

ANNUAL REPORT 2017


SURGEONS' HALL MUSEUMS

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THE ROYAL COLLEGE
OF SURGEONS OF
EDINBURGH



RCSEd OFFICE BEARERS AND COUNCIL SEPTEMBER 2017

Back row, from left: Miss Alice Hartley, Mrs Victoria Dobie, Mr Roger Currie, Ms Anna Paisley, Professor Rowan Parks, Mr Tim Graham, Professor Mike Griffin, Mr Alastair Gibson, Professor Simon Frostick, Ms Clare McNaught. **Council Members not pictured:** Professor John Duncan, Vice-President; Mr Roger Currie; Professor Stephen Wigmore; Mr Sanjay Gupta; Mr Ahmed Nassef; Mr Pala Rajesh



Front row, from left: Mr Sunil Kumar; Professor Robin Paton; Dr Judy Evans, Honorary Secretary; Professor Graham Layer, Vice-President; Professor Michael Lavelle-Jones, President; Professor Richard Montgomery, Honorary Treasurer; Professor Bill Saunders, Dean of the Faculty of Dental Surgery; Mr Stuart Clark; Mr Charles Auld

Report from the Trustees



**PROFESSOR
MICHAEL
LAVELLE-
JONES**

This report marks the midpoint of my term of office. It has been a year marked by considerable activity across all aspects of College business within the UK and with our international partners. None of this would have been achieved without the sustained input and dedication of our Office-Bearers and Council, our Senior Management team led by our Chief Executive Alison Rooney and our membership who have worked tirelessly in their appointed roles in the College, be they Regional Surgical Advisers (RSAs), Specialty Board members or members of the numerous committees that form the operational core of our College. I am grateful to you all. When I took up office I talked about visibility, influence and relevance and I hope this report is a reflection of the positive steps we have taken towards these aims.

INCREASING COLLEGE VISIBILITY

A key theme of my Presidency has been to enhance the College's profile across our four home nations and the international community by sustained and direct engagement with our College's membership. Thanks to the support of our Outreach Department and of the College's dynamic network of Regional Surgical Advisers and Regional Dental Advisers, last year more than 130 events were organised in 40 locations across the UK. These included career workshops, lectures, taster sessions for College courses, regional meetings, a forum for Younger Fellows, and various events aimed at students or pupils considering a career in medicine. A new cycle of Presidential regional visits was launched and I am grateful to the Council members who hosted events in Newcastle, Birmingham and Belfast. Going forward, a rolling programme of regional visits has been established which will cover the remainder of the UK during my Presidency. An undoubted highlight of this year has been our National Surgical and Dental Skills Competitions. This year the events ran simultaneously, attracting nearly 700 students during the heats and culminating in two grand finals held in Edinburgh in February and March. International events have not been forgotten, with major conferences and symposia held with our partners in Hong Kong, Sri Lanka, Malaysia and Chennai to name but a few.

In our endeavour to raise the College's visibility with key stakeholders in the UK, our Birmingham centre has performed a pivotal role. As well as providing a regional base from which the College can deliver membership, education and examination activities, the centre acts as a hub for the coordination of healthcare policy and public affairs activities. Continued efforts to raise the College's voice across the four nations have borne fruit. We have engaged in productive dialogue with two successive Health Ministers in Wales and have obtained a seat on the Welsh Academy. We have worked with NHS England and Health Education England, as well as the UK and Scottish Academies, on a variety of issues in relation to training, standards and education. The Policy and

Public Affairs team have attended healthcare policy events on a regular basis, coordinated the response to numerous consultations, and published more than 30 College position statements in 2016. It is worth noting that the College's enhanced influence among parliamentarians and policy-makers contributed to the removal of dangerous provisions from the Access to Medical Treatment [Innovation] Bill. It is my intention to continue to build on the success of the work of the Birmingham office. Some of this year's projects include: the implementation of the College's public affairs plan across all four nations; working with the College's Standards Office to build closer relations with medical regulators and educators; and exploring how RCSEd may better respond to change within the NHS in England, and in response to the Parliamentary Review of Health and Social Care in Wales and the implementation of the Bengoa recommendations in Northern Ireland.

SUPPORTING KEY HEALTH INITIATIVES

Visibility, influence and relevance are the pillars which underpin the College's national and international profile. This year the College has also demonstrated its relevance in the UK through supporting many nationwide health campaigns. One example is the publication of a report on care in remote and rural settings, written by a working group of surgeons with extensive experience in rural practice. Several events built around this theme were held in Scotland and Wales, enabling the College to lead in the discussion about standards, training, maintenance of skills, recruitment and retention in remote areas. The debate remains open and the College is now considering taking things even further by looking at the feasibility of a Faculty of Remote and Rural Healthcare.

Another example is our partnership with the anti-smoking charity Action on Smoking and Health (ASH) – supporting surgeons to encourage patients to improve their survival chances by stopping smoking ahead of surgery. Our College RSA network provided valuable insights on how to engage with, and influence, their own patients regarding the benefits of stopping smoking. The College has also engaged with the citizenAID campaign, which aims to equip the general public with basic skills to stem haemorrhage and give life-saving first aid in the immediate aftermath of a multiple-casualty event before emergency services are able to reach the injured. In the current troubled context, in the UK and beyond, it is the College's privilege and responsibility to support and promote the visibility of such an essential initiative.

AN INTERNATIONAL OUTLOOK

I alluded above to the College's activities beyond the UK. With international members constituting almost 40% of our total membership, it is crucial that we possess a robust international strategy. Our new strategy agreed by Council at the end of 2016 focuses on several key areas. Foremost is our work in the ASEAN region, much of which is achieved in partnership with our sister Colleges

in the region, national academies and health ministries or charities. A major success in 2016 was undoubtedly the completion of the two-year programme in Myanmar, under the leadership of former past President David Tolley, to develop training capacity within urological surgery. The project, funded by the Tropical Health Education Trust (THET), provided educational support and surgical activities and has the potential to be rolled out across other surgical disciplines in the country. We continue to forge ahead with similar initiatives in Indonesia and the Philippines. Looking forward, it is the College's intention to establish a more permanent presence in the ASEAN region; in November 2016 Council approved in principle the establishment of an international office in Kuala Lumpur. This will allow us to coordinate our many activities in the region from a central hub. It is our intention to be firmly established by spring 2018.

The College's efforts are not only focused on the Far East. Our 'Access to Surgery' (A2S) initiative aims to revitalise our College's charitable activities and help improve access to surgery in developing countries, very much in keeping with the current philosophy of global surgery. In 2016, A2S undertook a scoping exercise in order to determine how the College can best develop initiatives with a range of international partners. Our initial goal will be to build on the College's existing work in Malawi with interested parties.

DELIVERING EDUCATIONAL AND ASSESSMENT ACTIVITIES

Courses and examinations are at the heart of the College's activities. Our educational portfolio expanded further in 2016, with the addition of new face-to-face, blended and distance-learning activities, which included a new suite of courses aimed at supporting trainer development and facilitating GMC accreditation in the UK. The department is currently working with the Faculty of Pre-Hospital Care and UK-Med to develop courses on essential emergency healthcare and essential emergency surgery to prepare teams for deployment as part of the UK-Med-led Humanitarian and Conflict Response Institute. A series of new webinars covering emergency surgery and cardiothoracic surgery were also launched at the end of last year. The expertise of the education department is increasingly recognised worldwide, as demonstrated by the growing number of requests for support and direction from UK national and international partners. These activities contribute to the heightened visibility of the College and its positioning as a partner of choice in the development and recognition of best practice and standards.

Our examinations department continues to thrive under the new leadership of Elizabeth McKinney-Bennett. The team received more than 6,000 applications from candidates last year, and ran over 100 diets with its usual efficiency and professionalism. Some two-thirds of the diets were run abroad, mostly in locations regularly visited by the College but also in new locations and formats including Oman, where we delivered the Intercollegiate Part B (OSCE) for the first time; in Myanmar, where we delivered the first diet of

the MRCS Part B; and in Cairo, where we delivered the MFDS Part 2 exam for the first time in three years.

Closer to home, the College is also forging some new partnerships with UK institutions in order to support wider medical training. Two new projects emerged at the end of 2016 and are currently being piloted. The first enables the College to share its expertise with Aston University as part of the university's 'widening participation' programme, which aims to attract under-represented groups into medical education. The second project is in collaboration with the University of Buckingham and will develop and deliver a pilot project providing opportunities for non-EU residents to access early years' postgraduate surgical education in the UK.

SURGEONS' HALL MUSEUMS

This year's report would not be complete if I did not mention the outstanding achievements of the heritage department. As you will know, the College's museums were refurbished thanks to a very generous major sponsorship from the Wohl Foundation, as well as substantial donations from the College's members, in order to improve physical and intellectual access to the College's museum collections. In September 2016, the museums completed their first year since reopening and recorded success beyond all expectations. Among the many awards and accolades during the year was the "Best Permanent Exhibition in the UK" award which was bestowed at the prestigious Museums + Heritage Awards for Excellence 2016 event. The museums have been upgraded to a five-star visitor attraction by the national tourism body VisitScotland – the highest accolade in its quality-assurance scheme. During 2016, the footfall doubled in comparison to the museums' last full year of activity before refurbishment; the 63,300 visitor figure significantly exceeding the target established in the business plan for the Heritage Lottery Fund grant. Crucially, we must not forget that the museums are an extremely valuable educational resource, appropriate for a wide variety of audiences – not only for surgeons but also, for example, medical and science students, families, and school pupils.

CONCLUSION

As I enter the third year of my Presidency, I am pleased to look back at a long list of achievements by our College during this year. It is encouraging to see that another key theme of my mandate, inclusivity, has been adopted widely across many projects undertaken by the College. The launch of the Faculty of Perioperative Care, unanimously supported by Council in 2016, is a clear demonstration that the College is eager to recognise the important part played by all those involved in the delivery of high-quality surgical care. Similarly, Council recently supported enthusiastically the launch of our 'Bullying and Undermining Campaign' challenging all members of the surgical team to work together to eliminate these behaviours from the current culture in healthcare. Finally, inclusivity will be the theme of the College's Triennial Conference, which will be held in Edinburgh, 22–23 March 2018. The focus will be on the modern surgical team. I look forward to seeing you there.

Report from the Chief Executive



**MS ALISON
ROONEY**

I am delighted to report on yet another busy and successful year for the College. Once again, this was achieved as a result of the skill and commitment of staff working closely with Council and many Fellows and Members, and I thank everyone involved for your continued support and enthusiasm.

I would like to focus on a number of key aspects from this past year, including the challenges faced by the College and how we are responding to them, the key projects initiated in the past 12 to 18 months, the part played by our existing and future faculties, and the continued efforts of the College to remain at the forefront of surgical training.

A CHANGING AND COMPLEX ENVIRONMENT

The unrest created by both the Brexit outcome and the uncertainty of a potential second Scottish independence referendum made 2016 a difficult year for many UK institutions. While political and economic turmoil persisted well into 2017, the College remained focused on our membership to ensure we are well prepared to face the changes ahead. Headquartered in Scotland and the oldest of the surgical Royal Colleges, we operate in a highly competitive environment and we know that our UK and international positioning is of paramount importance. In this regard, our Birmingham Regional Centre will continue to provide many of our UK Fellows and Members with a College hub within easy reach of towns and cities in England and Wales, and will be an important base from which much of our network of regional activity will be delivered.

We are continuing to follow the strategy adopted by Council in 2015 and reaffirmed in 2016, and this has resulted in detailed work around membership engagement and getting the College voice heard where it matters – marketing, international development and systems infrastructure are all essential for the College going forward.

During 2016, we conducted a number of reviews to keep the staffing structure sufficiently robust to deliver the core activities of the College. As a result, we made a number of key appointments, including a Head of Finance and a Head of Examinations.

Despite the uncertainties mentioned above, the College delivered beyond expectations in 2016, generating a surplus larger than budgeted, enabling us to reinvest it in areas of key priority during 2017.

The Development Office had a successful year. The fundraising focus remained principally surgical and dental education and research, particularly creating and expanding the availability of research grants and travelling fellowships. Funds raised through the Development Office reached £0.6m, thanks to the generosity of donations from Members and Fellows, corporations, trusts and various legacies. A tighter financial environment globally means philanthropic giving is becoming increasingly restricted. Going

forward, the Development Office will continue to seek funds to grow the College's medical research programme, work in partnership with charities, non-governmental organisations and international development projects, and endeavour to secure further support for developments in the Heritage Department. By so doing, we can deliver more to our membership than would be possible from subscription income alone.

Another area of strength lies in the commercial activities run on our behalf by our subsidiary company, Surgeons' Lodge Limited (SLL). SLL has fully exploited the opportunities offered by the recent additions to the College's campus: the refurbished museums, Café 1505 and the Prince Philip Building, where more than 300 events have been held since its opening. These additional venues have enabled a significant growth in SLL's profits, resulting in 2016 being the company's most successful year to date and a sizeable gift aid to the College on top of its usual annual lease payments. Highlights of the year for SLL included a considerable improvement in customer ratings on Trip Advisor and in the hotel's positioning in the Edinburgh market. SLL was also awarded the Best Performing Business at the 5th Annual Edinburgh Chamber of Commerce Awards.

Council has recently agreed to a further 52 bedrooms being added to Ten Hill Place Hotel. We intend to rename the College campus the Surgeons' Quarter in order to give more coherence to a large portfolio of properties. The expansion of the hotel will be a key project for 2017 and 2018, and the largest capital project ever undertaken by the College. The hotel extension will open in the summer of 2018. During expansion, it is business as usual for the current hotel; a warm welcome (and discounted rate) awaits at your College.

TRANSFORMING COLLEGE'S OPERATIONS

We have embarked on a number of key projects that will contribute to our College being fit for purpose with its online systems. I mentioned in my report last year that we were working to strengthen our marketing and membership engagement activities. Throughout 2016, the project team worked hard to deliver a new suite of collateral based on the College's refreshed brand. This comprehensive package included a *50 Reasons* booklet outlining the wider benefits of membership of our College. Earlier this year, new work started that focuses on the redevelopment of the College website, and on the production of a corporate video and brochure.

We recognise the increasing pressure on surgeons' time and the need to maximise the use of technology

“The College delivered beyond expectations in 2016, generating a surplus larger than budgeted”

in education and training. For our international members, online services, resources and education/training opportunities are of paramount importance. To deliver this and to support all of its activities, the College requires modern and robust IT infrastructure and systems. In April 2016, we established a Systems Transformation Project that will deliver IT systems appropriate for today and into the future.

Both the marketing and systems workstreams have significant implications for information governance and data protection, and I can assure you that the maintenance of strict compliance with current and future legislation will remain a key priority. To do this and to prepare for the introduction of General Data Protection Regulation (2018), we established an Information Governance Group at the end of the year. Its members will oversee the development of a comprehensive set of policies and procedures, and a training package for both staff and Trustees.

THE COLLEGE'S FACULTIES

I am pleased to report on some of the College Faculties' many outstanding achievements in 2016. The Dental Faculty continues to grow and is the largest Faculty of the College with more than 5,000 Members and Fellows. The Dental Strategy adopted by Dental Council will chart its course over the next five years, with particular attention to international operations. Examples of this international focus include the return of the examinations to Cairo after a three-year interval, and the opening of new examination centres in India and China.

The Faculty of Pre-Hospital Care entered its 20th year in 2016 and boasts a membership of more than 600. The Faculty has taken over responsibility for the UK Diploma in Mountain Medicine, which is aimed at healthcare professionals interested in expeditions, travel, remote rescue and high-altitude medicine. It opened the Fellowship in Immediate Care by examination to non-medically qualified practitioners. We took over as the lead College for the Intercollegiate Board for the Training in Pre-Hospital Emergency Medicine, which has UK-wide responsibility for training and assessment on behalf of its parent Colleges. Moving forward, the Faculty plans to work with the Board to assist it in developing this speciality further.

In 2016 the Faculty of Sport and Exercise Medicine celebrated its 10th anniversary. The specialty was recognised in October by the Department of Health at an event attended by HRH the Princess Royal, Patron of the Faculty. It now has more than 100 consultants on the GMC register across the UK.

The Faculty of Surgical Trainers launched its five-year plan in 2016 and appointed two Deputy Directors. With a membership of nearly 520, the Faculty is growing stronger, as demonstrated by the success of its fifth annual meeting in Edinburgh. The Standards for Trainers it developed are the first of their kind. They have been adopted nationally and are being incorporated into the trainer portfolio within the Intercollegiate Surgical Curriculum Programme.

Two new Faculties have been launched: the Faculty of Perioperative Care (FPC) and the Faculty of Dental Trainers (FDT). The FPC works in close partnership with the Association for Perioperative Practice, with

“The development and delivery of educational and assessment activities continues to place the College at the forefront of surgical teaching”

which they have held two joint conferences and which has active representation on the Faculty's steering group. The FDT, the first of its kind in the UK, is open to all qualified members of the dental team and acknowledges the important part played by team members. Going forward, a plan will be developed for the growth of the Faculty, ensuring that dental care professionals and the wider dental team remain central to its ethos. Discussions are being held around the potential creation of a Faculty of Remote and Rural Healthcare and a Faculty of Humanitarian Medicine. All these developments advance the College's inclusivity approach, which recognises the importance of professionalism and standards across the wider surgical and dental teams to deliver the very best outcomes for patients worldwide.

AT THE FOREFRONT OF TEACHING

The Faculties are crucial in the development, delivery and monitoring of a programme of educational and assessment activities that continues to place the College at the forefront of surgical teaching. One example is the redevelopment of the eLogbook through an intercollegiate project funded by the four surgical Royal Colleges and led by our College. The logbook development will enable trainees and trainers to capture and gain much better information on operative practice and to compare this within their cohort.

Among the innovative projects carried out in 2016, I would like to mention the 3D Definitive Human Project, developed in partnership with Glasgow School of Art's Digital Design Studio. This ongoing collaboration will culminate this year with the delivery of the final 3D medical visualisation of the human body, which will be available to our College for use as an educational resource, as well as to Scottish medical, dental and anatomy students. The head and neck components of the model are already being used in dental surgery training.

The eSELECT modules – created in-house by the Education and Applications teams, and aimed at foundation doctors and early core surgical trainees to support them in their preparation for taking the MRCS examination – will be delivered online. The initial modules were developed last year and an ongoing programme has been scheduled for 2017. During 2016, the College's webinar series proved to be popular and this mode of delivery will expand in 2017.

Back on terra firma, we have invested in the latest technology for our Skills Lab and are providing a range of state-of-the-art lap stacks, some offering 3D capacity.

In summary, a very busy 2016, and 2017 is proving to be more so... a trend I have noticed each year in my time as Chief Executive. The staff and I are proud to serve you as our membership and we look forward to doing so in the years to come.



**PROFESSOR
RICHARD J
MONTGOMERY**

HONORARY TREASURER'S REPORT

In my third report as your Honorary Treasurer, I note that in the last few years the College campus and international activities have gone through a period of transformation, unprecedented this century or last. There are more changes on the horizon.

In the last year, the College has watched domestic and international political developments with interest, and sometimes with concern. It has not been easy to predict the financial effects on the College, despite having very eminent and distinguished members of the legal, financial and banking professions on our financial and investment committees. We are most grateful for their assistance, and there is no doubt that we are in a better position financially as a result of their sage advice.

The College has continued to manage its financial affairs actively but prudently, as befits a charity, during periods of market uncertainty. The group closing reserves at 31 December 2016 were £38,036,000 (2015: £36,986,000) comprising £23,016,000 of unrestricted funds, £11,692,000 of restricted funds and £3,328,000 of endowment funds.

The income and expenditure account aggregate surplus of £1,050,000 (2015: £3,619,000), as shown on the consolidated statement of financial activities, consists of a surplus of £1,228,000 on unrestricted funds (normal activities), a deficit of £377,000 on restricted funds and

a surplus of £199,000 on endowment funds. Overall income generated for the year was £18,305,000 (2015: £19,216,000), with £13,028,000 of income generated through charitable activities.

The principal income sources for the group continue to be membership subscriptions, examinations and other trading activities.

Total resources expended for the year were £17,719,000 (2015: £15,649,000). This increase in cost of £2,070,000 relates primarily to additional resources expended on charitable activities and other trading activities.

Surgeons Lodge Limited (SLL) is a College-owned company that runs the College's business ventures, principally its Ten Hill Place Hotel, conference and events, and catering activities.

SLL had another excellent year, improving services and facilities for customers. The SLL Board, under the Chairmanship of George Borthwick, and Commercial Director Scott Mitchell and his team, continues to develop the business. In 2016, SLL had a turnover of £4,851,000 (up from 2015's £4,245,000), generating a smaller profit of £204,000 (2015: £525,000). This reduction in profit is primarily due to the fact that the company declared a gift-aid payment, to the College, in the sum of £440,000. SLL contributes to the College via rent, management charges and gift aid.

So far, 2017 has started on an even more favourable trajectory for SLL.

The College's investment portfolio is managed prudently by our investment managers, Cornelian Asset Management, and in 2016 achieved between 3%–4% gross income yield. The Investment Committee considers this performance to be acceptable for a low-to-medium-risk portfolio in the current volatile investment climate. The College does not invest in companies associated with tobacco or arms manufacture.

The number of Members and Fellows in good standing now stands at 24,363, a small increase. The College endeavours to keep subscription increases to a minimum, particularly for trainees who are undergoing a squeeze at present. Subscriptions and examinations together provide more than half of our income; trading income will become an even more significant contributor in future. Trading income will allow us to achieve more as a College than we could do if we were entirely dependent on exam income and subscription levels.

The College operates in a sector where inflation is higher than in the general economy. This means, that in order to retain staff and maintain sound finances, once again we have to consider a modest subscription increase in 2018.

Overall, thanks to the contributions of our Fellows and Members, our dedicated staff, and the input from our supporters and Regents, the College remains in sound financial health.

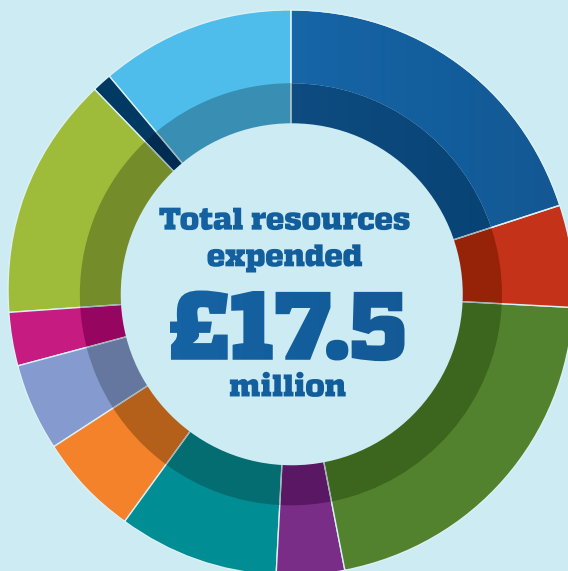
Balance sheet at 31 December 2016

	31/12/2016	31/12/2015
	£000	£000
Intangible fixed assets	166	83
Tangible fixed assets	25,082	24,372
Heritage assets	3,885	3,875
Investments	6,779	6,550
Current assets	11,070	11,622
Creditors: amounts falling due within one year	(5,306)	(5,503)
Creditors: amounts falling due after more than one year	(3,640)	(4,013)
	38,036	36,986
Represented by:		
Unrestricted funds – revaluation reserve	5,272	5,239
Unrestricted funds – other	17,744	16,549
Restricted funds	11,692	12,069
Endowment funds	3,328	3,129
Net assets	38,036	36,986

“Our investment managers in 2016 achieved between 3%–4% gross income yield”



Donations, bequests and gifts	1%
Subscriptions	27%
Examinations	29%
Courses	3%
Faculties	8%
Grants	2%
Trading income	24%
Investment income	2%
Other	4%



Fundraising and trading costs	22%
Subscriptions	5%
Examination costs	19%
Courses	4%
Property	8%
Faculties	7%
Publications	4%
Grants	3%
Professional activities	14%
Governance and support costs	1%
Other	13%

Treasurer's statement on the summarised accounts of the Royal College of Surgeons of Edinburgh

The financial statements on pages 62 and 63 are not the full statutory consolidated financial statements of the Royal College of Surgeons of Edinburgh but are derived from the financial statements of the Royal College of Surgeons of Edinburgh,

Hill Square Educational Trust and Surgeons Lodge Limited, a wholly owned trading subsidiary of the Royal College of Surgeons of Edinburgh.

The full financial statements for the year ended 31 December 2016 have been audited by Chiene + Tait LLP, chartered accountants and statutory auditors, and received an unqualified opinion.

The summarised accounts may not contain sufficient information

to allow a full understanding of the financial affairs of the College. For further information, the full financial statements should be consulted. A copy of the full financial statements will be available from the Library, the Royal College of Surgeons of Edinburgh, Nicolson Street, Edinburgh.

R J Montgomery
Honorary Treasurer