

The 104th Annual Report of the Council of Blind Veterans UK

Year ended 31 March 2019



Rebuilding
lives after
sight loss



Rebuilding
lives after
sight loss



AURRIGO
DRIVERLESS TECHNOLOGY

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Chairman's foreword to the annual report and financial statements 2018/19



This has been the first year of our new and ambitious five-year strategy, taking forward our goal of "Victory Over Blindness". As a national charity, we have made it our ambition to be the leading provider of rehabilitation to blind veterans wherever they are and throughout their lives. Our founder, Sir Arthur Pearson, was determined to focus on what the blind could do, rather than what they could not do. It is about ensuring our Members have every opportunity not to be defined by their blindness but instead to be supported in their independence and by doing so to allow them to lead fulfilled lives. We want, increasingly, to challenge society's perception of what it means to be blind.

Our approach is centred on the initiative and innovation of our staff, volunteers and supporters. As part of our deeper battle we are also investing in our small Research Department to lead in

pioneering research and innovation. Our aim is to catalyse the effects this might have and energise longer term solutions that might prevent, treat or cure blindness in the future. Alongside and enabling this innovation we also look to collaborate and work with partners whenever it is appropriate, effective and efficient to do so. This includes other veteran and visual impairment charities, broader societal charities, corporate partners and research and academic institutions, including international partners.

We have begun the journey of delivering on our 11 new strategic objectives, which you will find later in this report. It is worth highlighting the five key themes here:

- We will transform the lives of thousands more blind veterans.
- We will provide our vital services wherever and whenever they're needed.
- We will increase our profile and income in support of our plans.
- We will invest in pioneering research and innovative technology.
- Everything we do will be effective, efficient and sustainable.

Our intention is to support as many blind veterans as we can over the period of the strategy and, indeed, beyond that. Our focus remains the

ambitious target of helping as many as 20,000 blind veterans between now and 2033.

As the average age of our membership increases (it was 85 years at the end of this annual period), so, unsurprisingly, their needs become more complex. This adds to the demands on our wonderful staff and volunteers. However, we intend to maintain the quality of our service output and ensure that our Members can access our services at home, in their communities and at our Centres – a commitment we make for life. Although this national, community-based and quality service provision comes at a cost, we are determined to do everything we can to maintain our gold-standard support. Blind veterans deserve nothing less.

Engagement with new supporters and donors is key to assisting us with our income challenge. Our new Engagement team formed at the start of the year, has made significant progress in creating the conditions for successful growth in income generation, including refreshing our brand and developing our digital presence on social media. In common with many other charities, our legacy income performance has been relatively disappointing over this period. Short term legacy performance is impacted by factors well outside our control, not least market behaviour and property prices. In mitigation, our Trustees have stepped up to this challenge by releasing additional funds from our Reserve to support the five-year annual plan. Recognising that legacy performance might take some time to regain a positive trend, Trustees are also examining other alternatives for maintaining our strategic intent

against revised budget assumptions.

Our research and innovation efforts have been very exciting this year. In conjunction with key national and international partners, we have taken forward important work strands in biomedical research, social and welfare programmes and innovation. This initiative is generating broader interest and beginning to gather the support of key opinion leaders as well as informing the wider research agenda. Our ambition is to make research self-funding and to excite the interest of new supporters and donors to the Charity. This is an example of how we can shift the agenda through innovation and is entirely consistent with the vision of our Founder 104 years ago.

Governance has been a key theme for us throughout the year and we are intent on setting and maintaining high standards, which is vital to help maintain and develop the trust and confidence that people have in us. We have refined, mature performance management processes in place now that are able to support decision making, based on key data, of our effectiveness and efficiency. We continue to strive to improve this and we will not rest on our laurels.

I am ever conscious that we could do none of this vital and pioneering work in support of blind veterans without the support of our friends, donors, dedicated staff and supporters. So, once again, I thank sincerely everyone who has worked with us during 18/19 for enabling us to make such a life changing difference to so many blind veterans. Together we are helping our Members go from a dark place to a much better place. Together we are rebuilding lives. Excellent as this has been, there is much important work still to do.



Air Vice-Marshal Paul Luker
CB OBE AFC DL
Chairman, Blind Veterans UK

Chief Executive's introduction to the annual report and financial statements 18/19



At the start of our five-year strategy, we have been intent on developing our community service, that is, the support that we offer routinely to blind veterans where they live. It is in their homes and communities where their support needs are greatest. I have been delighted with the progress made by the 19 community teams in developing this community service, backed up by an impressive outcomes measurement framework to capture the impact of their work. The results have had a regular airing through social media as we spread the awareness of work at the coalface and the rehabilitation progress achieved with the Members. Volunteers have played a vital part in this expanded service. In October we introduced volunteer coordinators into every community and

have since seen a marked increase both in volunteering requests and in the numbers of volunteers who are gifting us their time and expertise. This is a tangible and real example of how the operation is scaling up to the every-day benefit of the Members.

There have been numerous highlights within the community throughout the year that have been enjoyed by Members and their families. Early in the year many of them were fortunate to meet HRH The Princess Royal, and the Prime Minister at the nation's annual Armed Forces Day Parade in Llandudno. It was a privilege to be able to support this event and to help raise the profile of this impressive town! In October our Patron, HRH The Countess of Wessex, unveiled our bronze statue 'Victory Over Blindness' at Manchester Piccadilly Station. Depicting seven blind veterans returning home from the First World War front, this statue is a powerful representation of the tragedy of sight loss and the power of working together in rehabilitation. It is a message that is as important today as it was in 1915 and it is fabulous to see how the people of Manchester have taken this statue, known to us as 'the Lads', to their

hearts. October was a busy month for the Charity as we were also able to celebrate the 80th birthday of our Brighton Centre in Ovingdean. It was a poignant occasion and an important opportunity to reflect on the role that this Centre and its staff have played in the lives of tens of thousands of blind veterans over the years. On Armistice Sunday, 100 blind veterans were proud to march as part of the 10,000 veteran contingent at the Cenotaph for the 100th anniversary of the end of the Great War. We were doubly proud to have the oldest veteran on parade as one of our contingent: Ron Freer, at the tender age of 104. Ron was blinded in the Second World War having been a prisoner of war in the Far East and has been supported by Blind Veterans UK ever since.

Recognising Sir Arthur's continuing challenge to us to be pioneering and innovative, this has been an important year for our Research Department which was created in early 2017. The research programme is now well established, and is supported and governed by a newly-formed Advisory Board. A particular highlight of the year was the partnership that we launched with the University of Oxford and Circadian Therapeutics into sleep deprivation. The aim is to find a drug therapy that will help to regulate the circadian clock and to promote a good night's sleep for the blind and others who suffer from sleep deprivation. A further highlight was the award of our first Research Fellowship, to Professor Zbigniew Petczyński. Zbig (as we know him) fought in the Warsaw Uprising, became a politics tutor at the University of Oxford (where his pupils included the Rhodes Scholar Bill Clinton) and

has been a blind veteran for many years. Action Against Age-Related Macular Degeneration is making solid progress in seeking a successful intervention with our support and that of our fellow founding charities. Looking forward, on 1 April 2019 we will be commencing a six month trial with an autonomous pod, gathering data to understand the implications of blind and disabled people using driverless cars. We are determined to remain innovative and pioneering and to explore ways of helping blind veterans, both today and tomorrow.

Our new and re-shaped Engagement Team has been hard at work implementing the new Engagement Strategy. This aims to increase awareness of our Charity from a relatively low start point, to expand, encourage and nurture our supporter base and to diversify and increase our income generation. Key to this is developing new and mutually-beneficial relationships with new corporate partners. As mentioned by the Chairman, the building blocks have now been established and we are now working on making the case for supporting and developing programmes that are good for us and for corporate social responsibility. It is clear that many aspects of our work can be beneficial to business and also that our values chime easily with forward thinking and people focussed companies.

Wherever I look across the Charity, whether it be the staff, volunteers, supporters or the inspirational Members themselves, I am struck by the extraordinary things that can be achieved when good, decent people come together intent on making a difference. I remain immensely grateful to all who work with us in rebuilding the lives of blind veterans: day in, day out.



Major General (Rtd) Nick Caplin CB
Chief Executive, Blind Veterans UK

About us

Our vision:

To achieve victory over blindness.

Our mission:

To provide high-quality national support to blind veterans, as and where they need it, in order to help them achieve independence and fulfilment, and to transform their lives.

What we do:

We provide for the rehabilitation through medical or surgical treatment, re-education, training, settlement and permanent welfare of Members and former members of the Armed Forces, both men and women, blinded from whatever cause, whether or not connected with service in the Armed Forces and certain men and women who

are not or have not been members of the armed services injured in or as a consequence of war. We also provide support to certain family members, widows/widowers and carers who are in need of assistance.

Our priorities:

For the year 1 April 2018 to 31 March 2019, we focused on:

- Delivering a high-quality and efficient service
- Setting the conditions for growth in our ability to 'reach' more blind veterans
- Implementing our new Engagement Strategy to reach more supporters and generate income growth
- Consolidating our new regional and community service delivery model and ensuring coherence with the continuing demands on our Centres
- Growing our volunteer base to allow us to scale up our operations and engagement activities
- Strengthening the behaviours and culture required to best engage Members, staff and volunteers

Our board of Trustees provides collective and strategic leadership in line with our values and aims. They have the legal responsibility for, and oversight of, the running of the Charity. The board empowers and provides both support and challenge to the chief executive and senior leadership team, who implement the strategy on behalf of the Trustees and lead on the day-to-day operational management and leadership of the Charity.



Strategic report

The Trustees, who are also the directors for the purpose of company law, present their report, which includes the strategic report, together with the financial statements and auditors' report for the year ended 31 March 2019. The information required in the directors' report is included in this strategic report

The Charity's focus during 18/19 was to begin the roll out of the new strategy agreed by the Trustees. This first year was about consolidation and setting the conditions for future growth. It required a focus on the key change deliverables for the year including: the embedding of the newly formed Engagement Directorate to raise awareness, garner support and generate income growth; integration and consolidation of the regional and community service delivery model; and a focus on growing our volunteering effort. These, among other key deliverables, are central to beginning the journey to deliver on the 11 strategic objectives set by the Trustees:

We will transform the lives of thousands more blind veterans.

1. Increase the number of blind veterans we engage with and actively support.
2. Develop our brand to boost awareness, understanding and engagement among the people we want to reach

We will provide our vital services wherever and whenever they're needed.

3. Increase the impact we have for Members to enable them to live independent and fulfilled lives.
4. Develop a high-quality, region-

focused delivery model.

5. Advocate on behalf of our Members and work in partnership with other agencies.

We will significantly increase our income so we can deliver our plans.

6. Increase net voluntary income every year over the next five years, achieving additional income of £9 million per year by 22/23, and developing a whole charity fundraising culture.

We will invest in pioneering research and innovative technology.

7. Contribute to research and technological development to reduce the incidence and impact of blindness.

Everything we do will be effective, efficient and sustainable.

8. Engage all staff and volunteers in our strategy and ensure how we act reflects who we are.
9. Increase the contribution of volunteers across our activities.
10. Ensure that the Charity operates sustainably and gets the greatest impact from what we spend.
11. Ensure the Charity has effective governance and good internal controls in place.

Financial Year (FY) 18/19 has seen much change and progress. The regional model is now well established and set to develop, and the new Engagement teams are taking form and developing their processes and interactions

Continues over

internally and, more importantly, with the regional/ community Operations teams. The new Volunteer Coordinators are showing the potential of the new community volunteering force. Much of the ground work the strategy expected for consolidation and setting the stage for 19/20 (Year two of the strategy) is in place or has begun. Generating the required income growth has been a challenge and is the main effort for us as we move into year two. This has meant we have decided to dig deeper into our reserves than originally planned and has slowed some of the innovation we had wanted to pilot in 18/19 that would give us the capacity and tools to grow our service delivery at the required rate. The Trustees remain fully committed to the strategy and are monitoring these areas of strategic risk very carefully to ensure timely action can be taken if required.

Our operational service delivery model, built on a national framework of multi-disciplinary teams spread across 19 communities, grouped into five regions, is delivering highly effective and greater local rehabilitation support and opportunities for Members. Our impact is now being measured

using an innovative and cutting edge Outcomes Framework that puts our Members at the centre of our work and allows us to measure their progress in achieving the appropriate aims and objectives. Our aim remains to provide support to Members when and where they require it and as such our Centres in Brighton and Llandudno continue to provide holiday, respite and specialist training support at their full capacity to complement our community work. We were able to support about 5,300 Members this year.

Our main effort for 18/19 was to transform our Engagement operation by implementing its new sub-strategy to generate the significant increases in income required to sustain this strategy. Much effort has gone into recruiting the right people into the new teams. This remains in progress but is worth the effort to get it right. The new structures have been refined



and, with a few adjustments still in hand, are largely complete. Our brand refresh was completed and was rolled out successfully as part of our Victory Over Blindness event in Manchester, with the unveiling of a statue of the seven 'lads', hands on each other's shoulders as they march out of Manchester Piccadilly Station. This has been built upon across the year, along with an improved and more vigorous digital and social media presence, and seems to be landing well, giving us a good platform to build on in 19/20. As most charities are finding, income generation is a challenge and we have not met the targets we set for this year. However, the transformation has taken longer than assumed to get right and the signs are that as the teams establish themselves fully and the new approaches and campaigns they are developing, along with the harnessing of all staff and more volunteers in support, come to fruition, the potential remains to generate the income we need. This is being closely monitored by the executive and Trustees.

Vital to expanding our service capacity and fundraising are our volunteers. We are lucky to have a cadre of highly committed and caring volunteers. However, we need to grow this significantly if we are to meet our Member's needs at home, in their communities and in our Centres and to maximise our community fundraising potential. 18/19 saw the development and implementation of a new volunteering sub-strategy and the establishment of the new structures and expertise to deliver it. This included successful recruitment of a national network of Volunteer Coordinators, integrated at community level. These specialists

are already making a tangible difference to our recruitment efforts and in meeting our demand for volunteer support. We now understand our requirements and opportunities much better and are developing the processes to ensure we meet the requirement in a timely manner. The focus is on generating the significant uplift in volunteering solutions that will drive efficiency and capacity across the organisation.

A major area of success for us this year has been the significant advances and impact of our small Research Department usually working in collaboration with partners. We have maintained our leading involvement as a founding member of Action Against Age-Related Macular Degeneration (Action Against AMD). We have partnered with The University of Oxford, and international veteran organisations, universities and ministries of defence in a range of biomedical research areas with potential to make a significant impact on the physiological health of blind veterans. We are also undertaking cross-domain social and welfare research to consider epigenetics, state of mind, well-being, longevity and social inclusion. We have conducted scientific outreach and advocacy in collaboration with other specialists as part of which we have submitted evidence to Parliamentary committees. Innovation has always been important to the Charity and we are actively working with partners in a range of areas from autonomous vehicles, to Artificial Intelligence, mobile applications and Virtual Reality.

Finally, the Trustees and executive remain confident in the strategy. Despite the slower than planned start to our income growth, we believe the approach remains correct, there are levers to adjust the strategy if required and our determination to ensure we provide support to as many blind veterans as possible remains undiminished. To that end, the Trustees have held to the strategy and have agreed to release more funds from our reserve to ensure the strategy is given the very best chance of developing as required. Support from individual and corporate donors is of increasing importance to help us achieve this ambition.

What we achieved

Following the introduction of multidisciplinary teams across the country, we have been focussed upon developing our community services to meet the requirements of Members closer to their homes. Community Support workers, volunteers and Members have delivered over 500 local events which have included regular lunch clubs and coffee mornings, trips and educational activities. This has resulted in a more cohesive network for the ongoing support of blind veterans and their families.

We have continued to develop our rehabilitation services within the community with the introduction of a number of Community Rehabilitation Officers for the Visually Impaired (ROVI) and IT Instructors. The community service was introduced to deliver a rehabilitation programme that meets the needs of Members who are not able to visit a Centre. The service

also supports any beneficiary who would benefit from home based rehabilitation. This year, both the ROVI and IT services have undertaken work to trial more effective ways of working within a community setting. This includes working with other organisations developing mutually beneficial partnerships that deliver a high quality service when and where it is needed.

The Centres have remained at the foundation of our delivery, operating at capacity and, importantly, providing introductory weeks for new veterans joining the Charity. Within the period the Centres collectively welcomed 594 new Members through their doors and 1,213 existing Members



attending to receive training, respite and holidays.

At Llandudno Centre we welcomed a new Centre Manager, Kathy Boardman into post in January 2019. Kathy brings extensive leadership and management experience to the role and will be using this to enhance what the Centre offers to our Members. At the Brighton Centre we commenced a significant programme of building renovation work to ensure that the building complies with safety standards and to make general improvements to the facilities.

Both the Centres and communities are supported by the Operations Directorate's Member helpline, now called the Member Support Hub. In addition to providing telephone and online support to over 600 Members and supporters each month, the support hub has taken on several other support functions such as ensuring information produced by the Directorate is available in an accessible format for our veterans.

The Working Age Member (WAM) team have delivered a variety of opportunities throughout the year, including events, training, bespoke rehabilitation and peer activities. The year ended with a dedicated conference which hosted 130 guests within the working age network. The purpose of the conference was to increase Members' knowledge and understanding of the key strategic and operational changes to the organisation's approach towards rehabilitation, as well as offer an environment to engage and interact with internal and external partners on a wide variety of subjects, activities and technology based products.

The year brought an exciting opportunity for us to showcase our services as we were invited by the Right Honourable Lord Eric Pickles to write an article for the prestigious Parliamentary Review. The Review is an annual publication, which includes political commentary from the Prime Minister, MPs and journalists and contains articles from organisations who deliver best practice in public service delivery. There was particular interest in the Charity's transformation in operational services over the last three years, the move towards outcomes based measurement and the establishment of multi-disciplinary community teams. Recognising the significance of this opportunity, we also identified the challenges in meeting our strategic ambition in relation to raising awareness and generating income. This was recognised as a major achievement for the Directorate and the Charity more widely.

Increased membership and use of our services

Throughout last year, the Charity recruited 857 beneficiaries (922 in 17/18) and further delivered our community service model replicating the inspirational work done at our Centres.

Our Victory Over Blindness and Isolation campaigns - while also raising awareness of the Charity's work in the past and present - assisted in highlighting loneliness and isolation as a priority issue for Blind Veterans UK. There are still thousands of potential beneficiaries that could come under the Charity's wing and gain from the training and rehabilitation programme delivered to our membership. Both campaigns utilised a wide range of multimedia, including content marketing, social media and outdoor advertising, stakeholder engagement, events and advocacy, all of which gained a significant public awareness and measurable response.

Brand awareness

Our brand has undergone a significant refresh, with many aspects being remodelled in order to

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give the Charity a more contemporary feel, a new strapline, which brings our rehabilitation work to the fore and ensuring it remains fit for purpose for the future.

At year end, 'prompted awareness' of the Charity's refreshed brand stands at a healthy 25 per cent (up from 22 per cent in 2017). Source: NfpSynergy Charity Awareness Monitor.

This has been achieved in several ways, most noticeably delivering our brand campaign message through digital and outdoor display advertising, and PR and media coverage.

The brand refresh has also seen the complete re-design and re-launch of our long-standing Review and Debrief magazines to our membership and external supporters respectively, as well as all other forms of communication, including the website, posters, leaflets, merchandise and livery. The new corporate identity guidelines including tone of voice and a style guide were rolled out through a programme of stakeholder engagement briefings.

Both the Victory Over Blindness and Isolation campaigns have also played a part in increasing awareness of the Blind Veterans UK brand, with Victory Over Blindness being its first major external use. Among other aspects this involved the unveiling of a permanent statue at Manchester Piccadilly Station by our Patron, HRH The Countess of Wessex.

The central component of our successful Isolation campaign was the creation of a short film to highlight the day to day isolated life of many of the veterans who we look after. The film featured

At year end, 'prompted awareness' of the Charity's refreshed brand stands at a healthy 25 per cent

one of our Members as the focus of the piece, his volunteer, and garnered significant exposure for the brand, and increased profile of the cause especially on social media channels such as Facebook, YouTube and Twitter.

Supported more veterans through our volunteers

Volunteers play an increasingly important part within our Charity and over the last year we have been working towards increasing the contribution of volunteers across our activities. The recruitment of the Volunteer Coordinators in each of the communities has enabled us to respond more efficiently to the demand of our Members' needs for extra support through our volunteers.

At the end of our financial year we have grown volunteer activity and our headcount has increased to 997 from 735. More volunteers are taking on several roles with us and some are visiting two or more Members. This is reflected in the hours we are generating, totalling 40,183 equivalent to £563,366.

We have refined our recruitment processes to help to improve the volunteer's journey into volunteering with us with a new system called Assemble. It enables us to engage more with the volunteer as they are going through the recruitment process and for them to feel part of the family from the very beginning. We succeeded in renewal of our Investors in Volunteering Quality Accreditation which reflects our ongoing commitment to a high quality volunteer service to our Members.

Significant activities we undertook:

Research and Innovation

Blind Veterans UK is committed to transformational research that will provide immediate and long term benefits to the visually impaired veterans, those who are at risk of visual impairment and serving military personnel.

Our biomedical research is designed to improve the physiological conditions that are the basic building blocks of health for regaining life after sight loss. We have partnered with leading institutions to address problems faced by our Members. In the past year we have significantly progressed with research into circadian disruption with the University of Oxford and Circadian Therapeutics. We have also made significant advances into research on sight loss as a consequence of traumatic brain injury.

While researching the basic physiological health needs of blind veterans, our social and welfare research looks to improve the quality of life, wellbeing and social inclusion of visually impaired people. We have established two research programmes into Blind Veterans Wellbeing and Blind Veterans State of Mind.

We are an agile, pioneering organisation that has always prided itself on being able to identify, adopt and adapt innovations whether technical or otherwise. We encourage

such innovation from within the organisation and by working with, collaborating and partnering with external organisations and groups who share our ambition for innovation to improve the lives of the visually impaired. We have prepared for the first data gathering trial worldwide in the use of autonomous vehicles for the blind and disabled.

We collaborate nationally and internationally with academia, industry, the scientific community,

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military organisations, veteran groups and political bodies.

Engagement Activities

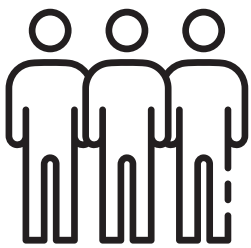
In 18/19 total voluntary income was £17.5 million, with donations of £6.7 million and legacies of £10.8 million. Engagement costs were £5.9 million.

We have invested in our community engagement activities and as a result supporters from all across the UK helped the regional teams raise over £497,000 in 18/19. 966 supporters took on sporting challenges or attended social engagement events. These included our March For

Veterans sponsored walks; 24 Hours Unplugged – which saw a sponsored abstinence from electronic devices for one day; and a series of sponsored social gatherings called 'Meet Up, Brew Up'. The regional teams also held collections across the country which raised over £16,000.

We recruited over 15,000 new donors to the Charity through a variety of methods including traditional direct marketing, printed inserts, door-drop mailings and our raffle programme.

The year at a glance



We welcomed 857 new people as beneficiaries of Blind Veterans UK.

We delivered 1,892 rehabilitation programmes to beneficiaries in their homes and at our Centres, of which 932 were in their homes. We delivered, installed and trained over 400 Members on equipment that had been recycled.



On average the Member Support Hub answers over 600 calls per month from beneficiaries and supporters.

We made 230 visits to beneficiaries in their homes to provide property maintenance and advice.

Last year the Charity ran 580 events in the community and 162 events in the Centres.



Centres collectively hosted 5,244 stays for Members.

Last year our vehicles covered 751,636 miles transporting Members. This is equivalent to traveling to the moon and back one and a half times.

The community teams conducted 6,353 assessments collecting over 109,500 indicators of progress towards our Members achieving their goals.



Financial overview

Total income for 18/19 was £25.3 million, which was £2.8 million lower than the previous year. Although the Centres saw a slight increase in income this was offset by a fall in donations. Of note, legacy income was skewed by the receipt of a large legacy of £1.4 million in the previous year. Total expenditure was £38.3 million, which was £2.1 million higher than 17/18, primarily as a result of the full year salary impact of the planned community team growth from 17/18.

Expenditure on charitable activities was £31.4 million, which was £1.5 million higher than the previous year, the cost of raising

funds was slightly higher than the previous year at £6.8 million (17/18: £6.2 million). Overall, net assets reduced in the year by £7.8 million to £132.7 million, of which £29.2 million (22 per cent) is restricted for the benefit of Members who were blinded in active service before 31 March 2010. The main driver of the reduction in assets is a drawdown from investments of £8 million over the year to fund the operating deficit.

We have revised our accounting policy for legacies. We now accrue for legacies only where estate accounts have been finalised or an interim or pecuniary distribution authorised by the executors prior to the end of the financial year. Previously

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Income

£

■ Voluntary income	17,495
■ Investment income	3,811
■ Care centre fees	1,844
■ Sales and other income	1,428
■ Housing provision	730
■ Social investment income	29
Subtotal	25,337
■ Planned drawdown from reserves	12,924

Total

38,261



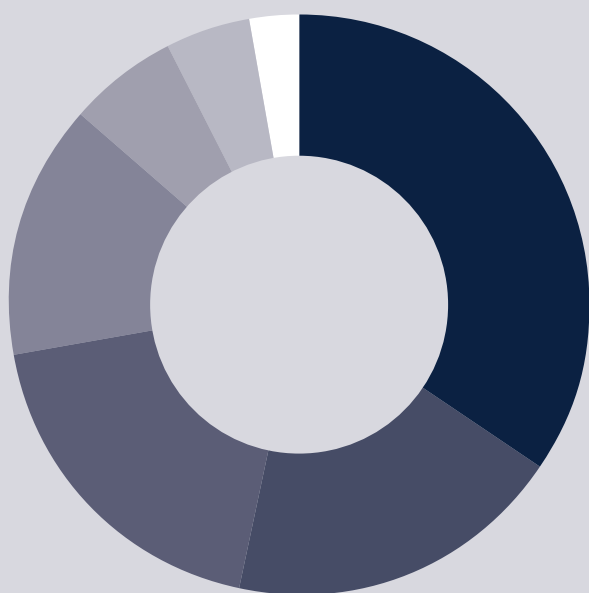
Expenditure

£

■ Providing care centre services	12,673
■ Supporting independent living	6,572
■ Providing welfare services	8,324
■ Providing housing	2,276
■ Reaching more veterans	1,574
■ Engagement & marketing costs	5,906
■ Managing our investments	936

Total

38,261



Further details on the income and expenditure breakdown is shown above:

we accrued for the total pipeline of future known legacies. This change will reduce the volatility in reporting legacy income and resulted in a reserves restatement of £6 million as our accruals reduced (Ref Note 20).

Plans for future periods

Our priorities for 19/20 are:

- Deliver a high-quality and efficient service
- Supporting Engagement to deliver a positive and sustainable trend on income
- Development of service delivery
- Developing the community presence through volunteering and service delivery activity

- Integration of community and Centre rehabilitation
- Exploring options for delivering rehabilitation and induction outcomes in the community
- Exploiting research to raise our profile, advocate, deliver benefits of research and innovation to Members and wider humanity and to generate income.
- Infrastructure development.

Grant making

We continue to provide grants to Members, and in some circumstances beneficiaries (including widows and dependents of child age), to improve outcomes. In 18/19 our grants policy underwent its standard three-year review to ensure that our grant procedures remain current and continues to meet the needs of Members whilst making the best use of the resources we have available.

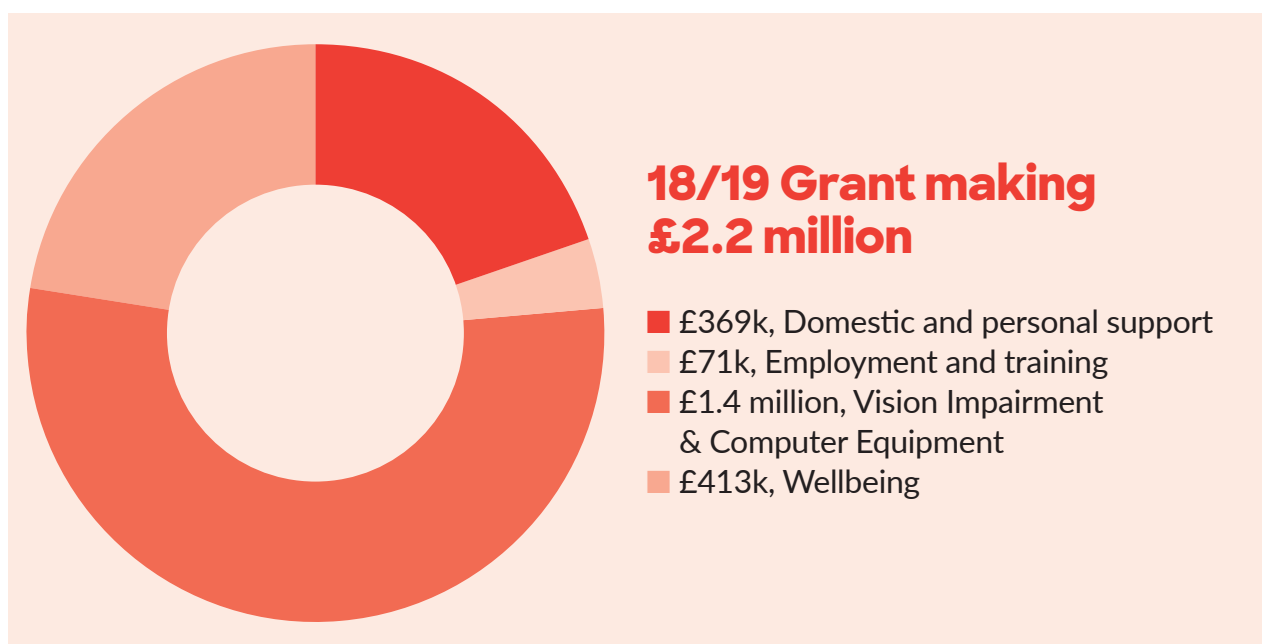
A Grants Working Group comprising of staff from across the organisation was established to review all aspects of the grant process and to define a clear set of principles which would ensure our grant decisions are applied fairly and consistently. As part of the process the group undertook an extensive consultation with Members and the Revised Policy was agreed by Trustees in September 2018.

The Revised Policy consists of clearly defined principles, which are applied to all grant requests:

- All applications are based on the Member's outcomes.
- The grant should enable the Member to live more independently.
- All grant requests should be made and agreed in advance of purchase.
- All grants are considered on an individual basis and reviewed regularly.
- Before any grants are made, alternative provision (both statutory and non-statutory) should be explored.
- The Member's individual financial situation will be taken into account when applying for grants.
- Members should be given transparent information on our grants process.

In 2018 Blind Veterans UK also joined a joint Case Management System (CMS) which gives access to over 100 military grant-giving organisations and provides opportunities for joint funding high-value grant requests for Members.

Our total grants expenditure was £2.2 million made up as follows:



Governance, risk and internal control

The Trustees are clear about the Charity needing to have processes and assurance mechanisms in place to maintain transparency and compliance with legal and regulatory requirements. Maintaining the trust and confidence of the public is vital.

Well constituted and effective Executive and Trustee meetings provide for regular holding to account, scrutiny, support and guidance and ensure that decision making is well informed and timely. There is a well-established and transparent process for the executive and Trustees to assess performance, risk, internal control and key governance issues, including serious notifiable incidents when appropriate. We have a commitment to continual improvement of this process. The Trustees and Executive have the opportunity to meet formally on a quarterly basis and more frequently and informally as required. There are a number of subsidiary committees responsible for specific areas of governance, risk and internal control which are described later in this Report.

The Trustees undertake an annual board effectiveness review. All Trustees are asked to comment and feedback through a questionnaire directly to either the Chairman or the Chair of the Governance and Strategy Committee. The latest review was conducted in December 2018 and was reviewed by the full Trustee Council in March 2019. There were no critical issues raised.

Performance management

Performance against the strategy, the annual Executive Plan and our Key Performance Indicators are continually measured using the maturing Performance Measurement Framework, which is providing assured key performance metrics, data and trends. This provides greater assurance to decision making. The Trustees receive a narrative analysis, the Quarterly Performance and Risk

Report, supported by a dashboard of Key Performance Indicators. The Chief Executive and his Senior Leadership Team use additional metrics from the same framework to review progress against delivery of the annual Executive Plan on a monthly basis.

Risk management

The executive risk management process is well established and provides a useful and important governance tool to identify, assess, mitigate and manage risks before they become issues. The Chief Executive and his Senior Leadership Team consider these risks at their monthly meetings. Directors and their teams discuss and manage risk on a day-to-day basis. The Trustees consider the key risks faced by the Charity on a quarterly basis both in the sub-committees and as a collective board. The Governance and Strategy Committee has directed work to consider how Trustees might better undertake more strategic risk management, which will be taken forward during 19/20.

Last year the Charity faced one high-level risk, which was a risk to life and service delivery due to inadequate fire compliance measures at the Brighton Centre. However, a management plan to rectify this and the attribution of

significant funding by Trustees to address the issues means that a plan is underway to treat this risk. The plan has been agreed by the insurers and fire authorities.

Other less significant risks, which nonetheless if they occurred might have significant impact and are being managed, are as follows:

- The planned income generation of the Charity will not be achieved. The transformation of the Engagement teams has taken longer than anticipated. Income generation is the Charity's main effort for 19/20.
- There is a building integrity risk at the Brighton Centre as a result of maintenance work that has not been undertaken in previous years. A maintenance plan (Project Vanguard) is being developed, costed and prioritised and needs to align with addressing the fire risk and the need for ongoing service delivery in the building.
- There is an enhanced risk to health and safety of staff, volunteers, Members and others in contact with the Charity. Several gaps in Health & Safety management during the year have delayed the development of the health and safety and fire safety system for the Charity. Recruitment is in progress and an interim mitigation plan is in place with direct leadership from Senior Leadership Team (SLT).
- There is an enhanced risk of a failure to comply with the new General Data Protection Regulation (GDPR) and UK DPA 2018. A continuing compliance improvement plan is in hand and is being driven by the SLT with assistance from the newly established Information Governance Officer (DPO).

- A significant fall in the value of our investments. Managed by the Investment Committee who review the investment managers' performance, the portfolio composition and the market risk in the context of timing of future funding needs.
- The Charity's Pension Scheme liability continues to rise. This risk is being monitored and managed by the Pension Committee.

Compliance

Compliance is about ensuring that we adhere to statutory, regulatory and internal policies, and that we have a framework in place to test this. The Charity's Secretariat is responsible to the Chief Executive Officer and Trustees for ensuring that we have the right behaviours and policies in place to operate legally and safely and to confirm that we are complying with the policies.

The Trustees have adopted the Charity Code of Governance as a mechanism to more objectively assess the quality of our governance and compliance. This provides a useful tool for the Trustees and Executive to improve governance standards and our overall effectiveness in delivering our vision, mission and strategic objectives. The initial review, which showed a good level of compliance, is now being modified to comply with recent direction from the Confederation of Service Charities (Cobseo). Cobseo, working with the Charity Commission, has recently asked for all of their member charities to complete a specific self-assessment report format. To that end, we have begun the process of transferring our initial work into this new format. The assessment will be considered by Trustees in quarter one 19/20 for submission to Cobseo in quarter two. It will be used to identify areas for further action to strengthen our demonstrable compliance with the Code's seven principles. The self-assessment will subsequently be updated for Cobseo every two years but will provide the basis for an annual internal review.

Continues over

There are several key regulatory bodies that the Charity is required to conform to and these include the Care Quality Commission, the Care Inspectorate Wales, Information Commissioner's Office, Health and Safety Executive, the Fundraising Regulator, and the Charity Commission, as well as others.

There have been no serious notifiable events to the Charity Commission during the last year. The Charity is not complacent about this and continues to review its compliance and notification processes to see where they can be further improved. We have an effective and well established safeguarding policy and processes that are well understood and safeguarding activity is managed and monitored in line with statutory legislation and best practice guidance. We understand safeguarding in the narrow sense of children and vulnerable adults but also the Charity Commission's broader interpretation of safeguarding as it affects all people who come into contact with Blind Veterans UK.

The Charity subscribes to the fundraising standards and code of practice of the Fundraising Regulator; is a member of the Institute of Fundraising; and follows guidance issued by the Information Commissioners Office (ICO). We believe we have set appropriate standards for the operation and management of our engagement activities. In particular, given our purpose, Blind Veterans UK considers that its processes and controls should ensure that vulnerable people and other members of the public are protected from any unreasonable intrusion on a person's privacy and that no fundraising activities would be unreasonably persistent or place undue pressure on a person to give money or assets.

All fundraising activities for the Charity are carried out by the staff with assistance from our valued volunteers who support specific fundraising events. The Charity uses Payroll Giving to provide a flexible scheme which allows anyone who pays UK income tax to give regularly and on a tax free basis. All other fundraising activities are managed by the respective teams and are monitored by the Engagement Leadership Team, with overall supervision by the Director of Engagement.

Over the past 12 months we recorded just under 400 complaints, which represents a tiny fraction of over two million contacts with supporters and potential supporters. Just over 100 were about too much or unwanted contact. In all cases the appropriate law, regulation and best practice was followed by the Charity.

We are not complacent about this and this has been fed back into the engagement teams to help their planning for 19/20 and to ensure we continually strive to get better. We have robust processes and policies around capturing our supporters preferences about how and when we communicate with them and will continue to ensure that we put their wishes at the heart of everything we do. We remain committed to the highest standards in our engagement activities.

A revised Charity complaints policy and process was developed during 18/19, with clearer responsibilities for complaint handling, reporting and transparency depending on the type and nature of the complaint. This new policy will take effect during 19/20 and will be kept under review.

We have continued to build upon our progress and to strengthen our data protection processes. The new post of Information Governance Officer was funded and recruited and this individual is our Data Protection Officer. As well as driving forward our continual improvement plan and refining our policies, he has been active in raising awareness and understanding and driving the required cultural change across the organisation. A small number of data right requests were handled in a timely and effective manner.



Reserves

The Trustees are responsible for ascertaining whether the funds we hold in reserve are adequate for our ongoing work. To do this, they consider the lifelong support we offer our beneficiaries, as well as the nature and type of reserve assets

The breakdown of our total Net Assets of £132.7 million is:

£30.8 million of Restricted reserves.

The majority of these funds are dedicated to our service men and women injured before 2010 whilst serving in the Armed Forces; these are often beneficiaries who require very considerable help over many decades of their lives. These funds are not available for use by our other Members, where we have the largest and increasing numbers.

£101.8 million of Unrestricted reserves (after accounting for the pension liability).

These funds consist of:

- £43.2 million of operationally committed assets which are beneficiary properties, operational Centres and other assets
- £58.6 million of remaining Unrestricted reserves, which we categorise as the Charity's free reserves

The Restricted reserves have decreased significantly from £62.5 million at the start of the year to £30.8 million. This follows a detailed review of the requirement in the Sir Arthur Pearson

Trustees have a reasonable expectation that the Charity has adequate resources to continue its activities for the foreseeable future

Fund, and results from a request to the Charity Commission to release £31.7 million from this fund that are not required and to transfer this to our Unrestricted funds so it can be used to support our broader membership. The Charity Commission approved this on 21 February 2019. The remaining £29.2 million in this Restricted fund is adequate to support our war blinded Members in exactly the same way we currently support them and our commitment to these Members is unchanged. By freeing up the monies that are not required this will enable us to support our other Members in the next ten years, which is a critical period for our ageing membership.

Because of the financial pressures of providing lifetime support for beneficiaries, Trustees consider the target level of free reserves, which are held as investments, should be sufficient to cover the projected financial deficit during the expected average lifetime of the membership (approximately five years). The current level of free liquid reserves should be sufficient to cover the target level.

The Charity's growth ambition will require us to increase voluntary income and this is planned as part of our strategy for the next five years. We would expect to fund any shortfall with capital gains on our investments.

Having reviewed the reserves available and the relevant cash flows, the Trustees have a reasonable expectation that the Charity has adequate resources to continue its activities for the foreseeable future and accordingly will continue to adopt the going concern basis in preparing the financial statements. Our goals for growth and improved impact will require additional fundraising and our ability to step up to meet our full ambition will require success in this area.

Further information on the Restricted and Unrestricted reserves is below.

Restricted reserves

Total Restricted reserves are £30.8 million, including the Sir Arthur Pearson Fund (£29.2 million), which is restricted for the benefit of beneficiaries blinded during active service on or before 31 March 2010. For some of our younger beneficiaries, this might mean supporting them for over 80 years throughout their life after sight loss. Please note the comments in the section above outlining why the Restricted reserves have reduced significantly this year. Other Restricted reserves (£1.6 million) relate to unspent donations for projects such as the Life Skills Programme in Llandudno and for specific funds, including the Diana Gubbay Fund for the Blind, which supports emergency service personnel who have suffered sight loss.

Unrestricted reserves

Beneficiaries who have lost their sight after service, and any new beneficiaries who have lost their sight during active service from 1 April 2010, are supported by the Unrestricted fund. Unrestricted reserves help us provide support to

those beneficiaries for the rest of their lives. A high proportion of these beneficiaries have age-related sight loss caused by macular degeneration and other conditions. Beneficiaries challenged by sight loss may also have a range of other medical problems in later life. We strive to collaborate with other organisations to provide them with the range of support they need.

Investments

We have adopted a total return approach for our investment portfolio, with the actual performance measured against agreed benchmarks. The primary aims for our investment managers are to achieve a total return of 3.5 per cent per annum above inflation over the longer term and perform well against the benchmarks. Each year there is a targeted level of investment income for budgeting purposes.

Cazenove Capital Management Limited and Jupiter Asset Management Limited were appointed as investment managers in 2012, with each managing a half of the then existing portfolio. Additionally, Cazenove Capital took over responsibility for administering a small private equity portfolio, although no further commitments are anticipated in this asset class.

During the 12 months to 31 March 2019, the value of the externally managed investment portfolios decreased by £4.5 million to £74.6 million, after £4.4 million of net realised and unrealised capital gains, a £8 million draw down from the portfolios and the payment of fees (£0.3 million).

Since the two investment managers took over the portfolios in 2012, the total returns of the combined portfolios have outperformed the inflation-linked target (CPI + 3.5 per cent) by about 2.8 per cent per annum.

Over the past 12 months to 31 March 2019, the total returns of the two portfolios were Cazenove 5.2 per cent (0.4 per cent last year) and Jupiter 8.7 per cent (4 per cent last year). This compares to

Continues over

We have adopted a total return approach for our investment portfolio, with the actual performance measured against agreed benchmarks

the ARC Steady Growth index return of 4.7 per cent (1.3 per cent last year) and the inflation-linked target (CPI+3.5 per cent) of 5 per cent (6 per cent last year).

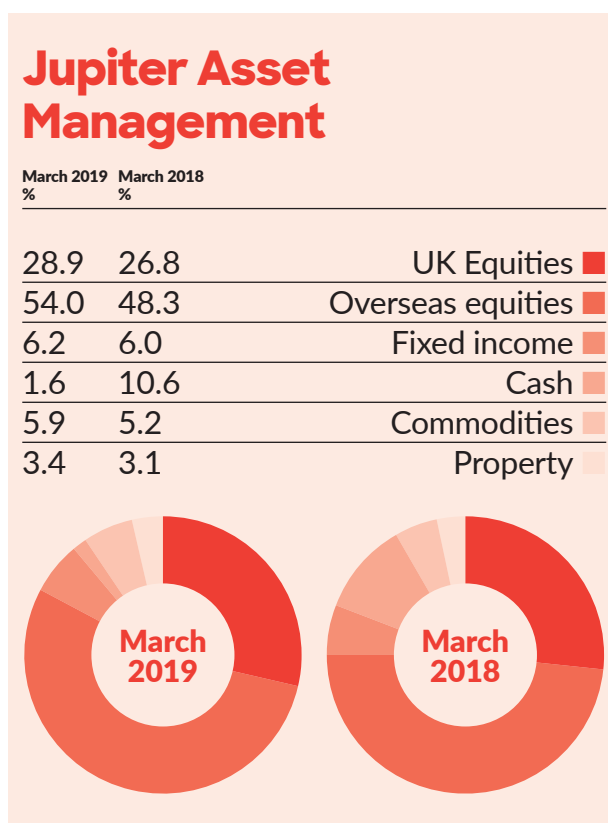
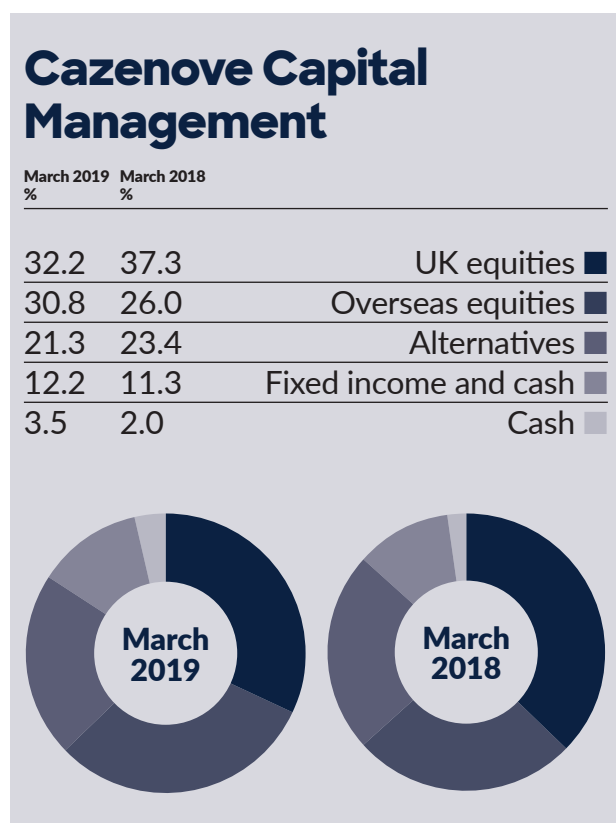
The Charity holds some 63 investment properties that are let out on commercial market rents along with a further 106 properties that could be used for future Member occupation. These 169 properties provided a rental stream of some £1.86 million per annum (2018: £1.86 million) with an aggregate asset value of £20.4

million (2018: £21.2 million).

In addition, there are a further 127 properties occupied by Members which have generated £1.1 million of rent in the year (2018: £1.2 million). The rents are heavily subsidised for the Members and could be significantly increased as properties become available. The book value has been estimated at £19 million (2018: £19 million). Gains on the sale of land and property amounted to £1.4 million during the year (2018: £1.9 million).

During 19/20 property sales will rise with a plan to sell £8 million worth of properties, as opposed to the previous £2 million annual requirement. This is to fund the investment in operations with the aim of supporting more Members.

At 31 March 2019, the portfolio allocations in institutional funds, with a high degree of liquidity, were as follows:



Organisation structure, governance and management

Blind Veterans UK was incorporated as a private limited company on 30 April 1923 as St Dunstan's. The name was changed on 27 January 2012 to Blind Veterans UK (registered company No. 00189648). The Trustees are registered with Companies House as the Directors of Blind Veterans UK and the CEO as the Secretary.

The current version of its Articles of Association are dated 21 September 2016. Blind Veterans UK is registered as a charity with the Charity Commission for England and Wales (Registered Charity No. 216227) and the Scottish Charity Regulator (Registered Charity No. SCO39411). The Charity is also the principal employer for the St Dunstan's Retirement Benefits Plan (1973).

Blind Veterans UK has two subsidiary companies: Blind Veterans UK Trading Limited, which is a registered company in England & Wales No. 06446944; and Four Seasons NWMC Housing Limited, which is registered company No. 01882050.

Blind Veterans UK is one of four Charities (The Macular Society, Fight for Sight and Scottish War Blinded) who have equal interest in a charitable incorporated organisation called Action Against AMD, incorporated in November 2016.

Public benefit statement

The Trustees have given due consideration to the Charity

Commission's published guidelines on the public benefit requirements under the Charities Act 2011.

Structure of the Council of Blind Veterans UK

The Council (Board of Trustees) of Blind Veterans UK normally consists of 14 to 17 Trustees (17 in 18/19), of which three are Member (beneficiary) trustees. The Trustees have a variety of skills and backgrounds, with a strong emphasis on experience in the Armed Forces, visual impairment, property, strategy and finance. We list our Trustees on pages 29-31.

Recruitment and training of Trustees

We recruit our Trustees through a variety of channels, including advertisement and networking. Potential Trustees are interviewed by the Chairman and put forward as a proposal to the nominations committee, which makes its recommendation to the Council by assessing the knowledge, skills and experience of the potential Trustee and the diversity of competencies and backgrounds of the collective Council.

Trustees who are successfully appointed are required to familiarise themselves with the Charity's purpose, undertake external training to

Continues over

ensure they are clear about their responsibilities, and attend a committee and Council meeting as an observer.

Trustee meetings

The Council meets quarterly to consider strategic business. It delegates some of its responsibilities to the committees shown below. The Terms of Reference for these committees were reviewed and updated in 18/19.

■ Governance and Strategy committee

to develop and monitor governance arrangements, to lead the process to develop the Charity's strategic vision and goals, to manage key executive and strategic risks, and to ensure that appropriate strategic direction is given to the Chief Executive. Overview of the 'research and ethics expert advisory group' and 'research and innovation working group'.

■ Service delivery committee

to provide strategic oversight, scrutiny and guidance on the services delivered to our beneficiaries

■ Engagement committee

to oversee the development of the income generation strategy, and to highlight engagement and fundraising issues or opportunities to the Council

■ Personnel and remuneration committee.

to oversee the development of our people strategy and ensure appropriate processes are in place for the handling of all personnel issues. To oversee the remuneration process, advising the Council as required

■ Finance committee

to provide expert financial overview and scrutiny of the Charity on behalf of the Council of Trustees

■ Investment committee

to maintain the prudent and effective management of the Charity's investments and formulate and oversee the investment policies

■ Nominations committee

to consider nominations for new members of the Council and other honorific appointments, taking into full account the Charity's

requirement for particular skills or qualifications and appropriate diversity of people and backgrounds

Employees

Our ability to recruit and retain high quality staff is critical to the success of our charity. It is our policy to pay competitive and fair salaries in all parts of our organisation. We evaluate all jobs using the Kornferry Job Evaluation system (formally Hay) and apply median market-related salaries. We subscribe to external pay datasets as well as undertake our own research to establish appropriate regionalised median market salaries which are reviewed annually. Further details of our directors' salaries, key management personnel and recent redundancy payments can be found in note 14 on page 53.

The Charity has a well-established recruitment process which gives full consideration to all applications free from any bias. We understand the strength in diversity and welcome applications from all suitably qualified and experienced candidates irrespective of their age, long term health conditions or disability, gender or gender reassignment, sex, sexual orientation or marital status, race, religion or belief. Opportunities are available to all employees for training and career development.

All of our people are treated fairly, with respect and dignity. We do not tolerate discrimination, victimisation or harassment of any kind.

Partnerships

The Charity engages with a variety of organisations including trusts and foundations and corporate businesses

(for sponsorship, charity of the year and partnership working).

We are working with a number of corporate partners including Specsavers and many other corporates who fundraise for us and promote employee giving.

As part of our corporate strategy, we aim to establish more formal partnerships and sponsorships at a national, regional and local level, including charity of the year partnerships to deliver a variety of social, volunteering and training services to our beneficiaries.

With the regional teams in place, we will also develop local and regional partnerships delivering more relevant localised care suitable to community needs.

From a local perspective, we have a historical relationship with Lions Clubs International who are currently raising money to support our Life Skills for Independent Living appeal and woodland workshop in Llandudno along with supporting the Charity with volunteers.

Our Victory Over Blindness campaign also saw us work closely with Network Rail – the administrators of Manchester Piccadilly Station. This involved the granting of planning permission for the installation of the statue on the forecourt of the site, and the logistics involved with both its implementation and the opening ceremony. We also worked closely with leading transportation company Arriva, which helped promote the campaign on public transport prior to the event. Arriva has also assisted since with the

promotion of the March For Veterans events.

A further collaboration has been with the University of Oxford for the research-led sleep study (see above).

The Charity is a member of Vision UK, a network of visual impairment charities, and Cobseo, a network of charities serving the Armed Forces community. By sharing practices and knowledge, membership enables us to learn and develop ideas from other organisations, to provide outstanding care to our veterans.

The Charity is also a founding member of Action Against Age-related Macular Degeneration with three other charities (Macular Society, Fight for Sight and Scottish War Blinded). This joint venture is committed to develop and undertake research into the nature, causes, diagnosis, prevention, treatment and cure of age-related macular degeneration.



Blind Veterans UK dignitaries



Founder

The late Sir Arthur Pearson Bt GBE

Sir Arthur Pearson founded our Charity in 1915, which was originally named The Blinded Soldiers & Sailors After-Care Fund. Arthur Pearson, who went blind through glaucoma, was a newspaper proprietor, owner and founder of the *Daily Express* and *Pearson's Weekly*.



Patron

Her Royal Highness The Countess of Wessex GCVO

We are proud and honoured that our Patron is Her Royal Highness The Countess of Wessex GCVO. Blind Veterans UK has held Her Royal Highness' patronage since December 2016.



President

Colin Williamson

Colin became the sixth President of Blind Veterans UK in 2017. He served in the Royal Artillery as a driver, gunner and signaller, and has been a beneficiary of Blind Veterans UK since 2003 after a serious assault caused his sight loss. He has volunteered and worked for Blind Veterans UK for more than ten years and leads Project Gemini, our exchange programme between blind veterans from the UK, USA and South Africa. By virtue of being President, Colin also serves as a Trustee.

Vice-Presidents

Billy Baxter (appointed in December 2018)

Paul Palmer (appointed in December 2018)

Captain Michael C Gordon-Lennox OBE RN

Major General Andrew M Keeling CB CBE

Vice-Patrons

Professor Russell Foster CBE FRS (appointed in March 2019)

General The Lord Richards of Herstmonceux GCB CBE DSO

General Sir Peter de la Billière KCB KBE DSO MC DL (retired)

Rear Admiral Sir Donald Gosling KCVO (retired)

Admiral Sir Jonathon Band GCB DL (retired)

Air Chief Marshal Sir Joe French KCB CBE (retired)

His Royal Highness Prince Pavlos of Greece (retired)

Trustees

Air Vice-Marshal Paul Luker CB OBE AFC DL (Chairman)

Paul joined the Council of Blind Veterans UK in 2012 and became our Chairman in 2017. He joined the RAF in 1968, serving until 2006. He trained as a support helicopter pilot and subsequently his flying duties ranged across a wide number of RAF and Army helicopters. After attending the Royal College of Defence Studies, he went on to be Director of Overseas Military Activity at the Ministry of Defence and then Commander of Joint Helicopter Command. From 2006 to 2016 he was CEO of the Council of Reserve Forces' and Cadets' Associations.

Sarah-Lucie Watson

Sarah-Lucie is a full time ophthalmic surgeon working in the NHS in Berkshire. Her specialist interests include conditions of the retina and cataract surgery and she leads the macula service and is responsible for training junior surgeons. Her clinical role has made her aware of the impact of sight loss as well as being raised by a totally blind mother. Sarah-Lucie is married to an army officer some of whose own men have returned from conflict with life changing injuries.

David Turner

David joined the Council of Blind Veterans UK in March 2016. After studying at the College of Estate Management he qualified as a chartered surveyor. He worked in property consultancy before joining the UK board of a listed property development and investment company. Later he joined a leading UK bank where he became CEO

of the group's property subsidiary and group Property Director. Post retirement, David has used his general management and property experience through a number of board appointments in the private and public sectors.

Malcolm Cree CBE

Malcolm retired from the Royal Navy in 2016, in the rank of Rear Admiral. He served in all types and sizes of ship, from minehunters to aircraft carriers, and commanded a destroyer, a task group in the Gulf and the Navy's prized operational sea training organisation. He was deployed all over the world and served in the Gulf (Tanker War) and Adriatic. Since retiring, Malcolm has worked for a management consultancy that specialises in decision analysis, and has recently become Chief Executive of the Bar Council.

James Leavesley

A chartered surveyor by profession, James is Chief Executive of JT Leavesley, where he oversees a vast range of commercial activities including the Group's agricultural and property interests. James spent 10 years as vice-chair of the National Memorial Arboretum's fundraising committee during which time the committee secured £15 million of support. He currently chairs the Board of Trustees of the Lichfield Garrick, working to ensure this award winning venue's future financial and artistic sustainability. James is also a member of the Local Enterprise Partnership Board, a Vice Lord Lieutenant for Staffordshire and was a qualified fixed-wing and rotary pilot, despite being partially sighted.

Liz Hunt

Liz is a journalist with more than 30 years of experience working on the frontline of national daily newspapers, including Independent, Telegraph, Daily Mail and Washington Post in the US. She has been a reporter, specialist health correspondent, feature writer, travel

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writer, columnist and editor, and a regular contributor to TV and radio. Most recently, she has worked as a senior editor and newspaper executive, and until July 2016 was a Deputy Editor at The Telegraph. Liz is now a Consultant Editor at Daily Mail.

Sir Mark Poffley KCB OBE

Mark was appointed a Trustee of Blind Veterans UK in March 2017 and left the army as a Lieutenant General in 2018; his last post being the Deputy Chief of the Defence Staff responsible for delivering the strategic balance of investment for all three services. He is a logistician with management account qualifications. In his 32 years of service, he completed operational tours in the Balkans, the first Gulf War, Afghanistan and most recently in Iraq.

Barry Coupe

Barry's knowledge of Blind Veterans UK goes back as far as he can remember: his father was supported by St Dunstan's after losing his sight in 1943, while serving in the Royal Navy. After working as a volunteer for the Charity for two years, Barry became a Trustee in 2017. He also has extensive experience working as a non-executive for charities, as he is one of the founding Trustees of the Children's Hospices for the Eastern Region. Barry has also served as chairman of the national charity Dyslexia Action and is an award-winning architect.

Guy Davies

Since leaving the Army, Guy has spent over 20 years as a charity investment manager. He has been a Trustee of ABF The Soldiers' Charity, is a Trustee of The Army Central Fund, sits on the board of The Armed Forces Common Investment Fund and the management committee of the Charity Investors Group. Guy co-founded Yoke & Co, which offers financial governance advice to charities, and established the Charity Intelligence Hub, a free and independent website for charities.

Lady Nicky Pulford

Nicky trained as a medical secretary and has spent most of her career working for the NHS, local councils and latterly within the Thames Valley Police Force. She is married to a retired Royal Air Force Officer and for the past 35 years has accompanied him around the world. During these years she has been a Vice President of SSAFA and has chaired the RAF High Wycombe SSAFA In-Service Committee. She has served on the RAFA Welfare Committee and has been President of the Air Attache Partners' Association and the International Club for Air Force Officers' Wives.

David Buckley

David is a chartered accountant and former senior partner at Ernst & Young, with over 25 years of experience operating at board level. He has been a member of EY's UK & Ireland Leadership team and has led businesses through critical transformational change programmes. David's grandfather and father both served in the armed forces, during the First and Second World Wars respectively. David was a volunteer speaker for Speakers for Schools, a charity that supports state schools to inspire their students and broaden horizons.

Neelesh Heredia

Neelesh is currently Deputy Chief of Staff in the Office of the Group Chief Executive at HSBC Holdings Plc. Neelesh has been with the HSBC Group since 1989 and has undertaken leadership roles in Latin America, Hong Kong, Indonesia, Mauritius, India and the U.K. His extensive experience in Financial Services has encompassed

Banking Operations, Internal Audit, Human Resources, Strategy and Planning, Credit and Operational Risk Management, Securities Custody & Clearing, Trade Services and Retail Branch Management.

Minoo Sahni Court

Minoo joined as a Trustee in September 2017 and has been appointed chairperson of the investment committee. She is an investment specialist; most recently as an Executive Director at UBS Wealth Management. During her 35 year corporate career, she gained extensive experience in culturally diverse regulatory and operational environments in the UK, US and Middle East.

Chris Cardwell

Chris joined as Trustee in 2018 and as a blind veteran has been a Member since 2012. Following Registered Nurse training he worked in the Professional Nursing Department at the Royal College of Nursing. He gained qualifications in medical and employment law specialising in contract interpretation and dispute resolution, eventually working at the Department of Health in Whitehall.

He became a Chartered Fellow of the Institute of Personnel and Development, a member of the Chartered Institute of Arbitrators, an Accredited Mediator and a Liveryman of the Worshipful Company of Arbitrators. In the 1970's he served in the Reserves as an Operating Department Practitioner with 212 Field Hospital, Royal Army Medical Corps. He is the charity's permanent representative on the NHS England Armed Forces Patient and Public

Participation and Involvement Group.

Alan Holderness

Alan served in the Royal Marines in the South Atlantic and Cyprus. On being medically discharged he held various senior posts at the Royal British Legion branch in Blackburn and at regional level. He has served as President for the East Lancashire Royal Marine Association for 25 years and has been Chair of Governors for his local primary school for over 20 years. He has been a serving Magistrate since 2003, sitting on the adult and youth benches. Additionally Alan sits with Judges and Recorders at Crown Court on appeals. Alan has been Managing Director of the family manufacturing business since 2000, taking an active participation in running all aspects of the company. Alan joined as Trustee in 2018 and as a blind veteran has been a Member since 2006.

Tim Seal

Tim was appointed as Trustee in December 2018. He has a strong commercial background, specialising in performance and operational management in highly regulated sectors. As a senior director managing care homes and hospitals for BUPA, Anchor Trust and Barchester, he brings a wealth of health and social care experience. He combines this with 32 years as an Army reservist, currently serving as Deputy Commander in Home Command. Tim is a strong advocate for youth development in his role as Honorary Colonel of the Army Cadet Force in Cambridgeshire.

The following Trustees retired during 18/19. We would like to thank each of them for their commitment and service:

Kerry Levins – retired 11 December 2018
Paul Palmer – retired 11 December 2018
Ty Platten – retired 25 September 2018

Statement of Trustees' responsibilities

The Trustees (who are also directors of Blind Veterans UK for the purposes of company law) are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom accounting standards

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure of the charitable group for that period.

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

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgments and estimates that are reasonable and prudent
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charitable company will continue in business

The Trustees are responsible for keeping adequate accounting records that:

- are sufficient to show and explain the charitable company's transactions
- disclose with reasonable accuracy, at any time, the financial position of the charitable company
- enable them to ensure that the financial statements comply with the Companies Act, the Charities and Trustee Investment (Scotland)

Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the charity's constitution

They are also responsible for safeguarding the assets of the Charity and the group, which includes taking reasonable steps to prevent and detect fraud and other irregularities. Insofar as each of the Trustees/directors of the Charity at the date of approval of this report is aware, there is no relevant audit information (information needed by the Charity's auditor in connection with preparing the audit report) of which the Charity's auditor is unaware. Each Trustee/director has taken all of the steps that he/she should have taken as a Trustee/director in order to make himself/herself aware of any relevant audit information and to establish that the Charity's auditor is aware of that information.

The report of the Council of Blind Veterans UK and strategic report were approved by the Council on 24 September 2019 and signed on its behalf by the Chairman of the Trustees.



Air Vice-Marshal Paul Luker
CB OBE AFC DL
Chairman, Blind Veterans UK



Manchester Piccadilly



Independent auditor's report to the Members and Trustees of Blind Veterans UK

Opinion

We have audited the financial statements of Blind Veterans UK for the year ended 31 March 2019 which comprise Group Statement of Financial Activities, the Group and Company Balance Sheet, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2019 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the group 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 have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial

- statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Trustees are 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 this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 32 the Trustees (who are also the directors of the charitable company for the purposes of company

Continues over

law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and Trustees those matters we are required to state to them in an auditor's report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Tim Redwood,

Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

Date: 24 September 2019



Financial statements

Consolidated statement of financial activities (incorporating the income and expenditure account) for the year ended 31 March 2019

	Notes	Sir Arthur Pearson restricted fund £'000	Other restricted funds £'000	Unrestricted fund £'000	2019 Group £'000	2018 Group £'000
Income and endowments from:						
Donations and legacies						
Donations		-	718	6,022	6,740	6,951
Legacies		-	3	10,752	10,755	12,952
	1f	-	721	16,774	17,495	19,903
Charitable activities						
Housing provision		-	-	730	730	821
Care centre fees		74	-	1,770	1,844	1,681
		74	-	2,500	2,574	2,502
Other trading activities						
		-	-	19	19	28
Investment income						
Investment income	2	1,076	19	2,716	3,811	3,803
Social investment income		29	-	-	29	30
		1,105	19	2,716	3,840	3,833
Other income		-	-	1,409	1,409	1,918
Total		1,179	740	23,418	25,337	28,184
Expenditure on: Raising funds						
Engagement costs		-	-	5,899	5,899	5,168
Commercial trading costs		-	-	7	7	16
Investment management		208	-	728	936	997
		208	-	6,634	6,842	6,181
Charitable activities						
Independent living assistance		700	203	5,669	6,572	6,806
Housing provision		1,411	-	865	2,276	2,146
Welfare services		333	356	7,635	8,324	6,780
Care centre activities		507	118	12,048	12,673	12,531
Recruitment and services		-	-	1,574	1,574	1,695
		2,951	677	27,791	31,419	29,958
Total	4	3,159	677	34,425	38,261	36,139
Net operating expenditure		(1,980)	63	(11,007)	(12,924)	(7,955)
Net gains/(losses) on investments						
Unrealised gains/(losses) on investments		2178	-	1,978	4,156	138
Realised gains/(losses) on investments		5	(53)	341	293	518
		2,183	(53)	2,319	4,449	656
Net income/(expenditure)		203	10	(8,688)	(8,475)	(7,299)
Transfer between funds	11	(31,700)	(158)	31,858	-	-
Other recognised gains and losses						
Pension scheme actuarial gain/(loss)	15	-	-	673	673	212
Net movement in funds		(31,497)	(148)	23,843	(7,802)	(7,087)
Reconciliation of funds						
Fund balance brought forward at 31 March 2018		60,729	1,778	77,992	140,499	147,586
Fund balance carried forward at 31 March 2019	11	29,232	1,630	101,835	132,697	140,499

Consolidated balance sheet for the year ended 31 March 2019

	Notes	Charity 2019 £'000	Group 2019 £'000	Charity 2018 £'000	Group 2018 £'000
Fixed assets					
Tangible assets	6	43,211	43,211	42,545	42,545
Investments	7	95,977	95,977	101,336	101,336
		139,188	139,188	143,881	143,881
Current assets					
Debtors	8	2,080	2,071	3,056	3,033
Investment		1,500	1,500	1,500	1,500
Cash at bank and in hand		9,115	9,131	12,209	12,275
		12,695	12,702	16,765	16,808
Current Liabilities					
Creditors, amounts falling due within one year	9	(2,584)	(2,598)	(2,533)	(2,595)
Net current assets		10,111	10,104	14,232	14,213
Total assets less current liabilities		149,299	149,292	158,113	158,094
Non-current liabilities					
Pension scheme liability	15	(16,595)	(16,595)	(17,595)	(17,595)
Total net assets		132,704	132,697	140,518	140,499
The funds of the Charity:					
Sir Arthur Pearson Restricted Fund	10-13	29,232	29,232	60,729	60,729
Other restricted funds	10-13	1,630	1,630	1,778	1,778
Unrestricted fund	10-13	118,437	118,430	95,606	95,587
Pension reserve	10-13	(16,595)	(16,595)	(17,595)	(17,595)
Total Charity funds		132,704	132,697	140,518	140,499

The loss for the financial year dealt with in the financial statements of the parent company was £7.8 million (2018: £7.1 million)

Company number: 189648, registered in England. The notes on pages 42-60 form part of these financial statements. These financial statements were approved and authorised for issue by the Council of Blind Veterans UK on 24 September 2019 and signed on its behalf.



Air Vice-Marshal Paul Luker

CB OBE AFC DL

Chairman and Honorary Treasurer

Consolidated statement of cash flow for the year ended 31 March 2019

	Notes	2019 Funds £'000	2018 Funds £'000
Cash flow from operating activities:			
Net cash used in operating activities	(a)	(15,007)	(13,327)
Cash flow from investing activities			
Investment income		3,840	3,833
Proceeds from sales of properties, plant and equipment		1,435	2,523
Purchase of property, plant and equipment		(2,949)	(2,223)
Proceeds from sales of property investments		1,587	656
Drawdown from investment portfolio		8,000	9,750
Amount received as agent (AAAMD)		-	(100)
Investment made in portfolio from restricted legacy		(50)	-
Net cash provided by investing activities		11,863	14,439
Change in cash and cash equivalent in reporting period		(3,144)	1,112
Cash and cash equivalent at the beginning of the reporting period		12,275	11,163
Cash and cash equivalent at the end of the reporting period	(b)	9,131	12,275

Notes to cash flow statement

	2019 £'000	2018 £'000
(a) Reconciliation of net expenditure to net cash flow from operating activities		
Net expenditure for the reporting period	(8,475)	(7,299)
Adjustments for:		
Profit on sales of properties, plant and equipment	(1,409)	(1,834)
Gains on investments	(4,449)	(656)
Investment income	(3,840)	(3,833)
Depreciation	2,257	2,239
Investment fees charged directly to portfolio	271	292
Decrease/(increase) in debtors	962	(950)
Increase/(decrease) in creditors	3	(800)
Additional pension contributions net of interest and service cost	(327)	(486)
Net cash outflow from operating activities	(15,007)	(13,327)
(b) Analysis of cash and cash equivalent		
Cash in hand	4,614	4,767
Notice deposits (less than 3 months)	4,517	7,508
Total cash and cash equivalent	9,131	12,275



Notes to the accounts

1 Accounting policies

a) Company status

Blind Veterans UK is a company limited by guarantee No.189648 (registered charity 216227 in England and Wales and SCO39411 in Scotland). The members of the company are the Trustees, who are also ordinary members and named on pages 29-31. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. Blind Veterans UK meets the definition of a public benefit entity under FRS 102.

b) Basis of preparation

The accounts (financial statements) have been prepared in accordance with the Charities SORP (FRS 102) applicable to charities preparing their accounts in accordance with FRS 102 and UK Generally Accepted Practice, as it applies from 1 January 2016. They also comply with the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. The following accounting policies have been applied consistently apart from the income recognition of legacy income as detail in note 20.

c) Basis of consolidation

Blind Veterans Trading Limited is a private limited company incorporated in the UK (company registration number: 06446944). The financial statements consolidate the results of the Charity and its subsidiary undertaking on a line by line basis.

Four Seasons NWMC Housing Limited is a private limited company incorporated in the UK (company registration number: 01882050). This company has not been consolidated, as it is not considered material to the group.

Action Against AMD is a charitable incorporated organisation set up on 16 November 2016 (charity registration number: 1170224). It is set up as a joint venture between Blind Veterans UK, Fight for Sight, the Macular Society and Scottish War Blinded (joined February 2018) to which each entity will commit to supporting Against Age-Related Macular Degeneration with funds to undertake research. The legal form of this arrangement as noted is one of a joint venture, but the substance of the funding agreement does not align to that of a traditional joint venture as it has been constructed as an agreement underpinned by four parties to fund a specific area of research. Amounts committed under the founding agreement are decided upon annually and once committed are therefore treated as grants in the financial statements of Blind Veterans UK. The nature of the relationship will be kept under review, but at present the arrangement is not accounted for as a joint venture.

Each of the founding charities has undertaken to fund Against Age-Related Macular Degeneration for amounts up to £250,000 to cover a three year period. As at 31 March 2019, an amount of £175,000 had been paid over by Blind Veterans UK. Against Age-Related Macular Degeneration has the objective of securing substantial donations to be invested in medical research into practical applications for the prevention, treatment and cure of age-related macular degeneration.

d) Going concern

After making enquires, the Trustees have a reasonable expectation that the Charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements, as outlined in the statement of Trustees' responsibilities on page 32

e) Fund accounting

The restricted fund comprises the Sir Arthur Pearson Restricted Fund, the Diana Gubbay Trust for the Blind (for blinded emergency services personnel), the Llandudno Capital Fund and a number of smaller funds. The restricted fund must provide sufficient support to allow for lifelong care to war blinded beneficiaries as at 31 March 2010. The unrestricted reserves are for all beneficiaries including war-blinded beneficiaries admitted after 31 March 2010 and those who served in Her Majesty's Armed Forces and have subsequently lost their sight.

f) Income

Donations, legacy income, investment income, mortgage interest, rents and accommodation charges are dealt with on an accruals basis. Following a change to the accounting policy, legacy income and legacies receivable have been restated, with a prior year adjustment including reserves brought forward (Note 20). Legacies are recognised at the earlier of estate accounts having been finalised or an interim or pecuniary distribution having been authorised by the executors. Donation income is credited to the statement of financial activities in the year in which it is received.

g) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category.

Raising funds

This comprises the costs associated with donations, legacy income and investment income, and includes engagement costs, publicity costs and investment management fees.

Charitable expenditure

The expenditure relating to housing provision, independent living assistance, welfare services, rehabilitation and training and care centre costs is determined by reference to appropriate cost centres. Areas of shared cost are allocated based on staff time and the use of the assets concerned. Grants payable are based on amounts paid or due to individual beneficiaries.

Support costs comprise expenditure incurred in providing administrative and financial services in support of the charitable expenditure above and are allocated across the categories of charitable expenditure, governance cost and the cost of generating funds. The basis of the cost allocation has been explained in Note 5 to the accounts.

Irrecoverable VAT is included with the item of expense to which it relates and is charged to the statement of financial activity.

h) Tangible fixed assets and depreciation

Tangible fixed assets costing more than £5,000 are capitalised and depreciated on a straight-line basis to write off the cost over their expected useful lives at the following rates:

Freehold and long leasehold buildings:

Beneficiaries' property	2% pa
Headquarters	3% pa
Brighton Centre	2–4% pa
Llandudno Centre	2% pa
Computers, furniture and equipment	20–33% pa
Motor vehicles	12.5–20% pa
Property improvements	5–10% pa

i) Investments

Investments are included in the balance sheet at fair value. Realised investment gains and losses represent the difference between the market value of the investments at the beginning of the period, or the cost if purchased during the period, and the sale proceeds. The Charity retains certain properties, formerly occupied and vacated by beneficiaries, wherever the opportunity is available for letting on terms which produce a suitable return to the Charity. These properties are shown as investment properties.

j) Pensions

Blind Veterans UK contributes to a defined benefits pension scheme providing benefits based on final pensionable salary; this scheme was closed to new members on 30 September 2007 and was closed to further accruals for staff pension benefits on 31 March 2016. Pensionable contributions are paid into the scheme in accordance with the recommendations of actuaries. The assets of the scheme are held separately from those of the Charity.

Pension costs are charged to the statement of financial activities on a basis that spreads the expected cost of providing pensions over the employees' working lives with Blind Veterans UK. Actuarial gains and losses arising are recognised on the statement of financial activity under the heading Pension scheme actuarial gain/(loss). Disclosures have been made in Note 15 in accordance with FRS 102.

Actuarial gains and losses are recognised immediately as other recognised gains and losses, after "net income/(expenditure)" for the year.

As detailed in Note 15, pension scheme assets are measured at market value and liabilities are measured on an actuarial basis and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained triennially and are updated at each balance sheet date. The resulting defined benefit pension scheme liability is presented separately under "non-current liabilities" on the face of the balance sheet.

k) Volunteers

During the past year, Blind Veterans UK benefitted from the contribution of unpaid volunteers. The activities carried out by these volunteers predominantly include assisting in the Centres, fundraising, visiting beneficiaries in their own homes, helping to organise lunch clubs and assisting with social activities in local communities. This contribution is not able to be measured on a reliable basis and so is not included in the financial statement. An indication of its value is set out on Note 14f.

I) Financial instruments

Blind Veterans UK holds only financial assets and liabilities of a kind that qualify as basic financial instruments. These financial instruments are recognised initially at their transaction values and measured subsequently at their settlement values. (Reference: Note 18)

Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade and other creditors.

Investments held as part of a portfolio are recorded at fair value at the balance sheet date, with gains and losses being recognised in the SOFA. Investments in subsidiary undertakings are held at cost less impairment.

m) Estimation uncertainty

In the application of the Charity's accounting policies, Trustees are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant.

The key source of estimation uncertainty that has an effect on the amounts recognised in the financial statements is the determination of the pension scheme liability. The assumptions used in the determination of the liability are summarised in Note 15. Other estimates used in the preparation of the financial statements relate to the year and amount at which legacy income is recorded and the valuation of investment properties. The policies for pensions, legacies and investment properties are recorded above.

2 Investment income

	2019 £'000	2018 £'000
Listed investments	1,854	1,901
Unlisted investments	50	1
Deposit interest	50	36
Rent on investment properties	1,857	1,865
	3,811	3,803

3 Governance costs (included within support costs, Note 5)

	2019 £'000	2018 £'000
Includes:		
Auditors' remuneration		
– Audit fee	50	50
– Other costs	16	16
Expenses reimbursed to four (2018 – four) Council members	3	4

4 Expenditure

	Direct costs £'000	Depreciation £'000	Other £'000	Group 2019 £'000	Group 2018 £'000
Cost of generating funds					
Engagement costs	2,999	9	2,891	5,899	5,168
Commercial trading costs	-	-	7	7	16
Investment management costs	429	-	507	936	997
	3,428	9	3,405	6,842	6,181
Charitable expenditure					
Independent living assistance	3,007	343	3,223	6,573	6,806
Housing provision	680	811	784	2,275	2,146
Welfare services	5,987	186	2,151	8,324	6,780
Care centre activities	7,484	343	4,846	12,673	12,531
Beneficiary recruitment and services	29	83	1,462	1,574	1,695
	17,187	1,766	12,466	31,419	29,958
Total expenditure	20,615	1,775	15,871	38,261	36,139
Included in the above are support costs of:	4,015	479	2,423	6,917	6,932

5 Support Costs

	Engagement costs £'000	Investment management £'000	Independent living assistance £'000	Housing provision £'000	Welfare service £'000	Nursing and residential care £'000	Other expenditure £'000	Group 2019 Total £'000	Group 2018 Total £'000
Salary, NIC, pension	478	61	702	46	1,066	1,634	29	4,016	4,017
Other administration	82	10	121	8	185	281	4	691	896
Agency staff	1	-	1	-	2	3	-	7	1
Information systems	80	10	117	8	177	272	5	669	508
Depreciation	57	7	84	5	127	194	3	477	456
Insurance	15	2	22	1	34	52	1	127	129
Selection and recruitment	24	3	36	2	54	82	1	202	200
Staff training	26	3	38	2	58	89	2	218	216
Catering	1	-	1	-	2	3	-	7	42
Pension scheme administration	27	3	39	3	59	91	2	224	179
Equipment	4	-	6	-	8	13	-	31	43
Premises	30	4	43	3	66	100	2	248	245
Total support costs	825	103	1,210	78	1,838	2,814	49	6,917	6,932

Support costs are allocated on the basis of head-count of staff within each category, except for depreciation, which is allocated based on charitable expenditure split of depreciation costs.

6 Tangible fixed assets

	Freehold properties £'000	Long leasehold properties £'000	Computers, furniture, equip and vehicles £'000	2019 Total £'000
Cost or valuation at 1 April 2018	56,674	2,764	8,647	68,085
Additions	1,754	3	1,192	2,949
Disposals	(114)	-	(1,182)	(1,296)
At 31 March 2019	58,314	2,767	8,657	69,738
Depreciation at 1 April 2018	17,186	1,379	6,975	25,540
Charge for current year	1,429	37	791	2,257
Disposals	(90)	-	(1,180)	(1,270)
At 31 March 2019	18,525	1,416	6,586	26,527
Net book value				
At 31 March 2019	39,789	1,351	2,071	43,211
At 31 March 2018	39,488	1,385	1,672	42,545

Tangible fixed assets (at net book value) comprise:

	2019 £'000	2018 £'000
Properties for occupation by beneficiaries	19,033	19,040
Brighton Centre	7,947	7,532
Llandudno Centre	11,662	11,922
London headquarters	2,499	2,377
Computers, furniture, equipment and motor vehicles	2,070	1,674
	43,211	42,545

The book value of the freehold property at 12-14 Harcourt Street of £1.6 million, which is based on the revaluation made as at 5 September 1996, has been adopted as the deemed 'historical cost'.

7 Investments

	2019 £'000	2018 £'000
Balance at 1 April 2018	101,336	111,402
Net gains	4,165	593
Investment to portfolio	50	-
Investment management fees paid directly from portfolio	(271)	(292)
Sale of investment properties	(1,197)	(513)
Drawdown from investment portfolio	(8,000)	(9,750)
Purchase of other investments	-	13
Mortgage redemption	(106)	(15)
Sale of other investments	-	(102)
Balance at 31 March 2019	95,977	101,336

Being:	2019 £'000	2018 £'000
Listed investments	73,706	78,071
Unlisted investments	930	1,023
Beneficiary mortgages	981	1,088
Investment properties	20,360	21,154
Balance at 31 March 2019	95,977	101,366

The cost of UK listed investments at 31 March 2019 was £59.0 million (2018: £72.3 million), unlisted investments £1.8 million (2018: £1.8 million) and investment properties £3.7 million (2018: £3.7 million).

Independent (external) valuations for each investment property are obtained from registered chartered surveyors on an existing-use basis every five years (20 per cent of investment properties held are valued independently each year on a rotation basis). The remaining investment properties have been valued on an existing-use basis by chartered surveyors who are employees of the Charity, under the supervision of Michael Summers, Head of Estates.

Blind Veterans UK subscribed to the Memorandum of Association of Blind Veterans Trading Limited (a company limited by guarantee, registered address 12-14 Harcourt Street, London, W1H 4HD) on its incorporation on 6 December 2007. The company manages building contracts for Blind Veterans UK and sponsorship of Blind Veterans UK events. The profit and loss account and balance sheet is included in the consolidated accounts. The individual company's profit and loss account and balance sheet for the year ended 31 March 2019 are shown on page 49.

Blind Veterans Trading Limited

Profit and loss account	2019 £'000	Balance sheet	2019 £'000
Building contract income and commission	-	Current assets	17
Sponsorship	19		
Sales	-	Creditors	(24)
Other	-		
Less: Cost of sales	(1)		
Gross trading profit	18	Net current assets	(7)
		Net assets	(7)
Other fees and expenses	(6)		
Operating profit before interest	12	Share capital	-
		Loss for the year	(7)
Interest	-	Retained earnings	(7)
Profit on ordinary activities before taxation	12		
Taxation	-		
Profit for the year	12		

Blind Veterans UK purchased the interests of Four Seasons NWMC Housing Limited in May 2008 (registered address 12-14 Harcourt Street, London, W1H 4HD). The principle activity of the company is management of the retirement housing. The company's profit and loss account and balance sheet for the year ended 31 March 2019 are:

Four Seasons NWMC Housing Limited

Profit and loss account	2019 £'000	Balance sheet	2019 £'000
Service charges, sales and ground rents	105	Current assets	50
Less: Cost of sales	(91)	Creditors	(39)
Gross profit	14		
		Net current assets	11
Other fees and expenses	(14)		
Operating profit before interest	-	Provision for property management commitments	(9)
Interest	-	Net assets	2
Profit on ordinary activities before taxation	-		
Taxation	-	Shareholders funds	2
Profit (loss) for the year	-		

8 Debtors

	Ref	Charity 2019 £'000	Group 2019 £'000	Charity 2018 £'000	Group 2018 £'000
Legacies receivable	i	624	624	1,972	1,972
Amount due from subsidiary undertakings	ii	39	30	57	31
Accrued income		407	407	150	150
Prepayments		243	243	320	320
Gift Aid receivable		150	150	108	108
Loans and stock		31	31	29	29
Other		527	527	363	366
VAT receivable		59	59	57	57
		2,080	2,071	3,056	3,033

i) The Charity was notified in the 1990s of a substantial legacy of £8 million, which has not been included in the accounts, as there is a life interest in the legacy.

II) As at 31 March 2019, amounts due to/from related parties: Blind Veterans Trading is net £9,549 due to Blind Veterans UK (2018: £26,387 due from Blind Veterans UK). Four Seasons NWMC Housing Ltd is net £29,669 due to Blind Veterans UK (2018: £30,629).

9 Creditors: Amounts falling due within one year

	Charity 2019 £'000	Group 2019 £'000	Charity 2018 £'000	Group 2018 £'000
Taxes and social security	413	413	415	415
Creditors	1,584	1,598	1,362	1,424
Deferred income	-	-	25	25
Accruals	587	587	731	731
	2,584	2,598	2,533	2,595

Deferred income represents income relating to future events and multi-year contract payments paid in advance. Nil in 2019 (2018: £25k).

10 Fund accounts as at 31 March 2019

	31 March 2018 £'000	Income £'000	Net gains less expend. £'000	Sub total £'000	Transfer from restricted fund £'000	Charity 2019 £'000	Group 2019 £'000
Sir Arthur Pearson Restricted Fund	60,729	1,178	(975)	60,932	(31,700)	29,232	29,232
Other restricted funds							
Diana Gubbay Trust for the Blind	324	6	(17)	313	-	313	313
Doris Scupham Trust	123	-	1	124	-	124	124
Geoffrey Wilmore Trust	164	4	(12)	156	-	156	156
Capital fund	196	-	-	196	-	196	196
Other	971	730	(702)	999	(158)	841	841
Total other restricted funds	1,778	740	(730)	1,788	(158)	1,630	1,630
Unrestricted fund	95,587	22,009	(31,017)	86,579	31,858	118,437	118,430
Pension reserve	(17,595)	-	1,000	(16,595)	-	(16,595)	(16,595)
Total	140,499	23,927	(31,722)	132,704	-	132,704	132,697

11 Fund accounts as at 31 March 2018 (Restated)

	Charity 31 March 2017 £'000	Income £'000	Net gains less expend. £'000	Sub total £'000	Transfer from restricted fund £'000	Charity 2018 £'000	Group 2018 £'000
Sir Arthur Pearson Restricted Fund	62,508	1,146	(2,925)	60,729	-	60,729	60,729
Other restricted funds							
Diana Gubbay Trust for the Blind	324	6	(6)	324	-	324	324
Doris Scupham Trust	126	-	(3)	123	-	123	123
Geoffrey Wilmore Trust	153	4	7	164	-	164	164
Capital fund	127	121	(52)	196	-	196	196
Other	833	1,327	(1,153)	1,007	(36)	971	971
Total other restricted funds	1,563	1,458	(1,207)	1,814	(36)	1,778	1,778
Unrestricted fund	101,839	23,707	(29,976)	95,570	36	95,606	95,587
Pension reserve	(18,293)	-	698	(17,595)	-	(17,595)	(17,595)
Total	147,617	26,311	(33,410)	140,518	-	140,518	140,499

- The Diana Gubbay Trust for the Blind is administered by Blind Veterans UK to provide relief to former emergency services personnel blinded on duty.
- Income from the Doris Scupham Trust is used to support war-blinded Members at our Centres.
- Geoffrey Wilmore Trust is restricted to Members and used to support an individual undertaking, an international sporting pursuit or training that could lead to participation in an international event.
- The capital fund is made up of capital raised for our Life Skills centre in Llandudno (£0.1 million) and other small capital appeal items.
- Other restricted funds include endowments held within our investment portfolio, which are restricted for a particular purpose, as well as other small restricted funds. None of which are material and therefore not separately specified.
- During the year £31.7 million was transferred from Sir Arthur Pearson restricted to unrestricted funds following approval from The Charity Commission. Transfers from other restricted funds represent a mix of acquisitions, disposals and depreciation during the year which has been subsequently released into general expenditure for future use.

12 Analysis of net assets between funds as at 31 March 2019

	Sir Arthur Pearson restricted	Other restricted	Unrestricted	Pension reserve	Total unrestricted	Total funds
	£'000	£'000	£'000	£'000	£'000	£'000
Fund balances at 31 March 2019 are represented by:						
Tangible fixed assets	-	-	43,211	-	43,211	43,211
Investments	29,232	789	65,956	-	65,956	95,977
Net current assets	-	841	9,263	-	9,263	10,104
Non-current liabilities	-	-	-	(16,595)	(16,595)	(16,595)
Total net assets	29,232	1,630	118,430	(16,595)	101,835	132,697

13 Restated analysis of net assets between funds as at 31 March 2018

	Sir Arthur Pearson restricted	Other restricted	Unrestricted	Pension reserve	Total unrestricted	Total funds
Fund balances at 31 March 2018 are represented by:	£'000	£'000	£'000	£'000	£'000	£'000
Tangible fixed assets	-	-	42,545	-	42,545	42,545
Investments	60,729	744	39,863	-	39,863	101,336
Net current assets	-	1,034	13,179	-	13,179	14,213
Non-current liabilities	-	-	-	(17,595)	(17,595)	(17,595)
Total net assets	60,729	1,778	95,587	(17,595)	77,992	140,499

14 Employee information and staff costs

(a) Average full-time equivalent and headcount	Group 2019	Group 2018
	No.	No.
The monthly average number of equivalent full-time persons employed by Blind Veterans UK during the year	512	469
The monthly average headcount of persons employed by Blind Veterans UK during the year	556	506
Note: Year on year increase is mainly driven by the creation of new roles within the engagement and operation teams.		
(b) Expenditure includes the following staff costs:	£'000	£'000
Wages and salaries paid to employees	16,098	14,736
Employer's national insurance contributions	1,529	1,376
Employer's pension costs	2,620	2,207
	20,247	18,319
(c) Trustee remuneration and expenses:	Group 2019	Group 2018
	£'000	£'000
Total expenses reimbursed for travel and accommodation for four Trustees (17/18 – Nine Trustees).	3	4
No Trustee received emoluments for any employed services.		
There were no other transactions with Trustees in the year.		

(d) **Redundancy and termination payments:**

A liability for termination or redundancy is recognised when the Charity has a legal or constructive obligation to make a payment.

Following a review of the organisation and its structure, £22,231 was incurred for redundancy and settlements (2018: £502,163). £22,231 was paid during the year (2018: £440,663) and none was accrued at the year-end (2018: £61,500).

(e) Higher-paid employees (excluding employers' NI):	2019 No.	2018 No.
Employee received emoluments within the band £130,001 to £140,000	1	-
Employee received emoluments within the band £120,001 to £130,000	-	1
Employee received emoluments within the band £110,001 to £120,000	1	-
Employees received emoluments within the band £90,001 to £100,000	1	2
Employees received emoluments within the band £80,001 to £90,000	2	1
Employees received emoluments within the band £70,001 to £80,000	2	6
Employees received emoluments within the band £60,001 to £70,000	7	6

f) **Volunteers and donations of services:**

At 31 March 2019 we had 997 active volunteers (2018: 735). Being analysed as follows:

	2019	2018
Engagement volunteers	110	108
Non-direct support volunteers (administration)	40	42
Events volunteers (ski club and Cenotaph escorts)	68	66
Direct beneficiary support volunteers	779	519
	997	735
Total volunteer hours gifted	40,183	38,175
Average wage (1.5% increase on 17/18)	@ £14.02	@ £13.81
Value	£563,366	£527,197

(g) **Key management personnel:**

Blind Veterans UK considers its key management personnel to be the seven Directors that make up the Senior Leadership Team (Seven in 17/18). It consists of the Chief Executive, Director of Resources, Chief of Staff, Director of Operations West, Director of Operations East, Director of Engagement and Director of People Services. The total employee benefits of these key management personnel were £819,000 in 18/19 (17/18: £749,000 for seven Directors) including employer's national insurance and pension contributions.

15 Staff retirement benefit scheme

Blind Veterans UK operates a contributory pension scheme which provides benefits based on final pensionable pay. This scheme was closed to new members on 30 September 2007. The assets of the scheme are held separately from those of Blind Veterans UK and are administered by a separate board of Trustees. The pension fund holds a charge over the Charity's property at Brighton to the amount of £5 million. The scheme was closed to further accruals for staff pension benefits on 31 March 2016.

An actuarial valuation was carried out at 1 April 2016. The results of that valuation have been projected to 31 March 2019 and then recalculated based on the following assumptions:

	31 March 2019	31 March 2018	31 March 2017	31 March 2016	31 March 2015
Salary increases	2.60%	2.66%	2.74%	2.45%	2.40%
Increases to pension in payment					
– Pre April 1997	3.00%	3.00%	3.00%	3.00%	3.00%
– Post April 1997	3.36%	3.41%	3.73%	3.60%	3.60%
Liability discount rate	2.45%	2.60%	2.62%	3.54%	3.30%
Inflation	3.30%	3.36%	3.44%	3.15%	3.10%
Revaluation of deferred pensions	2.60%	2.66%	2.74%	2.45%	2.40%

The assets in the scheme and the expected rate of return were:

	Value at 31 March 19	Value at 31 March 18	Value at 31 March 17
	£'000	£'000	£'000
Equities	23,566	23,283	24,709
Bonds	13,057	5,043	10,197
Property	2,736	7,565	1,606
Alternatives	2,066	3,167	2,391
Cash	213	388	264
Total market value of assets	41,638	39,446	39,167

The liabilities are determined using the projected unit method. Under the projected unit method, the current service costs will increase as the members of the scheme approach retirement. The mortality assumption used was the SAPS S2PxA tables.

On this basis, the balance sheet figures in respect of the scheme for the previous five years are as follows:

	31 March 19 £'000	31 March 18 £'000	31 March 17 £'000	31 March 16 £'000	31 March 15 £'000
Market value of assets	41,638	39,446	39,167	35,108	35,645
Value of accrued liabilities	(58,233)	(57,041)	(57,460)	(48,507)	(49,051)
Deficit	(16,595)	(17,595)	(18,293)	(13,399)	(13,406)

The actuary has excluded from both assets and liabilities items which have a neutral effect on the scheme's financial position, i.e. additional voluntary contributions, annuities secured in respect of pensions in payment and insurance contracts for death in service benefits.

Analysis of charge to the statement of financial activities over the financial year	2019 £'000	2018 £'000
Operating charge		
Past service cost	232	-
Administration expenses	3	1
Net interest	444	467
Total operating charge	679	468

Gains and losses included within the statement of financial activities	2019 £'000	2018 £'000
Return on scheme (excluding amount included in net interest expenses)	1,957	93
Experience gain/(loss) arising on the scheme liabilities	(1,281)	120
Administration expenses	(3)	(1)
Total	673	212

Balance sheet surplus/(deficit) figures during the year	2019 £'000	2018 £'000
Deficit in scheme at 31 March 2018	(17,595)	(18,293)
Movement in year:		
Past service cost	(232)	-
Administration expenses	(3)	(1)
Net interest/return on assets	1,513	(374)
Contributions	1,003	953
Actuarial gain/(loss)	(1,281)	120
Deficit in scheme at 31 March 2019	(16,595)	(17,595)

During the year, employer contributions have been paid at the rate of 15 per cent of pensionable pay (2018: 15 per cent), as well as an additional employer contribution amount of £1,003,000. Active members contribute at the rate of 5 per cent of pensionable pay (2018: 5 per cent).

From 1 October 2007, Blind Veterans UK has operated a Group Personal Pension Plan (GPPP) with Aviva

for staff commencing after this date. The Aviva GPPP is government registered and meets all legislative requirements. The plan enables each employee to build up an individual pension fund in their own name, making their own choice about how much they contribute. Staff who join are not required to make contributions, but Blind Veterans UK matches any contributions made according to a defined contributions table. The money in the fund is invested on the employee's behalf, and when they retire the fund is used to buy their pension. Part of the fund may also be used to provide a tax-free lump sum.

16 Capital commitments

No material capital commitments existed as at 31 March 2019 (2018: £nil).

17 Related parties

As stated in Note 8, the Charity has two subsidiary companies and a joint venture. During the year, the following transactions took place between Blind Veterans UK and its subsidiaries:

Subsidiary	Transaction type					Balance as at 31 March 2019
	Balance as at 31 March 2018	*Recharges	Payments received	Gift Aid in the year	Mgt. fee	** Other
Blind Veterans Trading – Other	26,387	-	(22,000)	-	1,000	4,162
	26,387					9,549
Four Seasons NWMC Housing LTD – Gift Aid	901	-	(901)	6,411	-	-
Four Seasons NWMC Housing LTD – Other	29,729	5,211	(10,422)	-	-	(1,260)
	30,630					29,669

* Recharges includes payroll and insurance costs (trading recharges include build costs paid by the Charity).

** Other includes audit, tax and filing fees.

At 31 March 2019, the following intercompany balances were outstanding between the Charity and its subsidiaries:

	2019 £'000	2018 £'000
Blind Veterans Trading – Gift Aid	-	-
Blind Veterans Trading – Other	10	26
	10	26
Four Seasons NWMC Housing Limited – Gift Aid	7	1
Four Seasons NWMC Housing Limited – Other	23	30
	30	31

As stated in the basis of preparation of group accounts, Four Seasons NWMC Housing Limited is not consolidated into the group accounts.

During 18/19 Blind Veterans UK paid a grant to Against Age-Related Macular Degeneration of £75,000. At the year-end £75,000 was accrued as owing to Against Age-Related Macular Degeneration.

18 Financial instruments

The Charity has certain financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost. Certain other financial instruments are held at fair value, with gains and losses being recognised within income and expenditure.

	2019 £'000	2018 £'000
Financial assets measured at fair value through profit or loss		
Investments	75,617	80,182
Financial assets measured at amortised cost		
Cash at bank and in hand	9,131	12,275
Amounts owed by group undertakings	29	31
Other debtors	3,435	4,423
Financial liabilities measured at amortised cost		
Other creditors	2,498	2,457

19 Leases

At the year end, the Charity held rental leases on its investment properties under which payments are receivable until lease expiry or for the minimum period before the leases are cancellable as follows:

	2019 £'000	2018 £'000
Within one year	288	292

20 Change in legacy accounting

During the year the Trustees have considered the accounting policy for income recognition and have adopted a revised policy so that legacies are now recognised only once a distribution has been agreed by the executors of the estate either by finalising estate accounts or by authorising an interim or pecuniary distribution. The impact on reserves and the movement on funds for the year as previously stated is shown below:

	1 April 2017 £'000	31 March 2018 £'000
Reconciliation of funds		
Funds as previously stated	150,213	152,322
Legacy income adjustment	(4,523)	(4,736)
Funds as restated	145,690	147,586
	31 March 2017 £'000	31 March 2018 £'000
Reconciliation of surplus/(deficit)		
Prior year's surplus/ (deficit) as previously stated	2,109	(5,508)
Legacy income adjustment	(213)	(1,579)
Prior year's surplus/(deficit) as restated	1,896	(7,087)

21 Restated statement of financial activities for the year ended 31 March 2018

	Sir Arthur Pearson restricted fund £'000	Other restricted funds £'000	Unrestricted fund £'000	2018 Group £'000	2017 Group £'000
Income and endowments from:					
Donations and legacies					
Donations	-	818	6,133	6,951	7,173
Legacies	-	580	12,372	12,952	13,302
	-	1,398	18,505	19,903	20,475
Charitable activities					
Housing provision	-	-	821	821	874
Care centre fees	67	-	1,614	1,681	1,776
	67	-	2,435	2,502	2,650
Other trading activities	-	-	28	28	78
Investment income					
Investment income	1,046	18	2,739	3,803	3,776
Social investment income	30	-	-	30	31
	1,076	18	2,739	3,833	3,807
Other income	3	-	1,915	1,918	1,390
Total income and endowments	1,146	1,416	25,622	28,184	28,400
Expenditure on:					
Raising funds					
Engagement costs	-	-	5,168	5,168	5,049
Commercial trading costs	-	-	16	16	96
Investment management	232	-	765	997	1,069
	232	-	5,949	6,181	6,214
Charitable activities					
Independent living assistance	733	125	5,948	6,806	6,356
Housing provision	1,309	-	837	2,146	2,275
Welfare services	271	322	6,187	6,780	5,766
Care centre activities	501	703	11,327	12,531	13,443
Recruitment and services	-	-	1,695	1,695	2,165
	2,814	1,150	25,994	29,958	30,005
Total expenditure	3,046	1,150	31,943	36,139	36,219
Net operating expenditure	(1,900)	266	(6,321)	(7,955)	(7,819)
Net gains/(losses) on investments					
Unrealised gains/(losses) on investments	(129)	-	267	138	11,256
Realised gains/(losses) on investments	250	(15)	283	518	3,342
	121	(15)	550	656	14,598
Net income/(expenditure)	(1,779)	251	(5,771)	(7,299)	6,779
Transfer between funds	-	(36)	36	-	-
Other recognised gains and losses					
Pension scheme actuarial gain/(loss)	-	-	212	212	(4,883)
Net movement in funds	(1,779)	215	(5,523)	(7,087)	1,896
Reconciliation of funds					
Fund balance brought forward at 31 March 2017	62,508	1,563	83,515	147,586	145,690
Fund balance carried forward at 31 March 2018	60,729	1,778	77,992	140,499	147,586

Blind Veterans UK

Patron

Her Royal Highness The Countess of Wessex GCVO, DS & J

Founder

The Late Sir Arthur Pearson Bt GBE

President

Colin Williamson

Vice-Presidents

Paul Palmer (appointed in December 2018)
Billy Baxter (appointed in December 2018)
Captain Michael C Gordon-Lennox OBE RN
Major General Andrew M Keeling CB CBE

Vice-Presidents

General The Lord Richards GCB CBE DSO DL
Professor Russell Foster CBE FRS
(appointed in march 2019)

Chairman

Air Vice-Marshal Paul Luker CB OBE AFC DL*

Honorary Treasurer

Air Vice-Marshal Paul Luker CB OBE AFC DL*

Members of Council and Trustees

Neelesh Heredia *
David Turner *
Minoo Sahni Court
Air Vice-Marshal Paul Luker CB OBE AFC DL*
Colin Williamson
Sarah-Lucie Watson
Lady Nicky Pulford
Guy Davies
Alan Holderness (appointed December 2018)

David Buckley*
Barry Desmond Coupe
James Leavesley
Sir Mark William Poffley KCB OBE*
Malcom Cree
Liz Hunt
Chris Cardwell (appointed December 2018)
Tim Seal (appointed December 2018)

* Members of the Finance committee

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Major General (Rtd) Nick Caplin CB

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Rebuilding
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sight loss

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