31 March 2021.

Responsibilities of the Accounting Officer

The Chief Executive, as Accounting Officer, is responsible for putting in place proper arrangements for securing economy, efficiency and effectiveness in the use of the Trust's resources.

Auditor's responsibilities for the review of the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources

We are required under paragraph 1 of Schedule 10 of the National Health Service Act 2006 to be satisfied that the Trust has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

We undertake our review in accordance with the Code of Audit Practice, having regard to the guidance issued by the Comptroller and Auditor General in April 2021. This guidance sets out the arrangements that fall within the scope of 'proper arrangements'. When reporting on these arrangements, the Code of Audit Practice requires auditors to structure their commentary on arrangements under three specified reporting criteria:

- Financial sustainability: how the Trust plans and manages its resources to ensure it can continue to deliver its services;
- Governance: how the Trust ensures that it makes informed decisions and properly manages its risks; and
- Improving economy, efficiency and effectiveness: how the Trust uses information about its costs and performance to improve the way it manages and delivers its services.

We document our understanding of the arrangements the Trust has in place for each of these three specified reporting criteria, gathering sufficient evidence to support our risk assessment and commentary in our Auditor's Annual Report. In undertaking our work, we consider whether there is evidence to suggest that there are significant weaknesses in arrangements.

Report on other legal and regulatory requirements – Delay in certification of completion of the audit

We cannot formally conclude the audit and issue an audit certificate for Moorfields Eye Hospital NHS Foundation Trust for the year ended 31 March 2021 in accordance with the requirements of Chapter 5 of Part 2 of the National Health Service Act 2006 and the Code of Audit Practice until we have completed our work on the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources.

Use of our report

This report is made solely to the Council of Governors of the Trust, as a body, in accordance with Schedule 10 of the National Health Service Act 2006. Our audit work has been undertaken so that we might state to the Trust's Council of Governors 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 Trust and the Trust's Council of Governors, as a body, for our audit work, for this report, or for the opinions we have formed.

Iain Murray

Iain Murray, Key Audit Partner

for and on behalf of Grant Thornton UK LLP, Local Auditor

London

23 June 2021

Independent auditor's report to the Council of Governors of Moorfields Eye Hospital NHS Foundation Trust

Issue of auditor's opinion on the financial statements

In our auditor's report for the year ended 31 March 2021 issued on 23 June 2021 we reported that, in our opinion the financial statements:

- give a true and fair view of the financial position of the group and of the Trust as at 31 March 2021 and of the group's expenditure and income and the Trust's expenditure and income for the year then ended;
- have been properly prepared in accordance with international accounting standards as interpreted and adapted by the Department of Health and Social Care Group Accounting Manual 2020 to 2021; and
- have been prepared in accordance with the requirements of the National Health Service Act 2006.

Report on other legal and regulatory requirements - the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources

Matter on which we are required to report by exception – the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources

Under the Code of Audit Practice, we are required to report to you if, in our opinion, we have not been able to satisfy ourselves that the Trust has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2021.

We have nothing to report in respect of the above matter.

Responsibilities of the Accounting Officer

The Chief Executive, as Accounting Officer, is responsible for putting in place proper arrangements for securing economy, efficiency and effectiveness in the use of the Trust's resources.

Auditor's responsibilities for the review of the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources

We are required under paragraph 1 of Schedule 10 of the National Health Service Act 2006 to be satisfied that the Trust has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

We have undertaken our review in accordance with the Code of Audit Practice, having regard to the guidance issued by the Comptroller and Auditor General in April 2021. This guidance sets out the arrangements that fall within the scope of 'proper arrangements'. When reporting on these arrangements, the Code of Audit Practice requires auditors to structure their commentary on arrangements under three specified reporting criteria:

- Financial sustainability: how the Trust plans and manages its resources to ensure it can continue to deliver its services;
- Governance: how the Trust ensures that it makes informed decisions and properly manages its risks; and
- Improving economy, efficiency and effectiveness: how the Trust uses information about its costs and performance to improve the way it manages and delivers its services.

We have documented our understanding of the arrangements the Trust has in place for each of these three specified reporting criteria, gathering sufficient evidence to support our risk assessment and commentary in our Auditor's Annual Report. In undertaking our work, we have considered whether there is evidence to suggest that there are significant weaknesses in arrangements.

Report on other legal and regulatory requirements - Certificate

In our auditor's report dated 23 June 2021, we explained that we could not formally conclude the audit and issue an audit certificate for the Trust in accordance with the requirements of Chapter 5 of Part 2 of the National Health Service Act 2006 and the Code of Audit Practice until we had:

- Completed our work on the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources. We have now completed this work, and the results of our work are set out above.

No matters have come to our attention since that date that would have a material impact on the financial statements on which we gave an unqualified opinion.

We certify that we have completed the audit of Moorfields Eye Hospital NHS Foundation Trust for the year ended 31 March 2021 in accordance with the requirements of Chapter 5 of Part 2 of the National Health Service Act 2006 and the Code of Audit Practice.

Use of our report

This report is made solely to the Council of Governors of the Trust, as a body, in accordance with Schedule 10 of the National Health Service Act 2006. Our audit work has been undertaken so that we might state to the Trust's Council of Governors 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 Trust and the Trust's Council of Governors, as a body, for our audit work, for this report, or for the opinions we have formed.

Iain Murray

Iain Murray, Key Audit Partner
for and on behalf of Grant Thornton UK LLP, Local Auditor

London

14 July 2021

Moorfields Eye Hospital NHS Foundation Trust

NHS

Moorfields Eye Hospital NHS Foundation Trust

Annual Accounts for the year ended 31 March 2021

Foreword to the accounts

These accounts, for the year ended 31 March 2021, have been prepared by Moorfields Eye Hospital NHS Foundation Trust in accordance with paragraphs 24 & 25 of Schedule 7 within the National Health Service Act 2006.

David Probert
Chief Executive
21 June 2021

Consolidated Statement of Comprehensive Income

		Group	
		2020/21	2019/20
	Note	£000	£000
Operating income from patient care activities	3	217,903	227,732
Other operating income	4	26,065	25,060
Operating expenses	6, 8	(237,679)	(251,908)
Operating surplus from continuing operations		**6,289**	**884**
Finance income	11	-	327
Finance expenses	12	(1,023)	(1,089)
PDC dividends payable		-	(872)
Net finance costs		**(1,023)**	**(1,634)**
Other gains	13	-	30
Share of profit / (losses) of associates / joint arrangements	20	108	(75)
Surplus / (deficit) for the year		**5,374**	**(795)**
Other comprehensive income			
Will not be reclassified to income and expenditure:			
Impairments	7	(2,232)	-
Revaluations	19	1,712	1,849
Foreign exchange (losses) / gains recognised directly in OCI		(477)	274
Total comprehensive income for the period		**4,377**	**1,328**

The notes on pages 65 to 107 form part of these accounts.

Statements of Financial Position

	Note	Group 31 March 2021 £000	Group 31 March 2020 £000	Trust 31 March 2021 £000	Trust 31 March 2020 £000
Non-current assets					
Intangible assets	14, 15	3,964	3,602	3,964	3,602
Property, plant and equipment	16, 17	96,894	90,026	96,658	90,026
Investments in associates and joint ventures	20	780	752	-	-
Investments in subsidiaries	21	-	-	3,384	2,272
Receivables	22	895	1,784	895	1,784
Total non-current assets		**102,532**	**96,164**	**104,900**	**97,684**
Current assets					
Inventories	21	3,440	3,298	3,413	3,298
Receivables	22	20,486	21,387	19,907	21,387
Cash and cash equivalents	23	68,385	52,444	67,074	52,444
Total current assets		**92,311**	**77,128**	**90,394**	**77,129**
Current liabilities					
Trade and other payables	24	(50,431)	(39,001)	(49,411)	(39,001)
Borrowings	26	(1,893)	(1,898)	(1,893)	(1,898)
Provisions	27	(2,762)	(1,859)	(2,762)	(1,859)
Other liabilities	25	(7,181)	(3,252)	(7,181)	(3,252)
Total current liabilities		**(62,267)**	**(46,010)**	**(61,247)**	**(46,010)**
Total assets less current liabilities		**132,576**	**127,282**	**134,047**	**128,803**
Non-current liabilities					
Trade and other payables	24	(1,048)	(862)	(1,048)	(862)
Borrowings	26	(31,908)	(33,731)	(31,908)	(33,731)
Provisions	27	(3,006)	(2,615)	(2,934)	(2,615)
Total non-current liabilities		**(35,962)**	**(37,207)**	**(35,890)**	**(37,208)**
Total assets employed		**96,614**	**90,075**	**98,157**	**91,595**
Financed by					
Public dividend capital		29,693	27,531	29,693	27,531
Revaluation reserve		7,813	8,333	7,813	8,333
Other reserves		701	1,178	701	1,178
Income and expenditure reserve		58,407	53,033	59,950	54,553
Total taxpayers' equity		**96,614**	**90,075**	**98,157**	**91,595**

The notes on pages 65 to 107 form part of these accounts.

David Probert
Chief Executive
21 June 2021

Consolidated Statement of Changes in Equity for the year ended 31 March 2021

Group	Public dividend capital £000	Revaluation reserve £000	Other reserves £000	Income and expenditure reserve £000	Total £000
Taxpayers' and others' equity at 1 April 2020 - brought forward	**27,531**	**8,333**	**1,178**	**53,033**	**90,075**
Surplus for the year	-	-	-	5,374	**5,374**
Impairments	-	(2,232)	-	-	**(2,232)**
Revaluations	-	1,712	-	-	**1,712**
Foreign exchange losses recognised directly through OCI	-	-	(477)	-	**(477)**
Public dividend capital received	2,162	-	-	-	**2,162**
Taxpayers' and others' equity at 31 March 2021	**29,693**	**7,813**	**701**	**58,407**	**96,614**

Consolidated Statement of Changes in Equity for the year ended 31 March 2020

Group	Public dividend capital £000	Revaluation reserve £000	Other reserves £000	Income and expenditure reserve £000	Total £000
Taxpayers' and others' equity at 1 April 2019 - brought forward	**27,355**	**6,484**	**904**	**53,828**	**88,571**
Deficit for the year	-	-	-	(795)	**(795)**
Revaluations	-	1,849	-	-	**1,849**
Foreign exchange gains recognised directly through OCI	-	-	274	-	**274**
Public dividend capital received	176	-	-	-	**176**
Taxpayers' and others' equity at 31 March 2020	**27,531**	**8,333**	**1,178**	**53,033**	**90,075**

Consolidated Statement of Changes in Equity for the year ended 31 March 2021

Trust	Public dividend capital £000	Revaluation reserve £000	Other reserves £000	Income and expenditure reserve £000	Total £000
Taxpayers' and others' equity at 1 April 2020 - brought forward	**27,531**	**8,333**	**1,178**	**54,553**	**91,595**
Surplus for the year	**-**	**-**	**-**	**5,397**	**5,397**
Impairments	**-**	**(2,232)**	**-**	**-**	**(2,232)**
Revaluations	**-**	**1,712**	**-**	**-**	**1,712**
Foreign exchange losses recognised directly through OCI	**-**	**-**	**(477)**	**-**	**(477)**
Public dividend capital received	**2,162**	**-**	**-**	**-**	**2,162**
Taxpayers' and others' equity at 31 March 2021	**29,693**	**7,813**	**701**	**59,950**	**98,157**

Consolidated Statement of Changes in Equity for the year ended 31 March 2020

Trust	Public dividend capital £000	Revaluation reserve £000	Other reserves £000	Income and expenditure reserve £000	Total £000
Taxpayers' and others' equity at 1 April 2019 - brought forward	**27,355**	**6,484**	**904**	**55,273**	**90,016**
Deficit for the year	**-**	**-**	**-**	**(720)**	**(720)**
Revaluations	**-**	**1,849**	**-**	**-**	**1,849**
Foreign exchange gains recognised directly through OCI	**-**	**-**	**274**	**-**	**274**
Public dividend capital received	**176**	**-**	**-**	**-**	**176**
Taxpayers' and others' equity at 31 March 2020	**27,531**	**8,333**	**1,178**	**54,553**	**91,595**

Information on reserves

Public dividend capital
Public dividend capital (PDC) is a type of public sector equity finance based on the excess of assets over liabilities at the time of establishment of the predecessor NHS organisation. Additional PDC may also be issued to trusts by the Department of Health and Social Care. A charge, reflecting the cost of capital utilised by the trust, is payable to the Department of Health as the public dividend capital dividend.

Revaluation reserve
Increases in asset values arising from revaluations are recognised in the revaluation reserve, except where, and to the extent that, they reverse impairments previously recognised in operating expenses, in which case they are recognised in operating income. Subsequent downward movements in asset valuations are charged to the revaluation reserve to the extent that a previous gain was recognised unless the downward movement represents a clear consumption of economic benefit or a reduction in service potential.

Financial assets reserve
This reserve comprises changes in the fair value of financial assets measured at fair value through other comprehensive income. When these instruments are derecognised, cumulative gains or losses previously recognised as other comprehensive income or expenditure are recycled to income or expenditure, unless the assets are equity instruments measured at fair value through other comprehensive income as a result of irrevocable election at recognition.

Other reserves
Exchange gains or losses on non-monetary assets and liabilities, including on revaluation, are recognised in other reserve under equity

Income and expenditure reserve
The balance of this reserve is the accumulated surpluses and deficits of the trust.

Statements of Cash Flows

	Note	Group 2020/21 £000	Group 2019/20 £000	Trust 2020/21 £000	Trust 2019/20 £000
Cash flows from operating activities					
Operating surplus		6,289	884	6,420	884
Non-cash income and expense:					
Depreciation and amortisation	6	8,630	7,055	8,582	7,055
Net impairments	7	1,017	1,816	1,017	1,816
Income recognised in respect of capital donations	4	(44)	(48)	(44)	(48)
Decrease in receivables and other assets		1,948	8,310	2,527	8,310
Increase in inventories		(142)	(359)	(115)	(359)
Increase in payables and other liabilities		14,154	3,153	12,734	3,153
Increase in provisions		1,294	2,636	1,222	2,636
Net cash flows from operating activities		**33,145**	**23,447**	**32,342**	**23,447**
Cash flows from investing activities					
Interest received		-	327	-	327
Purchase of investments		-	-	(1,428)	-
Purchase of intangible assets		(2,820)	(1,453)	(2,181)	(1,453)
Purchase of PPE and investment property		(13,350)	(11,954)	(13,069)	(11,954)
Sales of PPE and investment property		15	47	15	47
Receipt of cash donations to purchase assets		44	48	44	48
Net cash flows used in investing activities		**(16,111)**	**(12,985)**	**(16,619)**	**(12,985)**
Cash flows from financing activities					
Public dividend capital received		2,162	176	2,162	176
Movement on loans from DHSC		(1,823)	(1,823)	(1,823)	(1,823)
Interest on loans		(1,028)	(1,084)	(1,028)	(1,084)
PDC dividend paid		(158)	(784)	(158)	(784)
Cash flows used in other financing activities		-	(42)	-	(42)
Net cash flows used in financing activities		**(847)**	**(3,557)**	**(847)**	**(3,557)**
Increase in cash and cash equivalents		**16,187**	**6,905**	**14,876**	**6,905**
Cash and cash equivalents at 1 April - brought forward		**52,444**	**45,252**	**52,444**	45,252
Unrealised (losses) / gains on foreign exchange		(246)	287	(246)	287
Cash and cash equivalents at 31 March	23	**68,385**	**52,444**	**67,074**	**52,444**

Notes to the Accounts

Note 1 Accounting policies and other information

Note 1.1 Basis of preparation

NHS Improvement, in exercising the statutory functions conferred on Monitor, has directed that the financial statements of the Trust shall meet the accounting requirements of the Department of Health and Social Care Group Accounting Manual (GAM), which shall be agreed with HM Treasury. Consequently, the following financial statements have been prepared in accordance with the GAM 2020/21 issued by the Department of Health and Social Care. The accounting policies contained in the GAM follow International Financial Reporting Standards to the extent that they are meaningful and appropriate to the NHS, as determined by HM Treasury, which is advised by the Financial Reporting Advisory Board. Where the GAM permits a choice of accounting policy, the accounting policy that is judged to be most appropriate to the particular circumstances of the Trust for the purpose of giving a true and fair view has been selected. The particular policies adopted are described below. These have been applied consistently in dealing with items considered material in relation to the accounts

Accounting convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment, intangible assets, inventories and certain financial assets and financial liabilities.

Note 1.2 Going concern

These accounts have been prepared on a going concern basis. The financial reporting framework applicable to NHS bodies, derived from the HM Treasury Financial Reporting Manual, defines that the anticipated continued provision of the entity's services in the public sector is normally sufficient evidence of going concern. The directors have a reasonable expectation that this will continue to be the case.

Note 1.3 Interests in other entities

Subsidiary entities are those over which the trust has the power to exercise control or a dominant influence so as to gain economic or other benefits. The income, expenses, assets, liabilities, equity and reserves of subsidiaries are consolidated in full into the appropriate financial statement lines. The capital and reserves attributable to minority interests are included as a separate item in the Statement of Financial Position.

The Trust established MEH Ventures LLP during 2013/14 as a wholly-owned subsidiary. The Trust is able to exert control over this entity and accordingly the transactions of MEH Ventures LLP have been consolidated into the Moorfields Eye Hospital NHS Foundation Trust accounts. The Trust includes within its financial statements its share of the assets, liabilities, income and expenses.

On 04 December 2020, the Trust acquired 100% of the issued share capital and voting interests in London Claremont Clinic Limited ("LCC") for a total consideration of £1.829m , recognising net acquired asset of £1.192m. LCC is a multispecialty clinic located near Harley Street, in the heart of central London's renowned private medical community, and this site replaces the previous trust location on Wimpole Street. The Trust is able to exert control over this entity and accordingly the transactions of LCC have been consolidated into the Moorfields Eye Hospital NHS Foundation Trust accounts. The Trust includes within its financial statements its share of the assets, liabilities, income and expenses.

The exemption to exclude the Trust's Statement of Comprehensive Income as allowed by DHSC GAM 2020/21 has been applied by the directors. All notes in the accounts refer to the Group. The Trust notes are included only where they are deemed to be materially differ.

In 2020/21 the Trust reported a surplus of £5,397k (2019/20 loss of £720k).

Note 1.4 Revenue from contracts with customers

Where income is derived from contracts with customers, it is accounted for under IFRS 15. The GAM expands the definition of a contract to include legislation and regulations which enables an entity to receive cash or another financial asset that is not classified as a tax by the Office of National Statistics (ONS).

Revenue in respect of goods/services provided is recognised when (or as) performance obligations are satisfied by transferring promised goods/services to the customer and is measured at the amount of the transaction price allocated to those performance obligations. At the year end, the Trust accrues income relating to performance obligations satisfied in that year. Where the Trust's entitlement to consideration for those goods or services is unconditional a contract receivable will be recognised. Where entitlement to consideration is conditional on a further factor other than the passage of time, a contract asset will be recognised. Where consideration received or receivable relates to a performance obligation that is to be satisfied in a future period, the income is deferred and recognised as a contract liability.

Revenue from NHS contracts

The accounting policies for revenue recognition and the application of IFRS 15 are consistently applied. The contracting arrangements in the NHS changed between 2019/20 and 2020/21 affecting the application of the accounting policy under IFRS 15. This difference in application is explained below.

2020/21

The main source of income for the Trust is contracts with commissioners for health care services. In 2020/21, the majority of the trust's income from NHS commissioners was in the form of block contract arrangements. During the first half of the year the trust received block funding from its commissioners. For the second half of the year, block contract arrangements were agreed at a Integrated Care System level. The related performance obligation is the delivery of healthcare and related services during the period, with the trust's entitlement to consideration not varying based on the levels of activity performed.

The Trust has received additional income outside of the block and system envelopes to reimburse specific costs incurred and other income top-ups to support the delivery of services. Reimbursement and top-up income is accounted for as variable consideration.

Comparative period (2019/20)

In the comparative period (2019/20), the trust's contracts with NHS commissioners included those where the trust's entitlement to income varied according to services delivered. A performance obligation relating to delivery of a spell of health care was generally satisfied over time as healthcare was received and consumed simultaneously by the customer as the Trust performed it. The customer in such a contract was the commissioner, but the customer benefited as services were provided to their patient. Even where a contract could be broken down into separate performance obligations, healthcare generally aligned with paragraph 22(b) of the Standard entailing a delivery of a series of goods or services that were substantially the same and had a similar pattern of transfer. At the year end, the Trust accrued income relating to activity delivered in that year, where a patient care spell was incomplete. This accrual was disclosed as a contract receivable as entitlement to payment for work completed was usually only dependent on the passage of time.

Revenue is recognised to the extent that collection of consideration is probable. Where contract challenges from commissioners are expected to be upheld, the Trust reflects this in the transaction price and derecognises the relevant portion of income.

In 2019/20, the Provider Sustainability Fund and Financial Recovery Fund enabled providers to earn income linked to the achievement of financial controls and performance targets. Income earned from the funds is accounted for as variable consideration.

The Trust receives income from commissioners under Commissioning for Quality and Innovation (CQUIN) schemes. The Trust agrees schemes with its commissioner but they affect how care is provided to patients. That is, the CQUIN payments are not considered distinct performance obligations in their own right; instead they form part of the transaction price for performance obligations under the contract.

For 2020/21 and 2019/20

As per paragraph 121 of the Standard the Trust does not disclose information regarding performance obligations part of a contract that has an original expected duration of one year or less. The GAM does not require the Trust to disclose information where revenue is recognised in line with the practical expedient offered in paragraph B16 of the Standard where the right to consideration corresponds directly with value of the performance completed to date.

Revenue from research contracts

Where research contracts fall under IFRS 15, revenue is recognised as and when performance obligations are satisfied. For some contracts, it is assessed that the revenue project constitutes one performance obligation over the course of the multi-year contract. In these cases it is assessed that the Trust's interim performance does not create an asset with alternative use for the Trust, and the Trust has an enforceable right to payment for the performance completed to date. It is therefore considered that the performance obligation is satisfied over time, and the Trust recognises revenue each year over the course of the contract. Some research income alternatively falls within the provisions of IAS 20 for government grants and income is recognised in line with expenditure which meets the conditions set out in the grant documents.

Revenue from Private Patients

The Trust generates income from providing healthcare to private patients. A performance obligation relating to delivery of a spell of health care is generally satisfied over time as healthcare is received and consumed simultaneously by the customer as the Trust performs it. The customer in such a contract is the private patient, but the customer benefits as services are provided to their patient. Even where a contract could be broken down into separate performance obligations, healthcare generally aligns with paragraph 22(b) of the Standard entailing a delivery of a series of goods or services that are substantially the same and have a similar pattern of transfer.

Note 1.5 Other forms of income

Grants and donations
Government grants are grants from government bodies other than income from commissioners or trusts for the provision of services. Where a grant is used to fund revenue expenditure it is taken to the Statement of Comprehensive Income to match that expenditure. Where the grants is used to fund capital expenditure, it is credited to the consolidated statement of comprehensive income once conditions attached to the grant have been met. Donations are treated in the same way as government grants.

Apprenticeship service income
The value of the benefit received when accessing funds from the Government's apprenticeship service is recognised as income at the point of receipt of the training service. Where these funds are paid directly to an accredited training provider from the Trust's Digital Apprenticeship Service (DAS) account held by the Department for Education, the corresponding notional expense is also recognised at the point of recognition for the benefit.

Note 1.6 Expenditure on employee benefits

Short-term employee benefits

Salaries, wages and employment-related payments such as social security costs and the apprenticeship levy are recognised in the period in which the service is received from employees. The cost of annual leave entitlement earned but not taken by employees at the end of the period is recognised in the financial statements to the extent that employees are permitted to carry-forward leave into the following period.

Pension costs

NHS Pension Scheme

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Both schemes are unfunded, defined benefit schemes that cover NHS employers, general practices and other bodies, allowed under the direction of Secretary of State for Health and Social Care in England and Wales. The scheme is not designed in a way that would enable employers to identify their share of the underlying scheme assets and liabilities. Therefore, the scheme is accounted for as though it is a defined contribution scheme: the cost to the trust is taken as equal to the employer's pension contributions payable to the scheme for the accounting period. The contributions are charged to operating expenses as and when they become due.

Additional pension liabilities arising from early retirements are not funded by the scheme except where the retirement is due to ill-health. The full amount of the liability for the additional costs is charged to the operating expenses at the time the trust commits itself to the retirement, regardless of the method of payment.

Note 1.7 Expenditure on other goods and services

Expenditure on goods and services is recognised when, and to the extent that they have been received, and is measured at the fair value of those goods and services. Expenditure is recognised in operating expenses except where it results in the creation of a non-current asset such as property, plant and equipment.

Note 1.8 Property, plant and equipment

Recognition

Property, plant and equipment is capitalised where:

• it is held for use in delivering services or for administrative purposes
• it is probable that future economic benefits will flow to, or service potential be provided to, the trust
• it is expected to be used for more than one financial year
• the cost of the item can be measured reliably
• the item has cost of at least £5,000, or
• collectively, a number of items have a cost of at least £5,000 and individually have cost of more than £250, where the assets are functionally interdependent, had broadly simultaneous purchase dates, are anticipated to have similar disposal dates and are under single managerial control.

Where a large asset, for example a building, includes a number of components with significantly different asset lives, eg, plant and equipment, then these components are treated as separate assets and depreciated over their own useful lives.

Subsequent expenditure

Subsequent expenditure relating to an item of property, plant and equipment is recognised as an increase in the carrying amount of the asset when it is probable that additional future economic benefits or service potential deriving from the cost incurred to replace a component of such item will flow to the enterprise and the cost of the item can be determined reliably. Where a component of an asset is replaced, the cost of the replacement is capitalised if it meets the criteria for recognition above. The carrying amount of the part replaced is de-recognised. Other expenditure that does not generate additional future economic benefits or service potential, such as repairs and maintenance, is charged to the Statement of Comprehensive Income in the period in which it is incurred.

Measurement

Valuation

All property, plant and equipment assets are measured initially at cost, representing the costs directly attributable to acquiring or constructing the asset and bringing it to the location and condition necessary for it to be capable of operating in the manner intended by management.

Assets are measured subsequently at valuation. Assets which are held for their service potential and are in use (ie operational assets used to deliver either front line services or back office functions) are measured at their current value in existing use. Assets that were most recently held for their service potential but are surplus with no plan to bring them back into use are measured at fair value where there are no restrictions on sale at the reporting date and where they do not meet the definitions of investment properties or assets held for sale.

Revaluations of property, plant and equipment are performed with sufficient regularity to ensure that carrying values are not materially different from those that would be determined at the end of the reporting period. Current values in existing use are determined as follows:

- Land and non-specialised buildings – market value for existing use
- Specialised buildings – depreciated replacement cost on a modern equivalent asset basis.

For specialised assets, current value in existing use is interpreted as the present value of the asset's remaining service potential, which is assumed to be at least equal to the cost of replacing that service potential. Specialised assets are therefore valued at their depreciated replacement cost (DRC) on a modern equivalent asset (MEA) basis. An MEA basis assumes that the asset will be replaced with a modern asset of equivalent capacity and meeting the location requirements of the services being provided. Assets held at depreciated replacement cost have been valued on an alternative site basis where this would meet the location requirements.

Properties in the course of construction for service or administration purposes are carried at cost, less any impairment loss. Cost includes professional fees and, where capitalised in accordance with IAS 23, borrowings costs. Assets are revalued and depreciation commences when the assets are brought into use.
IT equipment, transport equipment, furniture and fittings, and plant and machinery that are held for operational use are valued at depreciated historic cost where these assets have short useful lives or low values or both, as this is not considered to be materially different from current value in existing use.

Depreciation
Items of property, plant and equipment are depreciated over their remaining useful lives in a manner consistent with the consumption of economic or service delivery benefits. Freehold land is considered to have an infinite life and is not depreciated.

Property, plant and equipment which has been reclassified as ‘held for sale’ cease to be depreciated upon the reclassification. Assets in the course of construction and residual interests in off-Statement of Financial Position PFI contract assets are not depreciated until the asset is brought into use or reverts to the trust, respectively.
Revaluation gains and losses
Revaluation gains are recognised in the revaluation reserve, except where, and to the extent that, they reverse a revaluation decrease that has previously been recognised in operating expenses, in which case they are recognised in operating expenditure.

Revaluation losses are charged to the revaluation reserve to the extent that there is an available balance for the asset concerned, and thereafter are charged to operating expenses.

Gains and losses recognised in the revaluation reserve are reported in the Statement of Comprehensive Income as an item of ‘other comprehensive income’.

Impairments

In accordance with the GAM, impairments that arise from a clear consumption of economic benefits or of service potential in the asset are charged to operating expenses. A compensating transfer is made from the revaluation reserve to the income and expenditure reserve of an amount equal to the lower of (i) the impairment charged to operating expenses; and (ii) the balance in the revaluation reserve attributable to that asset before the impairment.

An impairment that arises from a clear consumption of economic benefit or of service potential is reversed when, and to the extent that, the circumstances that gave rise to the loss is reversed. Reversals are recognised in operating expenditure to the extent that the asset is restored to the carrying amount it would have had if the impairment had never been recognised. Any remaining reversal is recognised in the revaluation reserve. Where, at the time of the original impairment, a transfer was made from the revaluation reserve to the income and expenditure reserve, an amount is transferred back to the revaluation reserve when the impairment reversal is recognised.
Other impairments are treated as revaluation losses. Reversals of 'other impairments' are treated as revaluation gains.

De-recognition
Assets intended for disposal are reclassified as 'held for sale' once the criteria in IFRS 5 are met. The sale must be highly probable and the asset available for immediate sale in its present condition.

Following reclassification, the assets are measured at the lower of their existing carrying amount and their 'fair value less costs to sell'. Depreciation ceases to be charged and the assets are not revalued, except where the 'fair value less costs to sell' falls below the carrying amount. Assets are de-recognised when all material sale contract conditions have been met.

Property, plant and equipment which is to be scrapped or demolished does not qualify for recognition as 'held for sale' and instead is retained as an operational asset and the asset's useful life is adjusted. The asset is de-recognised when scrapping or demolition occurs.

Donated and grant funded assets

Donated and grant funded property, plant and equipment assets are capitalised at their fair value on receipt. The donation/grant is credited to income at the same time, unless the donor has imposed a condition that the future economic benefits embodied in the grant are to be consumed in a manner specified by the donor, in which case, the donation/grant is deferred within liabilities and is carried forward to future financial years to the extent that the condition has not yet been met.

The donated and grant funded assets are subsequently accounted for in the same manner as other items of property, plant and equipment. In 2020/21 this includes assets donated to the trust by the Department of Health and Social Care as part of the response to the coronavirus pandemic. As defined in the GAM, the trust applies the principle of donated asset accounting to assets that the trust controls and is obtaining economic benefits from at the year end.

Useful lives of property, plant and equipment

Useful lives reflect the total life of an asset and not the remaining life of an asset. The range of useful lives are shown in the table below:

	Min life Years	Max life Years
Land	-	-
Buildings, excluding dwellings	5	77
Plant & machinery	3	25
Transport equipment	7	7
Information technology	4	11
Furniture & fittings	5	10

Finance-leased assets (including land) are depreciated over the shorter of the useful life or the lease term, unless the trust expects to acquire the asset at the end of the lease term in which case the assets are depreciated in the same manner as owned assets above.

Note 1.9 Intangible assets

Recognition

Intangible assets are non-monetary assets without physical substance which are capable of being sold separately from the rest of the trust's business or which arise from contractual or other legal rights. They are recognised only where it is probable that future economic benefits will flow to, or service potential be provided to, the trust and where the cost of the asset can be

Internally generated intangible assets

Software

Software which is integral to the operation of hardware, eg an operating system, is capitalised as part of the relevant item of property, plant and equipment. Software which is not integral to the operation of hardware, eg application software, is capitalised as an intangible asset.

Measurement

Intangible assets are recognised initially at cost, comprising all directly attributable costs needed to create, produce and prepare the asset to the point that it is capable of operating in the manner intended by management.

Subsequently intangible assets are measured at current value in existing use. Where no active market exists, intangible assets are valued at the lower of depreciated replacement cost and the value in use where the asset is income generating. Revaluations gains and losses and impairments are treated in the same manner as for property, plant and equipment. An intangible asset which is surplus with no plan to bring it back into use is valued at fair value where there are no restrictions on sale at the reporting date and where they do not meet the definitions of investment properties or assets held for sale.

Intangible assets held for sale are measured at the lower of their carrying amount or fair value less costs to sell.

Amortisation

Intangible assets are amortised over their expected useful lives in a manner consistent with the consumption of economic or service delivery benefits.

Useful lives of intangible assets

	Min life Years	Max life Years
Information technology	5	8
Websites	5	8
Software licences	5	8
Licences & trademarks	5	8

Note 1.10 Inventories

Inventories are valued at the lower of cost and net realisable value. The cost of inventories is measured using the weighted average cost method.

In 2020/21, the Trust received inventories including personal protective equipment from the Department of Health and Social Care at nil cost. In line with the GAM and applying the principles of the IFRS Conceptual Framework, the Trust has accounted for the receipt of these inventories at a deemed cost, reflecting the best available approximation of an imputed market value for the transaction based on the cost of acquisition by the Department.

Note 1.11 Cash and cash equivalents

Cash is cash in hand and deposits with any financial institution repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments that mature in 3 months or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and that form an integral part of the Trust's cash management. Cash, bank and overdraft balances are recorded at current values.

Note 1.12 Financial assets and financial liabilities

Recognition

Financial assets and financial liabilities arise where the Trust is party to the contractual provisions of a financial instrument, and as a result has a legal right to receive or a legal obligation to pay cash or another financial instrument. The GAM expands the definition of a contract to include legislation and regulations which give rise to arrangements that in all other respects would be a financial instrument and do not give rise to transactions classified as a tax by ONS.

This includes the purchase or sale of non-financial items (such as goods or services), which are entered into in accordance with the Trust's normal purchase, sale or usage requirements and are recognised when, and to the extent which, performance occurs, ie, when receipt or delivery of the goods or services is made.

Classification and measurement

Financial assets and financial liabilities are initially measured at fair value plus or minus directly attributable transaction costs except where the asset or liability is not measured at fair value through income and expenditure. Fair value is taken as the transaction price, or otherwise determined by reference to quoted market prices or valuation techniques.

Financial assets or financial liabilities in respect of assets acquired or disposed of through finance leases are recognised and measured in accordance with the accounting policy for leases described below.

Financial assets are classified as subsequently measured at amortised cost.

Financial liabilities classified as subsequently measured at amortised cost.

Financial assets and financial liabilities at amortised cost

Financial assets and financial liabilities at amortised cost are those held with the objective of collecting contractual cash flows and where cash flows are solely payments of principal and interest. This includes cash equivalents, contract and other receivables, trade and other payables, rights and obligations under lease arrangements and loans receivable and payable.

After initial recognition, these financial assets and financial liabilities are measured at amortised cost using the effective interest method less any impairment (for financial assets). The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial asset or financial liability to the gross carrying amount of a financial asset or to the amortised cost of a financial liability.

Interest revenue or expense is calculated by applying the effective interest rate to the gross carrying amount of a financial asset or amortised cost of a financial liability and recognised in the Statement of Comprehensive Income and a financing income or expense. In the case of loans held from the Department of Health and Social Care, the effective interest rate is the nominal rate of interest charged on the loan.

Financial assets measured at fair value through other comprehensive income

A financial asset is measured at fair value through other comprehensive income where business model objectives are met by both collecting contractual cash flows and selling financial assets and where the cash flows are solely payments of principal and interest. Movements in the fair value of financial assets in this category are recognised as gains or losses in other comprehensive income except for impairment losses. On derecognition, cumulative gains and losses previously recognised in other comprehensive income are reclassified from equity to income and expenditure, except where the Trust elected to measure an equity instrument in this category on initial recognition.

Financial assets and financial liabilities at fair value through income and expenditure

Financial assets measured at fair value through profit or loss are those that are not otherwise measured at amortised cost or at fair value through other comprehensive income. This category also includes financial assets and liabilities acquired principally for the purpose of selling in the short term (held for trading) and derivatives. Derivatives which are embedded in other contracts, but which are separable from the host contract are measured within this category. Movements in the fair value of financial assets and liabilities in this category are recognised as gains or losses in the Statement of Comprehensive income.

Impairment of financial assets
For all financial assets measured at amortised cost including lease receivables, contract receivables and contract assets or assets measured at fair value through other comprehensive income, the Trust recognises an allowance for expected credit losses.

The Trust adopts the simplified approach to impairment for contract and other receivables, contract assets and lease receivables, measuring expected losses as at an amount equal to lifetime expected losses. For other financial assets, the loss allowance is initially measured at an amount equal to 12-month expected credit losses (stage 1) and subsequently at an amount equal to lifetime expected credit losses if the credit risk assessed for the financial asset significantly increases (stage 2).

For financial assets that have become credit impaired since initial recognition (stage 3), expected credit losses at the reporting date are measured as the difference between the asset's gross carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate.

Expected losses are charged to operating expenditure within the Statement of Comprehensive Income and reduce the net carrying value of the financial asset in the Statement of Financial Position.

Derecognition
Financial assets are de-recognised when the contractual rights to receive cash flows from the assets have expired or the Trust has transferred substantially all the risks and rewards of ownership.

Financial liabilities are de-recognised when the obligation is discharged, cancelled or expires.

Note 1.13 Leases

Leases are classified as finance leases when substantially all the risks and rewards of ownership are transferred to the lessee. All other leases are classified as operating leases.

The trust as a lessee

Finance leases

Where substantially all risks and rewards of ownership of a leased asset are borne by the trust, the asset is recorded as property, plant and equipment and a corresponding liability is recorded. The value at which both are recognised is the lower of the fair value of the asset or the present value of the minimum lease payments, discounted using the interest rate implicit in the lease. The implicit interest rate is that which produces a constant periodic rate of interest on the outstanding liability.

The asset and liability are recognised at the commencement of the lease. Thereafter the asset is accounted for an item of property plant and equipment.

The annual rental charge is split between the repayment of the liability and a finance cost so as to achieve a constant rate of finance over the life of the lease. The annual finance cost is charged to finance costs in the Statement of Comprehensive Income.

Operating leases

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. Lease incentives are recognised initially in other liabilities on the statement of financial position and subsequently as a reduction of rentals on a straight-line basis over the lease term.

Contingent rentals are recognised as an expense in the period in which they are incurred.

Leases of land and buildings

Where a lease is for land and buildings, the land component is separated from the building component and the classification for each is

The trust as a lessor

Finance leases

Amounts due from lessees under finance leases are recorded as receivables at the amount of the Trust's net investment in the leases. Finance lease income is allocated to accounting periods to reflect a constant periodic rate of return on the trust's net investment outstanding in respect of the leases.

Operating leases

Rental income from operating leases is recognised on a straight-line basis over the term of the lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term.

Note 1.14 Provisions

The Trust recognises a provision where it has a present legal or constructive obligation of uncertain timing or amount; for which it is probable that there will be a future outflow of cash or other resources; and a reliable estimate can be made of the amount. The amount recognised in the Statement of Financial Position is the best estimate of the resources required to settle the obligation. Where the effect of the time value of money is significant, the estimated risk-adjusted cash flows are discounted using HM Treasury's discount rates effective for 31 March 2021:

		Nominal rate
Short-term	Up to 5 years	Minus 0.02%
Medium-term	After 5 years up to 10 years	0.18%
Long-term	Exceeding 10 years	1.99%

HM Treasury provides discount rates for general provisions on a nominal rate basis. Expected future cash flows are therefore adjusted for the impact of inflation before discounting using nominal rates. The following inflation rates are set by HM Treasury, effective 31 March 2020:

	Inflation rate
Year 1	1.20%
Year 2	1.60%
Into perpetuity	2.00%

Early retirement provisions and injury benefit provisions both use the HM Treasury's pension discount rate of minus 0.95% in real terms.

Clinical negligence costs

NHS Resolution operates a risk pooling scheme under which the trust pays an annual contribution to NHS Resolution, which, in return, settles all clinical negligence claims. Although NHS Resolution is administratively responsible for all clinical negligence cases, the legal liability remains with the Trust. The total value of clinical negligence provisions carried by NHS Resolution on behalf of the trust is disclosed at note 27.3 but is not recognised in the Trust's accounts.

Non-clinical risk pooling

The trust participates in the Property Expenses Scheme and the Liabilities to Third Parties Scheme. Both are risk pooling schemes under which the trust pays an annual contribution to NHS Resolution and in return receives assistance with the costs of claims arising. The annual membership contributions, and any excesses payable in respect of particular claims are charged to operating expenses when the liability arises.

Note 1.15 Contingencies
Contingent assets (that is, assets arising from past events whose existence will only be confirmed by one or more future events not wholly within the entity's control) are not recognised as assets, but would be disclosed in a note to the accounts where an inflow of economic benefits is probable.
Contingent liabilities are not recognised, , but would be disclosed as a note to the accounts, unless the probability of a transfer of economic benefits is remote.

Contingent liabilities are defined as:

• possible obligations arising from past events whose existence will be confirmed only by the occurrence of one or more uncertain future events not wholly within the entity's control; or

• present obligations arising from past events but for which it is not probable that a transfer of economic benefits will arise or for which the amount of the obligation cannot be measured with sufficient reliability.

Note 1.16 Public dividend capital
Public dividend capital (PDC) is a type of public sector equity finance based on the excess of assets over liabilities at the time of establishment of the predecessor NHS organisation. HM Treasury has determined that PDC is not a financial instrument within the meaning of IAS 32.

The Secretary of State can issue new PDC to, and require repayments of PDC from, the trust. PDC is recorded at the value received.

A charge, reflecting the cost of capital utilised by the trust, is payable as public dividend capital dividend. The charge is calculated at the rate set by HM Treasury (currently 3.5%) on the average relevant net assets of the trust during the financial year. Relevant net assets are calculated as the value of all assets less the value of all liabilities, with certain additions and deductions as defined by the Department of Health and Social Care.
This policy is available at https://www.gov.uk/government/publications/guidance-on-financing-available-to-nhs-trusts-and-foundation-trusts.
In accordance with the requirements laid down by the Department of Health and Social Care (as the issuer of PDC), the dividend for the year is calculated on the actual average relevant net assets as set out in the "pre-audit" version of the annual accounts. The dividend calculated is not revised should any adjustment to net assets occur as a result the audit of the annual accounts.

Note 1.17 Value added tax
Most of the activities of the trust are outside the scope of VAT and, in general, output tax does not apply and input tax on purchases is not recoverable. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of fixed assets. Where output tax is charged or input VAT is recoverable, the amounts are stated net of VAT.

Note 1.18 Climate change levy
Expenditure on the climate change levy is recognised in the Statement of Comprehensive Income as incurred, based on the prevailing chargeable rates for energy consumption.

Note 1.19 Foreign exchange
The functional and presentational currency of the trust is sterling with the exception of operations in the United Arab Emirates (Dubai and Abu Dhabi). The functional currency operations in Dubai and Abu Dhabi is United Arab Emirates dirhams and the presentational currently is Sterling.

A transaction which is denominated in a foreign currency is translated into the functional currency at the spot exchange rate on the date of the transaction.

Where the trust has assets or liabilities denominated in a foreign currency at the Statement of Financial Position date:

• monetary items are translated at the spot exchange rate on 31 March
• non-monetary assets and liabilities measured at historical cost are translated using the spot exchange rate at the date of the transaction and
• non-monetary assets and liabilities measured at fair value are translated using the spot exchange rate at the date the fair value was determined.

Exchange gains or losses on monetary items (arising on settlement of the transaction or on re-translation at the Statement of Financial

Note 1.20 Third party assets
Assets belonging to third parties in which the Trust has no beneficial interest (such as money held on behalf of patients) are not recognised in the accounts. However, they are disclosed in a separate note to the accounts in accordance with the requirements of HM Treasury's *FReM*.

Note 1.21 Losses and special payments
Losses and special payments are items that Parliament would not have contemplated when it agreed funds for the health service or passed legislation. By their nature they are items that ideally should not arise. They are therefore subject to special control procedures compared with the generality of payments. They are divided into different categories, which govern the way that individual cases are handled. Losses and special payments are charged to the relevant functional headings in expenditure on an accruals basis.

The losses and special payments note is compiled directly from the losses and compensations register which reports on an accrual basis with the exception of provisions for future losses.

Note 1.22 Gifts

Gifts are items that are voluntarily donated, with no preconditions and without the expectation of any return. Gifts include all transactions economically equivalent to free and unremunerated transfers, such as the loan of an asset for its expected useful life, and the sale or lease of assets at below market value.

Note 1.23 Early adoption of standards, amendments and interpretations

No new accounting standards or revisions to existing standards have been early adopted in 2020/21.

Note 1.24 Standards, amendments and interpretations in issue but not yet effective or adopted

IFRS 16 Leases
IFRS 16 Leases will replace *IAS 17 Leases, IFRIC 4 Determining whether an arrangement contains a lease* and other interpretations and is applicable in the public sector for periods beginning 1 April 2022. The standard provides a single accounting model for lessees, recognising a right of use asset and obligation in the statement of financial position for most leases: some leases are exempt through application of practical expedients explained below. For those recognised in the statement of financial position the standard also requires the remeasurement of lease liabilities in specific circumstances after the commencement of the lease term. For lessors, the distinction between operating and finance leases will remain and the accounting will be largely unchanged.

IFRS 16 changes the definition of a lease compared to IAS 17 and IFRIC 4. The trust will apply this definition to new leases only and will grandfather its assessments made under the old standards of whether existing contracts contain a lease.

On transition to IFRS 16 on 1 April 2022, the trust will apply the standard retrospectively with the cumulative effect of initially applying the standard recognised in the income and expenditure reserve at that date. For existing operating leases with a remaining lease term of more than 12 months and an underlying asset value of at least £5,000, a lease liability will be recognised equal to the value of remaining lease payments discounted on transition at the trust's incremental borrowing rate. The trust's incremental borrowing rate will be defined by HM Treasury. Currently this rate is 0.91% but this may change between now and adoption of the standard. The related right of use asset will be measured equal to the lease liability adjusted for any prepaid or accrued lease payments. For existing peppercorn leases not classified as finance leases, a right of use asset will be measured at current value in existing use or fair value. The difference between the asset value and the calculated lease liability will be recognised in the income and expenditure reserve on transition. No adjustments will be made on 1 April 2022 for existing finance leases.

For leases commencing in 2022/23, the trust will not recognise a right of use asset or lease liability for short term leases (less than or equal to 12 months) or for leases of low value assets (less than £5,000). Right of use assets will be subsequently measured on a basis consistent with owned assets and depreciated over the length of the lease term.

Due to the need to reassess lease calculations, together with uncertainty on expected leasing activity in from April 2021 and beyond, a quantification of the expected impact of applying the standard in 2021/22 is currently impracticable.

Other standards, amendments and interpretations

IFRS 14 Regulatory Deferral Accounts Not EU-endorsed. Applies to first time adopters of IFRS after 1 January 2016. Therefore not applicable to DHSC group bodies.

IFRS 17 Insurance Contracts Application required for accounting periods beginning on or after 1 January 2021, but not yet adopted by the FReM which is expected to be from April 2023: early adoption is not therefore permitted.

Note 1.25 Critical judgements in applying accounting policies

The following are the judgements, apart from those involving estimations (see below) that management has made in the process of applying the trust accounting policies and that have the most significant effect on the amounts recognised in the financial statements:

Consolidation of charitable funds
The trust has assessed its relationship to the charitable fund and determined that it is not a subsidiary. This is because the trust has no power to govern the financial and operating policies of the charitable fund so as to obtain the benefits from its activities for itself, its patients or its staff.

Note 1.26 Sources of estimation uncertainty
The following are assumptions about the future and other major sources of estimation uncertainty that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year:

Provisions
Provisions have been made for legal and constructive obligations of uncertain timing or amount as at the reporting date. These are based on estimates using relevant and reliable information as is available at the time the financial statements are prepared. These provisions are estimates of the actual costs of future cash flows and are dependent on future events. Any difference between expectations and the actual future liability will be accounted for in the period when such determination is made. Amounts of provisions are detailed in note 27 to the accounts.

Valuation of Land and Buildings
In line with this policy specialised assets are valued using the Modern Equivalent Asset (MEA) approach. Both physical and functional obsolescence is applied to buildings, to reflect their actual characteristics and value. Gerald Eve provided the trust with a valuation of land and building assets (estimated fair value and remaining useful life). The valuation, based on estimates provided by a suitably qualified professional in accordance with HM Treasury Guidance, leads to revaluation adjustments as described in note 17 to the accounts. Future revaluations of property may result in further changes to the carrying values of non-current assets.

Impairment of Receivables
The trust reviews all receivables and impairs at rates determined by the age and recoverability of the debt as per IFRS 9. Amounts impaired are disclosed in note 22.2 to the accounts.

Note 2 Operating Segments

The trust reports results by two segments - NHS and Commercial.

		Group	
	NHS (1)	**Commercial (2)**	**Total**
2020/21	£000	£000	**£000**
Income by segment			
Income from activities	193,560	24,343	217,903
Other operating income	24,518	1,547	26,065
	218,078	**25,890**	**243,968**
Operating and other expenditure	(210,432)	(27,145)	(237,577)
Impairment of non-current assets	(1,017)	-	(1,017)
Surplus /(Deficit) for the year	**6,629**	**(1,255)**	**5,374**

	NHS	**Commercial**	**Total**
2019/20	£000	£000	**£000**
Income by segment			
Income from activities	196,878	30,854	227,732
Other operating income	24,950	110	25,060
	221,828	**30,964**	**252,792**
Operating and other expenditure	(225,269)	(26,502)	(251,771)
Impairment of non-current assets	(1,816)	-	(1,816)
(Deficit)/Surplus for the year	**(5,257)**	**4,462**	**(795)**

(1) NHS Income includes PSF and FRF funding of £2.0m in 2019/20.

(2) Commercial includes results for Moorfields Private and Moorfields UAE and London Claremont Clinic (2020/21 only).
Moorfields UAE includes the impact of foreign exchange fluctuations in its overall results, arising from the conversion of transactions in its functional currency (United Arab Emirates dirhams) to sterling. The net assets of Moorfields UAE are restated on a monthly basis for exchange rate fluctuations, with movements expressed as unrealised gains or losses in other reserve. Moorfields UAE includes the operations of Moorfields Dubai and the share of surplus/deficit of Moorfields Eye Centre Abu Dhabi.

London Claremont Clinic was acquired by the Trust on 4th December 2020 and its resulted are included within numbers above.

Note 3 Operating income from patient care activities (Group)

All income from patient care activities relates to contract income recognised in line with accounting policy 1.4

Note 3.1 Income from patient care activities (by nature)

	2020/21 £000	2019/20 £000
Block contract / system envelope income*	181,081	126,497
High cost drugs income from commissioners (excluding pass-through costs)	580	38,575
Other NHS clinical income	-	16,658
Community services income from CCGs and NHS England	-	195
Private patient income	24,341	30,854
Additional pension contribution central funding**	4,867	4,685
Other clinical income	7,034	10,268
Total income from activities	**217,903**	**227,732**

*As part of the coronavirus pandemic response, transaction flows were simplified in the NHS and providers and their commissioners moved onto block contract payments at the start of 2020/21. In the second half of the year, a revised financial framework built on these arrangements but with a greater focus on system partnership and providers derived most of their income from these system envelopes. Comparatives in this note are presented to be comparable with the current year activity. This does not reflect the contracting and payment mechanisms in place during the prior year.

**The employer contribution rate for NHS pensions increased from 14.3% to 20.6% (excluding administration charge) from 1 April 2019. Since 2019/20, NHS providers have continued to pay over contributions at the former rate with the additional amount being paid over by NHS England on providers' behalf. The full cost and related funding have been recognised in these accounts.

Note 3.2 Income from patient care activities (by source)

Income from patient care activities received from:	2020/21 £000	2019/20 £000
NHS England	24,826	27,779
Clinical commissioning groups	162,464	158,985
Department of Health and Social Care	-	8
Other NHS providers	5,930	9,534
Non-NHS: private patients	24,341	30,854
Non-NHS: overseas patients (chargeable to patient)	67	145
Injury cost recovery scheme	40	-
Non NHS: other	235	427
Total income from activities	**217,903**	**227,732**

Note 3.3 Overseas visitors (relating to patients charged directly by the provider)

	2020/21 £000	2019/20 £000
Income recognised this year	67	145
Cash payments received in-year	64	129
Amounts added to provision for impairment of receivables	7	23
Amounts written off in-year	19	-

Note 4 Other operating income (Group)

	2020/21		
	Contract income £000	Non-contract income £000	Total £000
Research and development	6,259	6,466	**12,725**
Education and training	3,771	-	**3,771**
Reimbursement and top up funding	1,834	-	**1,834**
Receipt of capital grants and donations	-	44	**44**
Charitable and other contributions to expenditure	-	1,679	**1,679**
Rental revenue from operating leases	-	371	**371**
Other income	5,641	-	**5,641**
Total other operating income	**17,505**	**8,560**	**26,065**

	2019/20		
	£000	£000	£000
Research and development	6,959	7,031	**13,990**
Education and training	4,347	-	**4,347**
Provider sustainability fund (2019/20 only)	658	-	**658**
Financial recovery fund (2019/20 only)	1,430	-	**1,430**
Receipt of capital grants and donations	-	48	**48**
Rental revenue from operating leases	-	420	**420**
Other income	4,167	-	**4,167**
	17,561	**7,499**	**25,060**

Note 5.1 Additional information on contract revenue (IFRS 15) recognised in the period

	2020/21 £000	2019/20 £000
Revenue recognised in the reporting period that was included in within contract liabilities at the previous period end	-	3,267

Note 5.2 Income from activities arising from commissioner requested services

Under the terms of its provider licence, the trust is required to analyse the level of income from activities that has arisen from commissioner requested and non-commissioner requested services. Commissioner requested services are defined in the provider licence and are services that commissioners believe would need to be protected in the event of provider failure. This information is provided in the table below:

	2020/21 £000	2019/20 £000
Income from services designated as commissioner requested services	193,560	196,878
Income from services not designated as commissioner requested services	50,408	55,914
Total	**243,968**	**252,792**

Note 6.1 Operating expenses (Group)

	2020/21 £000	2019/20 £000
Purchase of healthcare from NHS and DHSC bodies	2,108	2,652
Staff and executive directors costs	124,242	127,577
Remuneration of non-executive directors	183	151
Supplies and services - clinical (excluding drugs costs)	15,994	20,770
Supplies and services - general	11,413	10,269
Drug costs (drugs inventory consumed and purchase of non-inventory drugs)	30,321	36,126
Inventories written down	11	-
Consultancy costs	2,204	3,852
Establishment	6,163	6,183
Premises	6,133	5,861
Transport (including patient travel)	2,374	2,844
Depreciation on property, plant and equipment	6,799	5,927
Amortisation on intangible assets	1,831	1,128
Net impairments	1,017	1,816
Movement in credit loss allowance: contract receivables / contract assets	(986)	2,509
Change in provisions discount rate(s)	15	33
Audit fees payable to the external auditor		
audit services- statutory audit	96	85
other auditor remuneration (external auditor only)	-	8
Internal audit costs	111	114
Clinical negligence	309	289
Legal fees	962	1,617
Insurance	574	457
Research and development	16,363	13,231
Education and training	2,166	2,086
Rentals under operating leases	5,555	5,137
Redundancy	325	40
Car parking & security	487	253
Losses, ex gratia & special payments	168	134
Other services, eg external payroll	93	96
Other	648	663
Total	**237,679**	**251,908**

Note 6.2 Other auditor remuneration (Group)

	2020/21 £000	2019/20 £000
Other auditor remuneration paid to the external auditor:		
Assurance services relating to the Quality Accounts	-	8
Total	**-**	**8**

Note 6.3 Limitation on auditor's liability (Group)

The limitation on auditor's liability for external audit work is £140 thousand (2019/20: £140 thousand).

Note 7 Impairment of assets (Group)

	2020/21 £000	2019/20 £000
Net impairments charged to operating surplus / deficit resulting from:		
Over specification of assets*	636	-
Abandonment of assets in course of construction**	-	1,145
Changes in market price***	381	671
Total net impairments charged to operating surplus / deficit	**1,017**	**1,816**
Impairments charged to the revaluation reserve	2,232	-
Total net impairments	**3,249**	**1,816**

* This relates to a fair value assessment of the purchase of the London Claremont Clinic

* *The Trust has ceased the continuation of development for its Electronic Medical Records upgrade resulting in an impairment of £1.145m

*** The impairment recognised above in relation to changes in market price arose as a result of the revaluation exercise undertaken in the year, as described in note 19.

Note 8 Employee benefits (Group)

	2020/21 Total £000	2019/20 Total £000
Salaries and wages	99,202	93,601
Social security costs	10,026	9,785
Apprenticeship levy	448	437
Employer's contributions to NHS pensions	15,991	15,407
Pension cost - other	10	8
Termination benefits	-	46
Temporary staff (including agency)	7,650	16,631
Total staff costs	**133,327**	**135,915**
Of which		
Costs capitalised as part of assets	91	302

Note 8.1 Retirements due to ill-health (Group)

During 2020/21 there were no early retirements from the trust agreed on the grounds of ill-health (none in the year ended 31 March 2020). The estimated additional pension liabilities of these ill-health retirements is £0k (£0k in 2019/20).

Note 9 Pension costs

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

a) Accounting valuation
A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2021, is based on valuation data as at 31 March 2020, updated to 31 March 2021 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation
The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 at 20.6%, of pensionable pay. The 2016 funding valuation was also expected to test the cost of the Scheme relative to the employer cost cap that was set following the 2012 valuation. In January 2019, the Government announced a pause to the cost control element of the 2016 valuations, due to the uncertainty around member benefits caused by the discrimination ruling relating to the McCloud case.

The Government subsequently announced in July 2020 that the pause had been lifted, and so the cost control element of the 2016 valuations could be completed. The Government has set out that the costs of remedy of the discrimination will be included in this process. HMT valuation directions will set out the technical detail of how the costs of remedy will be included in the valuation process. The Government has also confirmed that the Government Actuary is reviewing the cost control mechanism (as was originally announced in 2018). The review will assess whether the cost control mechanism is working in line with original government objectives and reported to Government in April 2021. The findings of this review will not impact the 2016 valuations, with the aim for any changes to the cost cap mechanism to be made in time for the completion of the 2020 actuarial valuations.

Note 10 Operating leases (Group)

Note 10.1 Moorfields Eye Hospital NHS Foundation Trust as a lessor

This note discloses income generated in operating lease agreements where Moorfields Eye Hospital NHS Foundation Trust is the lessor.

The trust receives income from rental of building space to external parties.

	2020/21 £000	2019/20 £000
Operating lease revenue		
Minimum lease receipts	371	420
Total	**371**	**420**

	31 March 2021 £000	31 March 2020 £000
Future minimum lease receipts due:		
- not later than one year;	371	420
- later than one year and not later than five years;	1,680	1,262
- later than five years.	-	420
Total	**2,051**	**2,102**

Note 10.2 Moorfields Eye Hospital NHS Foundation Trust as a lessee

This note discloses costs and commitments incurred in operating lease arrangements where Moorfields Eye Hospital NHS Foundation Trust is the lessee.

At the date the Statement of Financial Position has been presented, the Trust had costs and outstanding commitments for future minimum lease payments for buildings under non-cancellable operating leases, which fall due as follows:

	2020/21 £000	2019/20 £000
Operating lease expense		
Minimum lease payments	5,555	5,137
Total	**5,555**	**5,137**

	31 March 2021 £000	31 March 2020 £000
Future minimum lease payments due:		
- not later than one year;	5,555	4,538
- later than one year and not later than five years;	20,845	16,474
- later than five years.	11,389	7,293
Total	**37,789**	**28,305**
Future minimum sublease payments to be received	-	-

Note 11 Finance income (Group)

Finance income represents interest received on assets and investments in the period.

	2020/21 £000	2019/20 £000
Interest on bank accounts	-	327
Total finance income	**-**	**327**

Note 12.1 Finance expenditure (Group)

Finance expenditure represents interest and other charges involved in the borrowing of money or asset financing.

	2020/21 £000	2019/20 £000
Interest expense:		
Loans from the Department of Health and Social Care	1,023	1,081
Total interest expense	**1,023**	**1,081**
Unwinding of discount on provisions	-	8
Total finance costs	**1,023**	**1,089**

Note 12.2 The late payment of commercial debts (interest) Act 1998 / Public Contract Regulations 2015 (Group)

	2020/21 £000	2019/20 £000
Total liability accruing in year under this legislation as a result of late payments	-	-
Amounts included within interest payable arising from claims made under this legislation	-	-
Compensation paid to cover debt recovery costs under this legislation	-	-

Note 13 Other gains (Group)

	2020/21 £000	2019/20 £000
Gains on disposal of assets	-	30
Total gains on disposal of assets	**-**	**30**

Note 14.1 Intangible assets - 2020/21

Group	Software licences	Internally generated information technology	Goodwill	Websites	Intangible assets under construction	Total
	£000	£000	£000	£000	£000	£000
Valuation / gross cost at 1 April 2020 - brought forward	**7,358**	**4,976**	**-**	**66**	**209**	**12,609**
Additions	1,577	-	636	66	541	**2,820**
Impairments	-	-	(636)	-	-	**(636)**
Reclassifications	66	-	-	(66)	-	**-**
Remeasurements - retranslation losses on foreign operations	(64)	-	-	-	-	**(64)**
Disposals / derecognition	(2,912)	-	-	-	-	**(2,912)**
Valuation / gross cost at 31 March 2021	**6,025**	**4,976**	**-**	**66**	**750**	**11,817**
Amortisation at 1 April 2020 - brought forward	**4,022**	**4,976**	**-**	**9**	**-**	**9,007**
Provided during the year	1,809	-	-	22	-	**1,831**
Reclassifications	9	-	-	(9)	-	**-**
Remeasurements - retranslation losses on foreign operations	(73)	-	-	-	-	**(73)**
Disposals / derecognition	(2,912)	-	-	-	-	**(2,912)**
Amortisation at 31 March 2021	**2,855**	**4,976**	**-**	**22**	**-**	**7,853**
Net book value at 31 March 2021	**3,169**	**-**	**-**	**44**	**750**	**3,964**
Net book value at 1 April 2020	**3,335**	**-**	**-**	**57**	**209**	**3,602**

Note 14.2 Intangible assets - 2019/20

Group	Software licences	Internally generated information technology	Goodwill	Websites	Intangible assets under construction	Total
	£000	£000	£000	£000	£000	£000
Valuation / gross cost at 1 April 2019 - as previously stated	**6,143**	**4,976**	**-**	**-**	**1,186**	**12,305**
Additions	1,218	-	-	66	169	**1,453**
Impairments	-	-	-	-	(1,145)	**(1,145)**
Remeasurements - retranslation losses on foreign operations	(4)	-	-	-	-	**(4)**
Valuation / gross cost at 31 March 2020	**7,358**	**4,976**	**-**	**66**	**209**	**12,609**
Amortisation at 1 April 2019 - as previously stated	**2,910**	**4,976**	**-**	**-**	**-**	**7,886**
Provided during the year	1,119	-	-	9	-	**1,128**
Remeasurements - retranslation losses on foreign operations	(7)	-	-	-	-	**(7)**
Amortisation at 31 March 2020	**4,022**	**4,976**	**-**	**9**	**-**	**9,007**
Net book value at 31 March 2020	**3,335**	**-**	**-**	**57**	**209**	**3,602**
Net book value at 1 April 2019	**3,233**	**-**	**-**	**-**	**1,186**	**4,419**

Note 15.1 Intangible assets - 2020/21

Trust	Software licences	Internally generated information technology	Websites	Intangible assets under construction	Total
	£000	£000	£000	£000	£000
Valuation / gross cost at 1 April 2020 - brought forward	**7,358**	**4,976**	**66**	**209**	**12,609**
Additions	1,577	-	66	541	2,184
Reclassifications	**66**	**-**	**(66)**	**-**	**-**
Remeasurements - retranslation losses on foreign operations	**(64)**	**-**	**-**	**-**	**(64)**
Disposals / derecognition	**(2,912)**	**-**	**-**	**-**	**(2,912)**
Valuation / gross cost at 31 March 2021	**6,025**	**4,976**	**66**	**750**	**11,817**
Amortisation at 1 April 2020 - brought forward	**4,022**	**4,976**	**9**	**-**	**9,007**
Provided during the year	1,809	-	22	-	1,831
Reclassifications	**9**	**-**	**(9)**	**-**	**-**
Remeasurements - retranslation losses on foreign operations	**(73)**	**-**	**-**	**-**	**(73)**
Disposals / derecognition	**(2,912)**	**-**	**-**	**-**	**-**
Amortisation at 31 March 2021	**2,855**	**4,976**	**22**	**-**	**10,765**
Net book value at 31 March 2021	**3,169**	**-**	**44**	**750**	**3,964**
Net book value at 1 April 2020	**3,335**	**-**	**57**	**209**	**3,602**

Note 15.2 Intangible assets - 2019/20

Trust	Software licences	Internally generated information technology	Websites	Intangible assets under construction	Total
	£000	£000	£000	£000	£000
Valuation / gross cost at 1 April 2019 - as previously stated	**6,143**	**4,976**	**-**	**1,186**	**12,305**
Additions	1,218	-	66	169	**1,453**
Impairments	-	-	-	(1,145)	**(1,145)**
Remeasurements - retranslation losses on foreign operations	**(4)**	**-**	**-**	**-**	**(4)**
Valuation / gross cost at 31 March 2020	**7,358**	**4,976**	**66**	**209**	**12,609**
Amortisation at 1 April 2019 - as previously stated	**2,910**	**4,976**	**-**	**-**	**7,886**
Provided during the year	1,119	-	9	-	**1,128**
Remeasurements - retranslation losses on foreign operations	(7)	-	-	-	**(7)**
Amortisation at 31 March 2020	**4,022**	**4,976**	**9**	**-**	**9,007**
Net book value at 31 March 2020	**3,335**	**-**	**57**	**209**	**3,602**
Net book value at 1 April 2019	**3,233**	**-**	**-**	**1,186**	**4,419**

Note 16.3 Property, plant and equipment financing - 2020/21

Group	Land	Buildings excluding dwellings	Assets under construction	Plant & machinery	Information technology	Furniture & fittings	Total
	£000	£000	£000	£000	£000	£000	£000
Net book value at 31 March 2021							
Owned - purchased	23,671	35,386	8,913	15,672	2,739	425	**86,806**
Owned - donated/granted	-	9,117	-	938	12	21	**10,088**
NBV total at 31 March 2021	**23,671**	**44,503**	**8,913**	**16,610**	**2,751**	**446**	**96,894**

Note 16.4 Property, plant and equipment financing - 2019/20

Group	Land	Buildings excluding dwellings	Assets under construction	Plant & machinery	Information technology	Furniture & fittings	Total
	£000	£000	£000	£000	£000	£000	£000
Net book value at 31 March 2020							
Owned - purchased	21,288	38,900	5,212	10,383	2,584	325	**78,692**
Owned - donated/granted	-	9,979	-	1,317	29	10	**11,335**
NBV total at 31 March 2020	**21,288**	**48,879**	**5,212**	**11,700**	**2,613**	**335**	**90,027**

Note 17.1 Property, plant and equipment - 2020/21

Trust	Land	Buildings excluding dwellings	Assets under construction	Plant & machinery	Transport equipment	Information technology	Furniture & fittings	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Valuation/gross cost at 1 April 2020 - brought forward	21,288	51,539	5,212	35,863	5	12,832	2,027	128,766
Additions	-	1,705	3,741	7,579	-	1,213	229	14,467
Impairments	-	(5,887)	-	-	-	-	-	(5,887)
Reversals of impairments	671	-	-	-	-	-	-	671
Retranslation gains on foreign operations	-	(236)	(40)	(358)	-	(117)	(29)	(780)
Disposals / derecognition	-	(61)	-	(1,653)	-	(14)	(8)	(1,736)
Valuation/gross cost at 31 March 2021	23,671	47,060	8,913	41,431	5	13,914	2,219	137,213
Accumulated depreciation at 1 April 2020 - brought forward	-	2,660	-	24,163	5	10,218	1,693	38,739
Provided during the year	-	2,901	-	2,691	-	1,074	94	6,760
Impairments	-	(2,603)	-	-	-	-	-	(2,603)
Retranslation gains on foreign operations	-	(194)	-	(322)	-	(103)	(1)	(620)
Disposals / derecognition	-	(61)	-	(1,645)	-	(8)	(7)	(1,721)
Accumulated depreciation at 31 March 2021	-	2,703	-	24,887	5	11,181	1,779	40,555
Net book value at 31 March 2021	23,671	44,357	8,913	16,544	-	2,732	441	96,658
Net book value at 1 April 2020	21,288	48,879	5,212	11,700	-	2,613	335	90,027

Note 17.2 Property, plant and equipment - 2019/20

Trust	Land	Buildings excluding dwellings	Assets under construction	Plant & machinery	Transport equipment	Information technology	Furniture & fittings	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Valuation / gross cost at 1 April 2019 - as previously stated	23,665	46,831	1,197	34,272	5	11,661	1,990	119,621
Additions	-	3,066	4,390	3,444	-	1,166	39	12,105
Impairments	(671)	-	-	-	-	-	-	(671)
Revaluations	(1,706)	1,206	-	-	-	-	-	(500)
Reclassifications	-	375	(375)	-	-	-	-	-
Retranslation gains on foreign operations	-	61	-	115	-	5	2	183
Disposals / derecognition	-	-	-	(1,969)	-	-	(4)	(1,972)
Valuation/gross cost at 31 March 2020	21,288	51,539	5,212	35,863	5	12,832	2,027	128,766
Accumulated depreciation at 1 April 2019 - as previously stated	-	2,396	-	23,595	5	9,369	1,554	36,919
Provided during the year	-	2,570	-	2,386	-	840	131	5,927
Revaluations	-	(2,349)	-	-	-	-	-	(2,349)
Retranslation gains on foreign operations	-	43	-	134	-	9	11	197
Disposals / derecognition	-	-	-	(1,952)	-	-	(3)	(1,955)
Accumulated depreciation at 31 March 2020	-	2,660	-	24,163	5	10,218	1,693	38,739
Net book value at 31 March 2020	21,288	48,879	5,212	11,700	-	2,613	335	90,027
Net book value at 1 April 2019	23,665	44,435	1,197	10,677	-	2,291	436	82,702

Note 17.3 Property, plant and equipment financing - 2020/21

Trust	Land	Buildings excluding dwellings	Assets under construction	Plant & machinery	Information technology	Furniture & fittings	Total
	£000	£000	£000	£000	£000	£000	£000
Net book value at 31 March 2021							
Owned - purchased	23,671	35,240	8,913	15,606	2,720	420	**86,570**
Owned - donated / granted	-	9,117	-	938	12	21	**10,088**
NBV total at 31 March 2021	**23,671**	**44,357**	**8,913**	**16,544**	**2,732**	**441**	**96,658**

Note 17.4 Property, plant and equipment financing - 2019/20

Trust	Land	Buildings excluding dwellings	Assets under construction	Plant & machinery	Information technology	Furniture & fittings	Total
	£000	£000	£000	£000	£000	£000	£000
Net book value at 31 March 2020	-	-	-	-	-	-	
Owned - purchased	21,288	38,900	5,212	10,383	2,584	325	**78,692**
Owned - donated / granted	-	9,979	-	1,317	29	10	**11,335**
NBV total at 31 March 2020	**21,288**	**48,879**	**5,212**	**11,700**	**2,613**	**335**	**90,027**

Note 18 Donations of property, plant and equipment

During the year £42k was donated by Friends of Moorfields for minor refurbishment works.

Note 19 Revaluations of property, plant and equipment

Valuations were carried out on properties at 162 City Road, the Richard Desmond Children's Eye Centre, Cayton Street, Northwick Park and Kemp House in 2020/21. The valuation was carried out by Gerald Eve, an external firm of chartered surveyors, with the basis of valuation being Modern Equivalent Asset.

The valuation exercise was carried in March 2021 with a valuation date of 31 March 2021. In applying the Royal Institute of Chartered Surveyors (RCIS) Valuation Global Standards 2020 ('Red Book').

The valuation included downwards (impairments), and upwards (gains) valuation movements. Land was revalued up by £2,383k and buildings impaired up by £3,283k. Impairments are taken to the revaluation reserve to the extent that there is a revaluation surplus for that land or property. Any impairments over and above the revaluation surplus are charged to operating expenses. Revaluation gains are taken to the revaluation reserve.

Note 20.1 Investments in associates and joint ventures

	Group	
	2020/21	2019/20
	£000	£000
Carrying value at 1 April - brought forward	**752**	**785**
Share of profit / (loss)	108	(75)
Other equity movements	(80)	42
Carrying value at 31 March	**780**	**752**

MEH Ventures LLP, Trust's wholly owned subsidiary, incorporated in the UK holds a 49% stake in a joint venture - Moorfields Eye Centre Abu Dhabi, incorporated in UAE. The investment has been valued on an equity basis in accordance with the accounting policies for investments in joint ventures and associates.

Note 20.2 Investments in subsidiaries

	Trust	
	31 March 2021	31 March 2020
	£000	£000
Carrying value at 1 April - brought forward	2,272	2,230
Other equity movements	(80)	42
Purchase of new investment	1,192	-
Carrying value at 31 March	**3,384**	**2,272**

MEH Ventures LLP, Trust's wholly owned subsidiary, incorporated in the UK holds a 49% stake in a joint venture - Moorfields Eye Centre Abu Dhabi, incorporated in UAE. The investment has been valued on an equity basis in accordance with the accounting policies for investments in joint ventures and associates.

On 04 December 2020, the Trust acquired 100% of the issued share capital and voting interests in London Claremont Clinic Limited ("LCC") for a total consideration of £1.829m , recognising net acquired asset of £1.192m. LCC is a multispecialty clinic located near Harley Street, in the heart of central London's renowned private medical community, and this site replaces the previous trust location on Wimpole Street. The Trust is able to exert control over this entity and accordingly the transactions of LCC have been consolidated into the Moorfields Eye Hospital NHS Foundation Trust accounts.

Note 21 Inventories

	Group		Trust	
	31 March 2021 £000	31 March 2020 £000	31 March 2021 £000	31 March 2020 £000
Drugs	1,585	1,624	1,558	1,624
Consumables	1,146	1,045	1,146	1,045
Energy	18	11	18	11
Other	690	617	690	617
Total inventories	**3,440**	**3,298**	**3,413**	**3,298**
of which:				
Held at fair value less costs to sell	-	-		

Inventories recognised in expenses for the year were £39,453k (2019/20: £45,837k). Write-down of inventories recognised as expenses for the year were £11k (2019/20: £0k).

In response to the COVID 19 pandemic, the Department of Health and Social Care centrally procured personal protective equipment and passed these to NHS providers free of charge. During 2020/21 the Trust received £1,679k of items purchased by DHSC.

These inventories were recognised as additions to inventory at deemed cost with the corresponding benefit recognised in income. The utilisation of these items is included in the expenses disclosed above.

Note 22.1 Receivables

	Group		Trust	
	31 March 2021 £000	31 March 2020 £000	31 March 2021 £000	31 March 2020 £000
Current				-
Contract receivables	19,745	23,265	19,686	23,265
Allowance for impaired contract receivables / assets	(3,869)	(5,280)	(3,867)	(5,280)
Prepayments (non-PFI)	2,966	2,760	2,671	2,760
PDC dividend receivable	199	41	199	41
VAT receivable	622	415	622	415
Other receivables	823	186	596	186
Total current receivables	**20,486**	**21,387**	**19,907**	**21,387**
Non-current				
Prepayments (non-PFI)	204	1,195	204	1,195
Other receivables	691	589	691	589
Total non-current receivables	**895**	**1,784**	**895**	**1,784**
Of which receivable from NHS and DHSC group bodies:				
Current	8,824	14,603	8,824	14,603
Non-current	691	589	691	589

Note 22.2 Allowances for credit losses - 2020/21

	Group	Trust
	Contract receivables and contract assets	Contract receivables and contract assets
	£000	£000
Allowances as at 1 Apr 2020 - brought forward	**5,280**	**5,280**
New allowances arising	485	**485**
Reversals of allowances	(1,416)	**(1,418)**
Utilisation of allowances (write offs)	(425)	**(425)**
Foreign exchange and other changes	(55)	**(55)**
Allowances as at 31 Mar 2021	**3,869**	**3,867**

Allowances for credit losses have been calculated against each class of receivable using specific knowledge, age of receivable and past experience.

Note 22.3 Allowances for credit losses - 2019/20

	Group	Trust
	Contract receivables and contract assets	Contract receivables and contract assets
	£000	£000
Allowances as at 1 Apr 2019 - as previously stated	**3,290**	**3,290**
New allowances arising	2,509	**2,509**
Utilisation of allowances (write offs)	(519)	**(519)**
Allowances as at 31 Mar 2020	**5,280**	**5,280**

Note 23.1 Cash and cash equivalents movements

Cash and cash equivalents comprise cash at bank, in hand and cash equivalents. Cash equivalents are readily convertible investments of known value which are subject to an insignificant risk of change in value.

	Group		Trust	
	2020/21	2019/20	2020/21	2019/20
	£000	£000	£000	£000
At 1 April	**52,444**	**45,252**	**52,444**	**45,252**
Net change in year	15,941	7,191	14,630	7,191
At 31 March	**68,385**	**52,444**	**67,074**	**52,444**
Broken down into:				
Cash at commercial banks and in hand	5,129	2,183	3,818	2,183
Cash with the Government Banking Service	63,256	50,260	63,256	50,260
Total cash and cash equivalents as in SoFP	**68,385**	**52,444**	**67,074**	**52,444**
Total cash and cash equivalents as in SoCF	**68,385**	**52,444**	**67,074**	**52,444**

Note 23.2 Third party assets held by the trust

Moorfields Eye Hospital NHS Foundation Trust held cash and cash equivalents which relate to monies held by the Trust on behalf of patients or other parties. This has been excluded from the cash and cash equivalents figure reported in the accounts.

	Group and Trust	
	31 March 2021	31 March 2020
	£000	£000
Bank balances	48	41
Total third party assets	**48**	**41**

Note 24.1 Trade and other payables

	Group		Trust	
	31 March 2021 £000	31 March 2020 £000	31 March 2021 £000	31 March 2020 £000
Current				
Trade payables	14,906	11,320	14,093	11,320
Capital payables	5,443	4,051	5,443	4,051
Accruals	24,251	16,959	24,237	16,959
Receipts in advance and payments on account	13	13	13	13
Social security costs	1,418	1,393	1,401	1,393
VAT payables	10	-	-	-
Other taxes payable	1,198	1,179	1,254	1,179
Other payables	3,192	4,086	2,970	4,086
Total current trade and other payables	**50,431**	**39,001**	**49,411**	**39,001**
Non-current				
Other payables	1,048	862	1,048	862
Total non-current trade and other payables	**1,048**	**862**	**1,048**	**862**
Of which payables from NHS and DHSC group bodies:				
Current	8,551	4,697	8,551	4,697

Note 24.2 Early retirements in NHS payables above

There were no early retirement payables due in either year.

Note 25 Other liabilities

	Group		Trust	
	31 March 2021 £000	31 March 2020 £000	31 March 2021 £000	31 March 2020 £000
Current				
Deferred income: contract liabilities	7,181	3,252	7,181	3,252
Total other current liabilities	**7,181**	**3,252**	**7,181**	**3,252**

Note 26 Borrowings

	Group		Trust	
	31 March 2021 £000	31 March 2020 £000	31 March 2021 £000	31 March 2020 £000
Current				
Loans from DHSC	1,893	1,898	1,893	1,898
Total current borrowings	**1,893**	**1,898**	**1,893**	**1,898**
Non-current				
Loans from DHSC	31,908	33,731	31,908	33,731
Total non-current borrowings	**31,908**	**33,731**	**31,908**	**33,731**

Note 26.1 Reconciliation of liabilities arising from financing activities (Group and Trust)

Group and Trust - 2020/21	Loans from DHSC £000
Carrying value at 1 April 2020	**35,629**
Cash movements:	
Financing cash flows - payments and receipts of principal	(1,823)
Financing cash flows - payments of interest	(1,028)
Non-cash movements:	
Application of effective interest rate	1,023
Carrying value at 31 March 2021	**33,801**

Group and Trust- 2019/20	Loans from DHSC £000
Carrying value at 1 April 2019	**37,455**
Cash movements:	
Financing cash flows - payments and receipts of principal	(1,823)
Financing cash flows - payments of interest	(1,084)
Non-cash movements:	
Application of effective interest rate	1,081
Carrying value at 31 March 2020	**35,629**

Note 27.1 Provisions for liabilities and charges analysis (Group)

Group	Pensions: early departure costs	Legal claims	Redundancy	Other	Total
	£000	£000	£000	£000	£000
At 1 April 2020	**305**	**1,161**	**132**	**2,876**	**4,474**
Change in the discount rate	15	-	-	-	**15**
Arising during the year	7	469	195	752	**1,423**
Utilised during the year	(27)	(102)	-	-	**(129)**
Reversed unused	-	-	-	(15)	**(15)**
At 31 March 2021	**300**	**1,528**	**327**	**3,613**	**5,768**
Expected timing of cash flows:					
- not later than one year;	24	1,528	327	883	**2,762**
- later than one year and not later than five years;	106	-	-	2,039	**2,145**
- later than five years.	170	-	-	691	**861**
Total	**300**	**1,528**	**327**	**3,613**	**5,768**

Staff pensions are calculated using a formula supplied by the NHS Pensions Agency. These pensions are the costs of early retirement of staff resulting from reorganisation.

Legal claims relate to an action against the trust which is not covered by the NHS Litigation Authority. IAS 37 allows for the non-disclosure of further information which may prejudice the outcome of litigation.

Redundancy claims relate to staff that are at risk on the redeployment register.

Other provisions includes sums held in respect of additional charges arising from Clinicians pension tax scheme , dilapidations associated with leases and other contractual challenges. No further information has been disclosed as IAS 37 allows the withholding of information which may seriously prejudice the trust.

Note 27.2 Provisions for liabilities and charges analysis (Trust)

Trust	Pensions: early departure costs	Legal claims	Redundancy	Other	Total
	£000	£000	£000	£000	£000
At 1 April 2020	**305**	**1,161**	**132**	**2,876**	**4,474**
Change in the discount rate	**15**	**-**	**-**	**-**	**15**
Arising during the year	**7**	**469**	**195**	**680**	**1,351**
Utilised during the year	**(27)**	**(102)**	**-**	**-**	**(129)**
Reversed unused	**-**	**-**	**-**	**(15)**	**(15)**
At 31 March 2021	**300**	**1,528**	**327**	**3,541**	**5,696**
Expected timing of cash flows:					
- not later than one year;	**24**	**1,528**	**327**	**883**	**2,762**
- later than one year and not later than five years;	**106**	**-**	**-**	**1,967**	**2,073**
- later than five years.	**170**	**-**	**-**	**691**	**861**
Total	**300**	**1,528**	**327**	**3,541**	**5,696**

Note 27.3 Clinical negligence liabilities

At 31 March 2021, £4,479k was included in provisions of NHS Resolution in respect of clinical negligence liabilities of Moorfields Eye Hospital NHS Foundation Trust (31 March 2020: £3,123k).

Note 28 Contractual capital commitments

	Group		Trust	
	31 March 2021 £000	31 March 2020 £000	31 March 2021 £000	31 March 2020 £000
Property, plant and equipment*	2,982	9,220	2,982	9,220
Intangible assets	983	221	983	221
Total	**3,965**	**9,441**	**3,965**	**9,441**

* within this amount £1,846k relates to Project Oriel commitments.

Note 29 Financial instruments

Note 29.1 Financial risk management

IFRS 7 Financial Instruments Disclosures, requires disclosure of the role that financial instruments have had during the period in creating or changing the risks an entity faces in undertaking its activities.

Because of the continuing service-provider relationship that the foundation trust has with clinical commissioning groups, and the way those bodies are financed, the foundation trust is not exposed to the degree of financial risk faced by other business entities. Also, financial instruments play a much more limited role in creating or changing risk than would be typical of the listed companies to which IFRS 7 mainly applies.

The foundation trust has power to borrow in accordance with its provider licence issued by the independent regulator for foundation trusts. Financial assets and liabilities generated by day-to-day operational activities are not held to change the risks facing the foundation trust in undertaking its activities.

Liquidity risk

A large proportion of the foundation trust's net operating costs are incurred under annual service agreements with clinical commissioning Groups, which are financed from resources voted annually by Parliament. Capital expenditure has been financed from internal funds and donations. The trust has substantial cash balances and is not currently exposed to any liquidity risk associated with inability to pay creditors.

Currency risk and interest rate risk

The foundation trust has a branch in the United Arab Emirates (Dubai and Abu Dhabi), with transactions conducted in United Arab Emirates dirhams. The branch accounts are consolidated into the overall trust accounts, converted using spot and average exchange rates as appropriate, with exchange gains or losses reported in other equity reserve. Due to the size of the operation, and the fact that the majority of cost and income are denoted in local currency, the trust has limited exposure to currency exchange fluctuations.

The trust is not exposed to changes in interest rates as all borrowings have been taken out at fixed rates for a fixed period from Independent Trust Financing Facility.

Credit risk

As majority of the trust's income comes from legally binding contracts with other government departments and NHS bodies, the trust is not exposed to major concentrations of credit risk.

Note 29.2 Carrying values of financial assets (Group)

Carrying values of financial assets as at 31 March 2021	Held at amortised cost £000
Trade and other receivables excluding non financial assets	16,699
Other investments / financial assets	780
Cash and cash equivalents	68,385
Total at 31 March 2021	**85,864**

Carrying values of financial assets as at 31 March 2020	Held at amortised cost £000
Trade and other receivables excluding non financial assets	18,171
Other investments / financial assets	752
Cash and cash equivalents	52,444
Total at 31 March 2020	**71,367**

Note 29.3 Carrying values of financial assets (Trust)

Carrying values of financial assets as at 31 March 2021	Held at amortised cost £000
Trade and other receivables excluding non financial assets	14,734
Other investments / financial assets	3,384
Cash and cash equivalents	67,074
Total at 31 March 2021	**85,192**

Carrying values of financial assets as at 31 March 2020	Held at amortised cost £000
Trade and other receivables excluding non financial assets	18,171
Other investments / financial assets	752
Cash and cash equivalents	52,444
Total at 31 March 2020	**71,367**

Note 29.4 Carrying values of financial liabilities (Group)

Carrying values of financial liabilities as at 31 March 2021	Held at amortised cost £000
Loans from the Department of Health and Social Care	33,801
Trade and other payables excluding non financial liabilities	48,840
Provisions under contract	300
Total at 31 March 2021	**82,941**

Carrying values of financial liabilities as at 31 March 2020	Held at amortised cost £000
Loans from the Department of Health and Social Care	35,629
Trade and other payables excluding non financial liabilities	37,277
Provisions under contract	305
Total at 31 March 2020	**73,211**

Note 29.5 Carrying values of financial liabilities (Trust)

Carrying values of financial liabilities as at 31 March 2021	Held at amortised cost £000
Loans from the Department of Health and Social Care	33,801
Trade and other payables excluding non financial liabilities	46,156
Provisions under contract	300
Total at 31 March 2021	**80,257**

Carrying values of financial liabilities as at 31 March 2020	Held at amortised cost £000
Loans from the Department of Health and Social Care	35,629
Trade and other payables excluding non financial liabilities	37,277
Provisions under contract	305
Total at 31 March 2020	**73,211**

Note 30.1 Maturity of financial liabilities

The following maturity profile of financial liabilities is based on the contractual undiscounted cash flows. This differs to the amounts recognised in the statement of financial position which are discounted to present value.

	Group		Trust	
	31 March 2021 £000	31 March 2020 restated* £000	31 March 2021 £000	31 March 2020 restated* £000
In one year or less	50,757	39,208	48,073	39,208
In more than one year but not more than five years	7,399	7,421	7,399	7,421
In more than five years	24,785	26,583	24,785	26,583
Total	**82,941**	**73,213**	**80,257**	**73,213**

* This disclosure has previously been prepared using discounted cash flows. The comparatives have therefore been restated on an undiscounted basis.

Note 30.2 Fair values of financial assets and liabilities

The fair value of financial assets and liabilities does not differ from carrying amount.

Note 31 Losses and special payments

	2020/21		2019/20	
Group and trust	Total number of cases Number	Total value of cases £000	Total number of cases Number	Total value of cases £000
Losses				
Cash losses	45	154	2	4
Fruitless payments and constructive losses	170	170	173	140
Bad debts and claims abandoned	807	98	3,138	515
Total losses	**1,022**	**422**	**3,313**	**659**

The trust had no special payments in either year.

Note 32 Related parties

Moorfields Eye Hospital NHS Foundation Trust is a public benefit corporation established under the Health and Social Care (Community Health and Standards) Act 2003.

During the year none of the board members or members of the key management staff, or parties related to them, has undertaken any material transactions with Moorfields Eye Hospital NHS Foundation Trust other than their employment remuneration where applicable.

Certain clinical staff are employed by the trust and also engage in work for Moorfields Private, a commercial division of Moorfields Eye Hospital NHS Foundation Trust. These engagements are undertaken on an arms-length basis separately from their direct employment with the trust.

The Department of Health an Social Care is regarded as controlling party. During the year Moorfields Eye Hospital NHS Foundation Trust has had a significant number of material transactions with the Department, and with other entities for which the Department is regarded as the parent company.

Related party transactions were made on terms equivalent to those that prevail in an arm's length transaction.

The trust has also had a significant number of transactions with University College London, the Friends of Moorfields and the Moorfields Eye Charity.

The trust had revenue transactions of £1,820k with University College London (UCL) and expenditure transactions of £7,837k during 2020/21. Amounts receivable from UCL as 31st March 2021 were £793k and amounts payable to UCL were £2k.

Friends of Moorfields directly paid £312k (2019/20: £286k) to Moorfields Eye Hospital in income/donations. Income/donations for the year from Moorfields Eye Charity was £517k (2019/20: £458k).

The table on the next page shows other significant related parties (individually > 1% of revenue), their relationship to the trust and the nature of the transactions entered into.

Note 32 Related parties (continued)

Name of related party	Nature of relationship to the trust
NHS England	Central funding for a variety of purposes
NHS North London CCG	Patients of NHS body treated by the trust
NHS Croydon CCG	Patients of NHS body treated by the trust
NHS Ealing CCG	Patients of NHS body treated by the trust
Department of Health and Social Care	Research & development and Afc pay award funding
Bedford Hospital NHS Trust	Patients of NHS body treated by the trust (Income) / Costs of operating satellite site at NHS body (Expenditure)
NHS Harrow CCG	Patients of NHS body treated by the trust
NHS City and Hackney CCG	Patients of NHS body treated by the trust
NHS Wandsworth CCG	Patients of NHS body treated by the trust
NHS Newham CCG	Patients of NHS body treated by the trust
NHS Redbridge CCG	Patients of NHS body treated by the trust
NHS Tower Hamlets CCG	Patients of NHS body treated by the trust
NHS East and North Hertfordshire CCG	Patients of NHS body treated by the trust
NHS Herts Valleys CCG	Patients of NHS body treated by the trust
NHS Merton CCG	Patients of NHS body treated by the trust
NHS Enfield CCG	Patients of NHS body treated by the trust
NHS Brent CCG	Patients of NHS body treated by the trust
Health Education England	Education, training and personal development of NHS staff
NHS Waltham Forest CCG	Patients of NHS body treated by the trust
NHS Dartford, Gravesham and Swanley CCG	Patients of NHS body treated by the trust
NHS Camden CCG	Patients of NHS body treated by the trust
NHS Barking and Dagenham CCG	Patients of NHS body treated by the trust
NHS Havering CCG	Patients of NHS body treated by the trust
NHS Lambeth CCG	Patients of NHS body treated by the trust
NHS Bromley CCG	Patients of NHS body treated by the trust
NHS Greenwich CCG	Patients of NHS body treated by the trust
NHS Hounslow CCG	Patients of NHS body treated by the trust
NHS Pension Scheme	Employer pension contributions
HM Revenue & Customs	Employer NI contributions & Apprenticeship levy
Croydon Health Services NHS Trust	Costs of operating satellite site at NHS body (Expenditure)

Note 33 Events after the reporting date

There were no evens that occurred between the end of the reporting period and the date that the financial statements were authorised for issue.