



THE ROYAL COLLEGE
OF SURGEONS OF
EDINBURGH

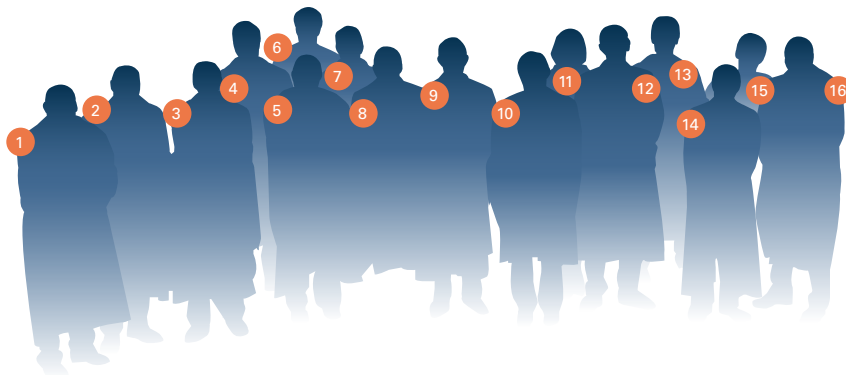
2012

Annual Report



FROM HERE, HEALTH

YOUR RCSEd COUNCIL



- 1 R R Jeffrey**
Council Member
- 2 P K Datta**
Council Member
- 3 R J C Steele**
Council Member
- 4 R W Parks**
Council Member

- 5 J H Hutchison**
Council Member
- 6 S Paterson-Brown**
Council Member
- 7 R Currie**
Council Member
- 8 J L Duncan**
Honorary Treasurer

- 9 G G Youngson**
Vice President
- 10 D A Tolley**
President
- 11 J Evans**
Council Member
- 12 I K Ritchie**
Vice President

- 13 M Griffin**
Council Member
- 14 M Lavelle-Jones**
Honorary Secretary
- 15 P T McCollum**
Council Member
- 16 O J Garden**
Council Member

MEMBERS NOT PICTURED

I Ahmed
Trainee Member
of Council

E Griffiths
Council Member

R J Montgomery
Council Member

C W Oliver
Council Member

R Ibbetson
Dean, Faculty
of Dental Surgery

C Scally
Council Member

REPORT FROM THE TRUSTEES

MR DAVID TOLLEY



In this, the third year of my Presidency, I have great pleasure in presenting to you the Annual Report from the College Council for the financial year ending December 2011, and to update you on developments and plans in this current year. In each of my previous year's reports, I have remarked on just how quickly time seemed to have passed, and this last 12 months has surpassed all others! There have been many highlights; of particular note were the major Lister scientific meeting and surgical skills competition, the re-branding of the College, the publication of the College's major report on Trauma Services in Scotland, and the success of our first stage Heritage Lottery Fund bid for major redevelopment of the Museum.

At the start of my Presidency, Council agreed an ambitious strategy for the College. As can often be the case with significant change and innovation, we have undertaken necessary periods of development before implementation; this past year has seen many of those early commitments coming to fruition, a selection of which are highlighted in this report, alongside our more recent developments. All of this work has been undertaken by the Council in the belief that it will bring significant benefits to you, our membership, in the years ahead.

As I and my fellow Office-Bearers prepare to hand over the reins to our successors, I wish to thank George Youngson, Ian Ritchie, Mike Lavelle-Jones, John Duncan and Richard Ibbetson, and all Council members for their immense support and encouragement. We were delighted to welcome Richard to the Office-Bearer team on his election, last year, as Dean of the Faculty of Dental Surgery. Richard has already made a valuable contribution to the College's work as a whole and continues to ensure that the work of the Dental Faculty is co-ordinated and integrated with that of the College Council. I would also like to pay tribute to our Regional Surgical Advisers, Examiners, appointed Clinicians and all our Fellows and Members who assist with our educational

and other activities, as well as to our Court of Regents, some of whom dedicate significant time to assist us.

Professional advancement and development

Professional advancement and development is at the very heart of the College's purpose and has been a key priority for us during the past three




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years. Within the last year, the Education Department has been reconfigured to reflect that priority; the resultant Professional Activities Department now brings together education, examinations, e-learning, and the intercollegiate specialty boards responsible for the intercollegiate FRCS examinations. During the report year, we also launched the Faculty of Surgical Trainers, which will both promote and recognise excellent practice by surgical

trainers, and this is also housed within the department. The in-house staff team is now also supported by a team of clinicians whose roles cover education, e-learning, CPD, anatomy, and surgical simulation. Very recently, we were also delighted to add Caldicott guardianship to that team, thereby ensuring that we have ready access to advice regarding data handling compliance.

Much attention has been given to ensuring that we can support our membership at all stages of their career, particularly through the provision of appropriate CPD resources. In this regard, I am pleased to report that there is now an extended suite of courses, many of which have been developed in partnership and which span our membership from trainees to consultants. Our in-depth review of e-learning allowed us to better understand the opportunities which online learning can bring and, as a result, our e-learning provision is also expanding.

For our trainees, we recognise that examinations can be a stressful time and so we have increased the resources available to them, particularly as regards preparatory courses. The MFDS lectures held throughout the UK also continue to be very well-attended. We have expanded the network of MRCS centres in the UK and internationally in order to increase accessibility and ease the burden of travel for as many candidates as possible. Our surgical skills unit within the College has continued to flourish and there is now a strategy in place for the provision of off-site surgical skills training which will provide more local access for our trainees and affiliates.

Within the Dental Faculty, the first diets of the Tri-collegiate Specialty Membership Examinations have taken place in the specialities of Oral Surgery and Special Care Dentistry; Paediatric Dentistry is due to run in September. This is a significant milestone, and is the culmination of a great deal of work by very many. Peter Durning has also just been re-appointed as Convener of Dental Examinations. Also of note, is the agreement with the Royal Australasian College of Dental Surgeons, 



whereby candidates sitting the Conjoint M Orth Examination in the UK can obtain the diplomas of both Colleges (M Orth RCSEd and MRACDS).

Following on from the success of the ESSQ, the College and the University of Edinburgh extended its partnership to the introduction of the ChM. The ChM in General Surgery has now been running for a year and has proven to be most successful; in September of this year the first cohorts of students for the ChM in Urology and the ChM in Trauma and Orthopaedics will begin their studies.

Pre-Hospital Care

The Faculty of Pre-Hospital Care has been the driving force in establishing the subspecialty of Pre-Hospital Emergency Medicine, with trainees taking up posts in August. The structure of the faculty's membership has been changed to reflect clinical competence rather than background job status and student membership has been created.

To strengthen our local presence around the country, a regional faculty infrastructure has been established with two pilot regions. The first formal diet of a new Diploma in Transport & Retrieval Medicine will take place in September 2012.

Consensus statements have been produced in relation to Careful Patient Handling, the pre-hospital management of pelvic fractures, spinal care and pharma-

cologically-assisted laryngeal mask airway (PALM) placement.

Looking ahead, a five-year strategy has identified work streams and these will be taken forward, engaging our membership and other relevant organisations.

“With the support of the local RSAs, the Office-Bearers and I have continued to undertake regional visits to both provide and obtain feedback from the membership and trainees on all aspects of the work of the College”

Professional Activities Board

At the beginning of 2012, Council agreed to the establishment of the Professional Activities Board, a key Committee which advises Council on all aspects of our core business, as highlighted above. The membership of that Committee, which I chair, reflects the importance of engaging with key stakeholders, including trainees, as strategies are developed and new initiatives implemented: the Office-Bearers, the key College Clinical post-holders, Surgical Specialty Group Chairs, and representatives from the RSA network, the Association of Surgeons in Training, and the British Orthopaedic Trainees Association comprise the membership.

Networking and Outreach

With the support of the local RSAs, the Office-Bearers and I have continued to undertake regional visits to both provide and obtain feedback from the membership and trainees on all aspects of the work of the College. During the year, we ran one such meeting jointly with the Royal Society of Medicine. Now numbering almost 60, the RSA network is providing the College with a truly local conduit and support to its membership, factors that will be extremely valuable when revalidation gets underway. Council has also continued to hold its regular meetings with Presidents of Specialty Association, and has a further meeting with trainees scheduled for October.

Intercollegiate

On taking up my Presidency, and with the support of Council, I undertook to advance intercollegiality. The launch of surgeons' portfolio during 2011 was a significant achievement and provides all our Members and Fellows, as an integral part/benefit of College membership, with a means by which to record their operative practice and professional development. Just over a year ago, I proposed to the Joint Surgical Colleges' Meeting that the Colleges should consider jointly developing a Fellowship examination to be run internationally. Work on this has been ongoing throughout that period, and I am pleased to report that



the announcement of the first diet of the examination is imminent.

As Chair of the Surgical Forum of Great Britain and Ireland, I have been privileged to work closely with the Presidents of the Specialty Associations and Surgical Colleges; during this past year, the Forum has been giving in-depth consideration to the challenge of how we ensure that tomorrow's surgeons are appropriately equipped to deal with the changing needs of the NHS, particularly in relation to the provision of emergency care: a Surgical Forum summit held in Edinburgh during the spring resulted in considerable agreement on this subject.

The agreement to form a Joint Committee on Revalidation, involving all Colleges and the FSSA and reporting to the Forum is a significant step forward in ensuring that the quality of professional advice and support for surgeons is consistent across all surgical specialties throughout the UK. It will also provide a means of monitoring revalidation standards as well as the opportunity to identify gaps with a view to improving the pan-specialty standards which form the basis for revalidation in the surgical specialties.

As the host College for the Joint Committee on Intercollegiate Examinations and the Intercollegiate Specialty Boards, I am also very pleased to report that 2011 was another successful year for the intercollegiate entity, including

the continuing success of the online Section 1 examination, enhancement of quality assurance and question bank management. Tim Graham was appointed as the Chair of JCIE in 2011 and I would commend the work that he has been doing in members' interests.

International developments

The College's work internationally has continued apace; this summer alone, representatives of Council are engaged in scientific meetings in Thailand, Sri Lanka and Hong Kong. Additionally, we have established an initial network of International Surgical Advisers, a team that is set to grow in the months ahead. This, together with our developing educational portfolio and participation in the intercollegiate exit examination, will, the Trustees believe, hold the College in good stead on the global stage.

Governance

The College governance remains solid following the full review of the College Laws and Regulations during this period of tenure. The Dental Faculty has also reviewed its Laws and will complete the remainder of its governance review by the end of the calendar year. As the financial summary shows, we have sound financial management and continue to receive a clean bill of health from both the College Auditors and The Office of the Scottish

Charity Regulator (OSCR) for the way in which the College is managed operationally. Most recently, the Council has endorsed developments to ensure that our professional practice meets Equality and Diversity requirements.

Together with the Chief Executive's report which follows, the Trustees hope that we have given you a sense of the very real progress that has been made and of that to come. I began this Report by recognising the unstinting support of many and I would just like to add to that by thanking the significant number of non-surgical personnel who sit on our various committees and who offer their advice and time freely. I would also like to recognise the work of the College staff, led by the Chief Executive and Director team, without whom achievement of the goals would not be possible. Finally, and most importantly, as your Trustees, we would like to thank you for your continued membership and support of our College – together we can ensure that it continues to thrive. ●



CHIEF EXECUTIVE'S REPORT

MS ALISON ROONEY

As with 2011, 2012 has already been a very busy year for the College. This is demonstrated in the many key developments mentioned in this report – due to limitations of space, these are only a sample of the activities that have been undertaken over the last year.

I would like to begin this report by highlighting two of these developments – the new College website and the College rebranding. Both were launched recently and have received favourable feedback. The launch of the College website marks the culmination of many months of hard work by teams across the College, both staff and clinician, to provide a modern, accessible 'window' to the College which meets the differing needs of our many users. It will be instrumental in boosting our engagement with our membership, to ensure that they are kept up-to-date with College activities. It also offers us a platform for the delivery of a number of exciting electronic resources, which will be developed over the coming months and made available both within the UK and internationally.

Our College is recognised for both its Heritage and its innovation, both aspects of which we wanted to capture in our rebranding of the College. The work was led by the President, with the support of Council, and we were delighted to profile the new brand alongside the website.

Financial outcome

Despite the continuing tough economic climate, it has been another successful year for the College. Both the College's mainstream operations and the College group as a whole, which includes our two limited companies – Surgeons' Lodge Limited, through which we conduct our commercial operations, and Hill Square Educational Trust, through which we conduct our educational activities, have outperformed against budget. During the Report year, and indeed again in 2012, we have been able to provide for strategic development, in areas such as IT infrastructure, Faculty of Surgical Trainers,

Communication and the international exit examination. I am also very pleased to report that the College and each of its entities have again received unqualified audit opinions for 2011.

College staff – our key resource

The new organisational structure, implemented in 2010, is now firmly embedded and has given the College a sound basis from which to operate more effectively and efficiently, allowing for the strengthening of resource in our core business teams of professional activities and membership and communications. In early 2012, Sarah Allen joined the senior team as the interim Director of Membership and Communications and has very quickly made a valuable contribution to the work of the College.

Strategic planning

Implementation of the College's Strategic Plan for 2010-2015 continues. Developed in 2010, this sets out the College's priorities, goals and specific aims. The plan has been reviewed by Council and it was noted that many of the priorities are well underway, with positive results. Council re-affirmed the strategic priority areas, noting that particular focus was being placed on membership and communications and CPD/education and assessment, all of which are described more fully in this report.

Further strategic opportunities have been opened up to the College following the acquisition of a property adjacent to the existing campus. Over the coming months we shall be considering a range of options for its use to ensure that its full potential and contribution to the College's future direction is realised.

Recognising the importance of the College's work internationally, we reviewed our governance arrangements, resulting in the establishment of our new International Strategy Committee, which met for the first time in 2012. This Committee will bring greater coherence and focus to the College's extensive and growing range of activities, and allow us to deliver more

effectively for our international partners and membership.

Membership engagement and growth

Our new Membership and Communications Department is now well-established and, as a result of the recently-launched website and associated e-communications capability, we are well-placed to further increase our communications activity, especially our use of social media, to keep our membership informed of developments. This is supported further by our investment in our electronic mail systems, which will allow us to send out more regular, targeted and e-enabled communications to our Fellows and Members.

The Outreach team has been very active over the last year, running a wide programme of events for medical students, trainees, Fellows and Members across the UK. Very many of these have been run in partnership with our network of Regional Surgical Advisers (RSAs), which now numbers almost 60 individuals spread across the UK. Recently, the Outreach team attended the Association of Surgeons of Great Britain and Ireland's International Surgical Congress, which was held in partnership with the UK Medical Student Association. At the event, two of the College's RSAs awarded the second RCSEd 'Student Society of the Year Award' to Nottingham Surgical Society.

Another notable event was the Lister Centenary celebrations. As reported by the Trustees, this was also extremely successful, bringing together people at all stages of their surgical career over a three-day period.

Supporting the Council in its engagement with trainees and medical students continues to be a priority. During 2011, the College launched its first UK-wide surgical skills competition, which was run as part of the Lister Centenary celebrations. The competition was sponsored overall by Johnson and Johnson and attracted over 1,000 applications from students wishing to take part in the 19 regional heats held throughout the UK. Such was the success

of the competition that the Council has requested that it be run again in 2012.

Following the appointment of our Trainee representative on the College Council, there have been further developments within the College to ensure that the views of trainees are represented effectively. This includes the re-invigoration of the Trainee Committee to support the Trainee representative in gathering the views of trainees and representing them to Council.

Education, assessment and advancement

Implementation of the reviews conducted in this key professional area of the College's business, including the reviews of education, eLearning and Continuing Professional Development (CPD), have all made good progress and delivery of the action plans is well advanced.

The College continues to have a strong focus on eLearning and CPD/CME activities, particularly in the context of the impending introduction of revalidation. Work on further eLearning courses and resources is progressing well, including development of partnerships with appropriate providers.

Educational activity continues to increase in both the UK and internationally, with the introduction of new examination centres for the MRCS examination.

Throughout 2011, RCSEd delivered 80 different seminars and examinations to over 2,000 individuals, an increase on the previous year. The College also delivered over 200 online modules to students taking part in our eLearning courses. The award-winning ESSQ, developed and delivered in partnership with the University of Edinburgh, continues to thrive and be over-subscribed. The recent introduction of the ChM courses in General Surgery, Urology and Trauma and Orthopaedics, within the same suite, is also gathering momentum, with both attracting a truly international student base.

In the autumn of 2011, we also announced the establishment of the Faculty of Surgical Trainers. This is being piloted for one year initially and is open to any surgical trainer in Scotland, irrespective of stage of career or College affiliation. The inaugural Annual Meeting of the Faculty takes place in November of this year.

Intercollegiate activities

RCSEd has continued to be actively engaged with its sister Colleges over the past year. These activities have included work towards the establishment of an International FRCS examination, the administration for which will be housed in our College, as per the intercollegiate UK and Ireland FRCS examinations, and involvement in three major intercollegiate projects around interoperability, the 'N3' Gateway and the ePortfolio. The intercollegiate ePortfolio, Surgeons' Portfolio,

was launched successfully in 2011 and is already proving to be a useful tool for consultant surgeons in meeting their professional revalidation requirements.

I am pleased to report that 2011 was another successful year for the Intercollegiate Specialty Boards (ISB), for which RCSEd is the host College.



“Following the appointment of our Trainee representative on the College Council, there have been further developments within the College to ensure that the views of trainees are represented effectively”

Financial sustainability and commercial development

The College's strategic aims are ambitious as we seek to deliver high-quality and value-added professional services to our growing membership. Many of the new developments, such as online education, require investment beyond that which is affordable from annual subscriptions. Thus we are engaged proactively with Council and the Directors of Surgeons' Lodge Ltd (SLL) and Hill Square Educational Trust (HSET) in supplementing the College's core funding base through expansion of our commercial activities and fundraising.

SLL continues to perform well. The hotel has won numerous industry awards and these include the award of a 4-star Metro rating and the achievement of the Green Hotel of the Year award. Customer satisfaction remains high and plans are being taken forward to refurbish the Café bar area of the hotel to further enhance its facilities and rating.

SLL's joint venture with the Festival Theatre Company, whereby SLL runs the catering outlet for the Theatre and manages the booking system for their function rooms, has proved to be a success and discussions are underway to extend this partnership into future years.

In order to ensure that the College continues to make best use of its funds, a series of 'best value' audits have been initiated. The first of these was around the management of Property and Facilities' contracts, which is an area of significant spend across the College Group of Companies. This is drawing to a close and will ensure that the College maximises its resources.

2011 also saw the completion of the College's Governance Guide, the reworking of the College's Regulations and the second phase of the College's Governance Review. The second phase of the Governance Review focussed on bringing consistency to the Committees that report to College Council. The recommendations from this review have been implemented and the improvement to the governance of these Committees is already in evidence.

Heritage

We know from our membership surveys the importance that our membership places on the Heritage of the College. I am therefore delighted to report that our plans for major improvement to the Museum, to improve access and learning for all, have taken a giant step forward, following the College's successful completion of the first stage of its application for Heritage Lottery funding. The College now moves into the second phase of this process, requiring detailed architectural costings and visitor plans to be drawn up. We anticipate submitting this second stage application in the spring of 2013, for final decision by summer of that year. As the HLF grant would provide some 60% of the funds required for the project, we are now beginning the process of fundraising for the balance. If successful, this project will help us build on our already active programme of heritage activities and events, thereby widening access, both physical and intellectual, to this important facet of the College.

As I mentioned at the beginning, this report can only be a snapshot of some of the work carried out by the College over the past year. I hope that it does, however, provide you with a flavour of RCSEd's activities and that it demonstrates the College's ongoing commitment to being innovative and networked on your behalf. I continue to be grateful for the support of the President, Office-Bearers and Members of Council, and that of my senior management team colleagues and staff, without whom all of this positive activity would not be possible. ●



HONORARY TREASURER

MR JOHN DUNCAN

The consolidated accounts of the College represent continued strong performance in 2011 across all of the College's financial activities. Hill Square Educational Trust, through which the College delivers the majority of its charitable activities, has performed well. While subscription income remains strong, reflecting stable membership numbers, it represents a decreasing proportion of our income, allowing us to keep subscription rates to a minimum.

An increasing proportion of our income comes from our commercial activity. During 2011, Surgeons Lodge Limited performed very profitably and in line with budget. The Board of SLL will undertake significant improvements to the property in 2012, to enable continued revenue growth, as well as improving the overall customer experience.

We have funded strategic developments in a number of areas to improve our services to Members and Fellows. Within the College, continued efforts to reduce costs have enabled significant savings to be delivered. Some of those savings have been reinvested in increased staff numbers to enable us to deliver a more comprehensive range of services. The first stage of the Heritage Lottery Fund application was successful and the development office has made considerable progress in our efforts to fund the remainder of the refurbishment of the Playfair building.

In the pie charts we have summarised the consolidated income and expenditure of the College and its related entities. Fixed assets have significantly increased this year as a result of a change in UK accounting standards, which required the accounts to include a value for our heritage assets. While it is only possible to estimate the value of a proportion of these assets in monetary terms, we have a statutory duty to do so. This does not mean that there is any plan to realise these assets, as the items valued are part of the heritage of the College, which it is our duty to preserve. This is simply an accounting exercise which we have had to perform.

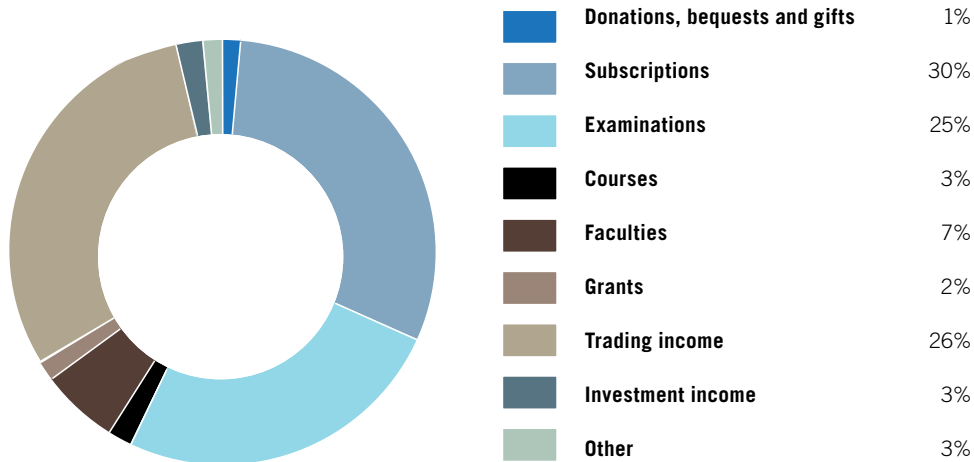
The College's investments have performed satisfactorily in difficult market conditions. Although there has been some volatility in the value of our investment portfolio, the returns on investment have been sustained, which has enabled us to continue to fund our research and other grants.

In the years to come the financial pressures on the College will only increase. The financial position at present is sound and I am confident that in 2012 we will again deliver a strong financial performance. I am personally grateful to the Director of Finance and his team for delivering accounts for each of the separate entities, all of which received unqualified audit opinions. ●

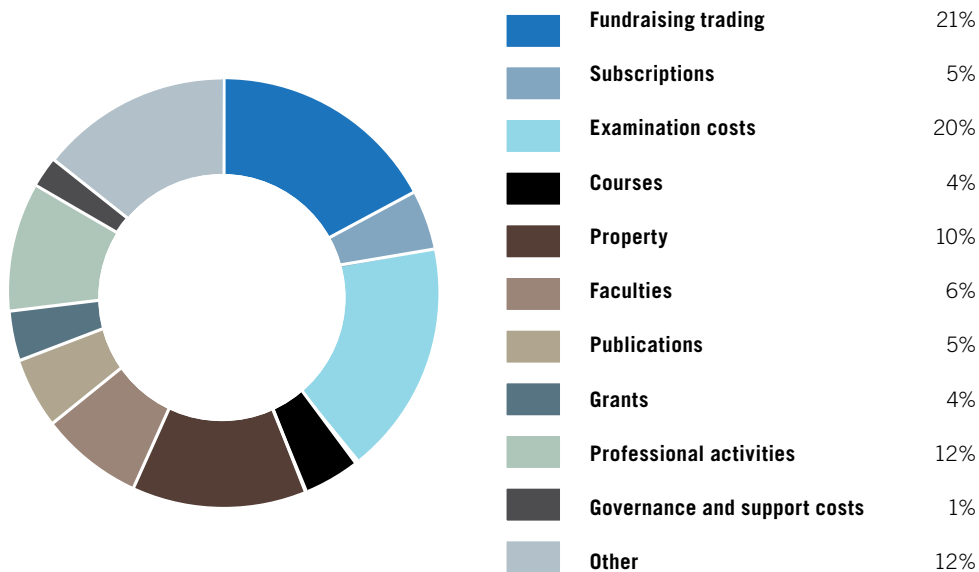
Balance Sheet as at 31 December 2011

	31/12/11	31/12/10 (restated)
	£000	£000
Tangible fixed assets	16,856	17,128
Heritage assets	3,875	3,875
Investments	5,604	4,953
Current assets	9,550	8,129
Creditors: amounts falling due within one year	(3,717)	(3,308)
Creditors: amounts falling due after more than one year	(5,613)	(5,645)
	26,555	25,132
Represented by:		
Unrestricted funds		
General fund	10,839	9,045
Designated funds	5,860	5,920
	16,699	14,965
Restricted funds	9,856	10,167
Net assets	26,555	25,132

Total incoming resources £13.9 million



Total resources expended £12.4 million



Treasurer's statement

on the summarised accounts of The Royal College of Surgeons of Edinburgh

The financial statements 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 2011 have been audited by Chiene & Tait, 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.

J L Duncan
Honorary Treasurer