



THE ROYAL COLLEGE
OF SURGEONS OF
EDINBURGH

ANNUAL REPORT 2013



Your RCSEd Council



Back row left to right:



Dr J Evans



Professor R J C Steele



Mr I Ahmed



Mr C Auld



Mr J N A Gibson



Professor R W Parks



Professor M Griffin OBE



Mr R Jeffrey



Professor O J Garden



Ms C Scally



Mr R J Montgomery

Front row left to right:



Mr P B Rajesh



Mr P McCollum



Professor G T Layer



Mr M Lavelle-Jones



President, Mr I K Ritchie



Professor J D Hutchison



Mr J L Duncan



Mr R Chate (Dental Vice Dean)



Mr R Currie

*Council Members
not present*

Miss E M Griffiths
Mr S Paterson-Brown
Professor R Ibbetson

Report from the Trustees

Mr Ian Ritchie



I am delighted to present to you my first Annual Report from College Council since taking up office as President in November last year. This first year of my Presidency has been both exciting and challenging, and I am indebted to my Office-Bearer team, Mike Lavelle-Jones, Jimmy Hutchison, John Duncan, Graham Layer, Richard Ibbetson, and the Members of Council for their support and industry during this period.

This has been a turbulent period and one of great change, not least to healthcare in the UK which has felt the reverberations of the Francis Report, the re-structuring of the NHS in England and the introduction of Revalidation. All of these have implications for this College, especially given our large membership based in England, and will continue to influence our actions as we move forward.

Professional advancement and development

2012 was an important year for reviewing and refining future education and examination strategies and priorities, and for launching new ventures, the most notable of which was the International School of Surgery.

During 2012, the College continued to expand its education portfolio, with 95 face-to-face educational courses and conferences delivered to over 2,500 participants. The feedback from these events has been overwhelmingly positive – a tribute to our hard-working faculty and staff team.

A number of new courses have been developed under the auspices of the Wade Programme for Surgical Anatomy, through the generous support of the Pilmuir Trust.

We continue to deliver our educational activities using the latest technology and there has been an increase in the use of blended learning, with a number of our face-to-face courses incorporating e-learning material. This year has seen the publication of e-Learning revision and preparatory resources to support surgeons working toward their specialty fellowship examination – Intercollegiate Specialty Board (ISB) exams and the Joint Surgical Colleges Fellowship Examinations (JSCFE).

The latest online additions to the highly-acclaimed NOTSS (Non-Technical Skills for Surgeons) programme became available,

in the shape of 'NOTSS in a box' for senior trainees and consultants, and 'NOTSS for trainees' aimed at the earlier stages of training. These are especially important in the wake of the Francis Report.

Webinars supported/sponsored by the College have been very well attended and allow us to reach a large and geographically-dispersed audience. The first webinar in a new College-run series is due for delivery this month, with registration for it already exceeding 100 participants.

ESSQ, a joint initiative with the University of Edinburgh, is experiencing an increase in uptake across the entire suite of courses; 265 students were enrolled on an ESSQ course during 2012. New ChM courses in Urology and in Trauma and Orthopaedics were launched in September 2012, with the Vascular and Endovascular Course due for release later this year.

The surgical examinations team is now running examination diets at additional international and UK examination centres to meet local needs and have successfully introduced the new MRCS part B OSCE exam in two international locations. Another international examination centre for the MRCS Part A was established in Erbil, Iraq, and the first diet of the Intercollegiate MRCS Part B (OSCE) exam was successfully held in Singapore. This was the first examination of this format to be held at an international venue. This new format of the MRCS (OSCE) was then successfully introduced in Delhi. In the UK, the Part B (OSCE) was delivered in Coventry and Southampton, in addition to the established centres in Sheffield and Edinburgh. During the report year, the development of the Tri-Collegiate Dental Specialty Membership examinations was also completed.

The FRCS Ophthalmology examinations continue to be in high demand and run at maximum capacity.

In response to the challenges of revalidation, RCSEd has implemented a dedicated helpdesk and webpages to support our

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- Fellows in their navigation of the new revalidation process. Our network of over 60 Regional Surgical Advisers are also on hand to provide local support at the point of need.

The Surgeon, the first intercollegiate surgical title in the UK and Ireland, celebrated its tenth anniversary in February this year. The Journal has seen its impact factor go from zero to 1.973 over these 10 years, making it one of the highest-ranking general surgery membership titles. A particularly exciting development over the last 12 months has been the introduction of podcasts, summarising the latest articles from *The Surgeon*, which can be downloaded from iTunes.

The Surgical Skills Competition was held for the second time and again attracted a substantial level of interest from medical students. Twenty finalists from the regional heats competed at the grand final in Edinburgh earlier this year, each demonstrating exceptional skills in surgical techniques, such as knee arthroscopy, anatomy, cross-infection control and laparoscopy. We are most grateful to Johnson and Johnson for their sponsorship of that competition. Plans are now well underway to follow this success with a similar competition for undergraduate dental surgery students.

Faculty of Pre-Hospital Care

Following the Faculty of Pre-Hospital Care's (FPHC) AGM last year, Dr Colville Laird assumed Chairmanship of the Faculty. John Hall and Dave Whitmore also took up the respective roles of Honorary Secretary and Treasurer of the FPHC.

Over the past 12 months, FPHC had been progressing plans to introduce a regional faculty structure, in order to better engage with its membership and with Ambulance Services across the UK. FPHC is also working to update its popular Manual of Core Material which is evidence-based and has sold 22,000 copies to date.

Our commitment to ensuring that the College benefits from the talents of its trainees continues and the last 12 months has seen the election of a further four members to the College's Trainees' Committee

Faculty of Sport and Exercise Medicine

The Faculty of Sport and Exercise Medicine (FSEM) has been working to develop their forward strategy for 2013 – 2016, in support of their mission to promote better health for the public through sport and exercise medicine.

The Faculty continues to thrive, with membership numbers showing an increase on the previous year. During the year, a Communications Officer post was created to assist in raising the profile of the Faculty within the Health Service, the media and sporting organisations.

Faculty of Surgical Trainers

The Faculty of Surgical Trainers (FST) was rolled out across the UK over the last 12 months and has been well received. The inaugural meeting last November attracted circa 150 delegates and over 50 submitted abstracts. Since its launch, there have been a number of applications from individuals wishing to apply for Membership and Fellowship of the Faculty. The second FST annual meeting will be held in October on the subject of simulation in surgical training.

FST is a new Faculty with big ambitions and

its members will see a range of resources, to support them in their role as surgical trainers, being made available over the coming months.

Networking and outreach

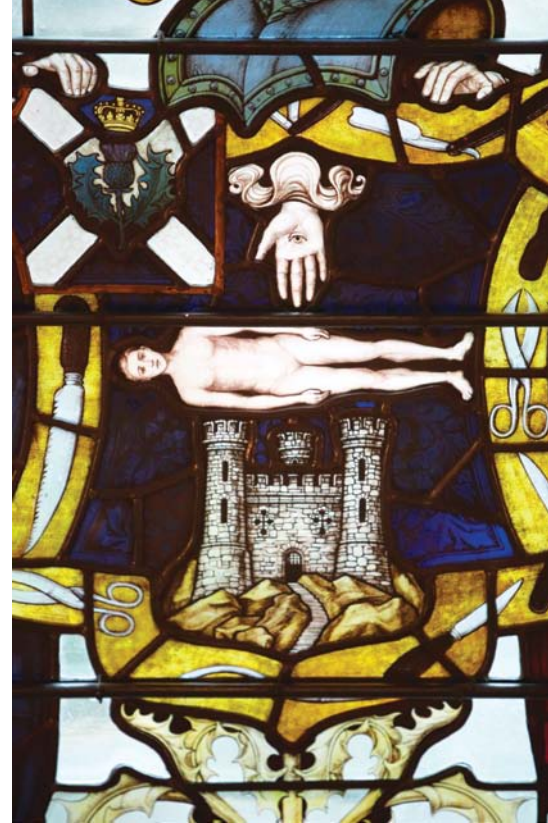
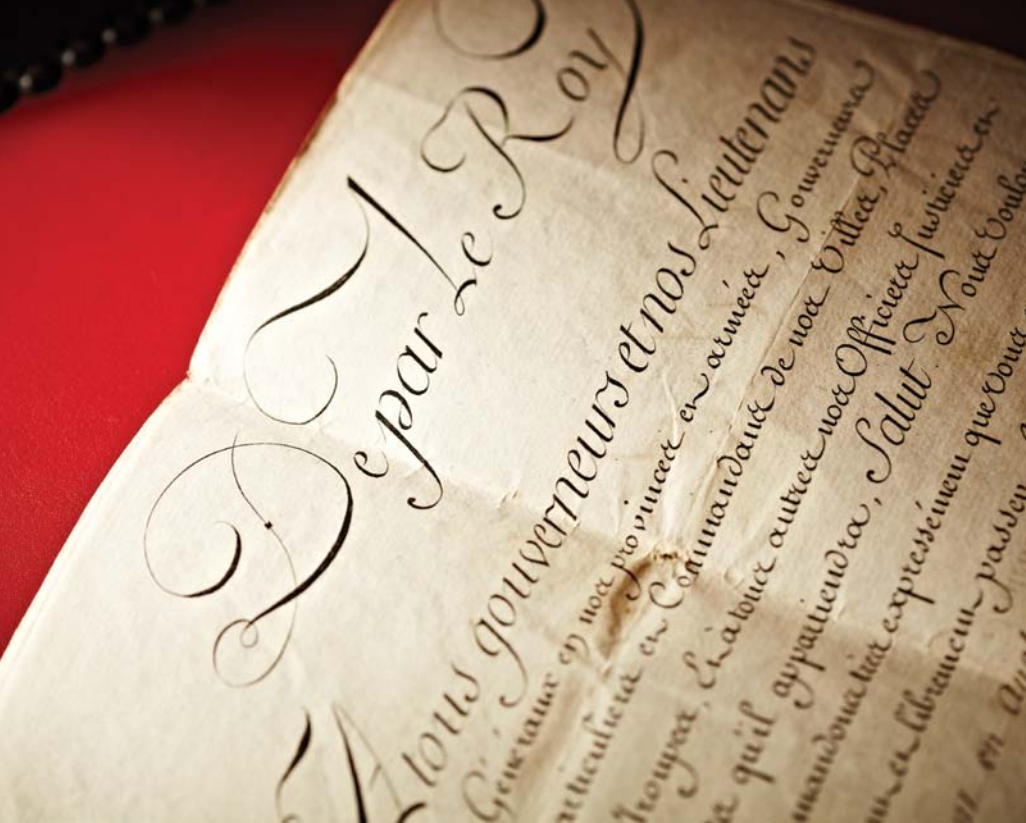
Regionalisation of College activities is a key aim of RCSEd in order to make the College as accessible as possible to our membership, partners and stakeholders. It is not possible to list here all of the many events and activities that we undertake both within the UK and internationally but I would like to highlight a few notable events from the last 12 months.

In March of this year, we held the first 'President's Meeting'. This was a successful event which included a range of excellent speakers, not least the keynote speech from the internationally-renowned Dr John Birkmeyer from the University of Michigan, who delivered the Lister Legacy Lecture on the subject of variation in surgical outcomes, which was the principal theme of the symposium.

RCSEd attended the annual Association of Surgeons in Training (ASiT) Conference in April. The event attracts over 600 trainees from across each of the specialties and the College's presentations were well received.

A highly successful one-day educational road show was held in Yorkshire by the Faculty of Dental Surgery in November. This attracted nearly 100 delegates who attended to listen to senior Faculty-related clinicians deliver presentations on the subject of "The biological impact of dentistry in the 21st century".

Overall, there has been a further increase in membership in 2013; we will continue to work to serve the needs of our pan UK and international membership and to listen to your views. Indeed, we intend to carry out our next full membership survey early next year – in the meantime, we will continue to seek your feed-



back on issues via our now-expanded communications channels, including social media.

International developments

The International School of Surgery (ISS) was launched on 28 February 2013 to bring together all of the College's international activities. The focus of the School will be on the development of its website, the main portal for accessing the ISS and its services and on building partnerships to assist in further strengthening the College's international activities, both with the College's Faculties and with external partners and stakeholders.

In 2013, for the first time in seven years, the College returned to Myanmar with the running of the MRCS Part 3/B Examination. The examination was well attended and we hope to build on this going forward. This return has been made possible with start-up funding from the Tropical Health Education Trust.

Governance

Following my election, Mr Mike Lavelle-Jones and Professor Jimmy Hutchinson were elected as Vice-Presidents and Mr Graham Layer and Mr John Duncan were appointed as Honorary Secretary and Honorary Treasurer respectively. More recently, Council confirmed an extension to John Duncan's term of office and I am delighted that he will be able to continue to serve the College as Honorary Treasurer for a further year.

Elections were also held for Members of College Council and Dr Judith Evans, Mr John Gibson, Mr Pala Rajesh and Mr Charles Auld were elected to College Council in November last year. Mr Auld was elected for a term of one year to fill the vacancy created following the election of Professor Hutchison as Vice-President.

Elections to the Council of the Faculty of



Dental Surgery were held last year. Professor Richard Palmer and Professor Paul Brunton stepped down and Professor Helen Craddock and Dr Dirk Bister were elected. Dr Sarah Manton was also re-elected to Dental Council for a second term.

Following my election I instituted a review of the College's many sub-committees of Council, in order to ensure that we had the right governance structures in place, with the right balance of skills, to affirm that these committees remained fit-for-purpose. This review assisted in ensuring that this important work was more evenly spread across the members of College Council and that 'new blood' could be introduced where required.

The Dental Faculty has also been carrying out a major governance review, particularly with regard to its Regulations, and this work is nearing completion. During the report year, the Faculty also introduced new routes to Dental Fellowship with the result that over 100 Members in Dental Surgery have been granted Fellowship status since its introduction.

Engagement with trainees

Our commitment to ensuring that the Col-

lege benefits from the talents of its trainees continues and the last 12 months has seen the election of a further four members to the College's Trainees' Committee, bringing it up to full strength, and the election of the second Trainee Member of Council. I would like to welcome Richard McGregor to the role of Trainee Member and I look forward to working with him during his term of office. I would also like to thank Issaq Ahmed, the out-going Trainee Member of Council, for all his hard work and commitment. He has achieved a lot during his time in this role, not least the very significant achievement of negotiating with HMRC to gain tax relief for trainees' fees – not just for surgical trainees but for all medical trainees' fees. We all wish him well in his future career.

Intercollegiate matters

During the year, this College continued to play a pro-active role in surgical matters which are of interest to the surgical community. The new JSCFE, the international exit examination mentioned earlier in this report, is housed within this College, as is JCIE. JCIE has continued to perform well throughout the report year and has taken a leadership role in intercollegiate aspects such as equality and diversity policy and guidelines. Alongside sister colleges and the surgical specialties, the College has engaged fully in matters of importance to the surgical community as a whole. These include responses to the Francis Report, NHS commissioning and the publication of individual surgeons' outcome data.

I am sure that many of my predecessors will have had the same experience, but it has been a busy first year in office. I look forward to the next two and the challenges and opportunities that lie ahead.



Report from the Chief Executive

Ms Alison Rooney

As for previous years, at the time of writing this report, 2013 is already shaping up to be a very exciting year for the College and one in which a number of significant new developments will be taken forward. As always, it is not possible to record all that has been achieved over the last year but within this report I shall try and provide an overview of the key achievements in order to give a flavour of the College's activities.

Two very exciting recent developments for the College have been the launch of the International School of Surgery (ISS) and the official launch of the Faculty of Surgical Trainers (FST).

The ISS has been very well received and provides a focal point for RCSEd's international activities, enhancing our ability to support our worldwide membership. The ISS website has received over 2,000 hits to date and positive feedback from our Fellows, Members, Affiliates and partner organisations worldwide.

Following on from the huge success of its pilot year and then inaugural meeting in 2012, the Faculty of Surgical Trainers was formally launched in March 2013 and planning is well underway for the 2013 meeting to be held in Birmingham in October. This pioneering new Faculty, the first of its kind in the UK, is open to all with an active interest in surgical training, irrespective of College affiliation, and will work to support and develop surgeons in their role as surgical trainers. With the likely introduction of revalidation for surgical trainers not too far off now, membership of the Faculty will assist greatly those who are required to revalidate.

Finance

The economic climate continues to be difficult, however, I am pleased to report that both the College's mainstream operations and the College group as a whole have again performed well and an unqualified audit opinion has been given to the College for yet another year. The strong financial performance has been achieved against a backdrop of continuing investment in our all-important IT infrastructure and other facilities-related investments and developments.

College staff – our key resource

A key development in 2012/13 has been the appointment of Anthony Oxford, Director of Finance and Infrastructure, as deputy Chief Executive. This extension to his responsibilities formalises a role that he has been undertaking informally for some time and will assist me in delivering the many exciting projects that are in the pipeline,

details of which you will find later in this report.

I am also pleased to report that Sarah Allen, who was appointed as Interim Director of Membership and Communications, has now been permanently appointed to this role. This is great news for the College; Sarah has made a significant impact since commencing in the role and I am delighted that we will be able to continue to benefit from her hard work and enthusiasm.

Another change to my senior team is the upcoming retirement this August of Stuart Armstrong, Director of Development and Appeals. Stuart has been with us for nearly three years and has brought with him a wealth of fundraising experience and expertise, skills that have proven to be invaluable in stepping up our fundraising

We continue to engage in a busy programme of outreach activity and external engagement, in partnership with our active network of Regional Surgical Advisers and Regional Dental Advisers

activities, particularly with regard to the Lister project which I cover in more detail later. I would like to record my thanks to him for all his efforts during his time with us.

In order to ensure effective support for the ISS, a new post of International Activities Manager was created. The benefits of this addition to the organisational structure are already being seen and are evidenced by the greater coherence that has been brought to the College's activities outwith the UK.

There have also been a number of changes within the management team of Surgeons' Lodge Limited (SLL), which manages the College's commercial activities and which continues to provide an important financial contribution to RCSEd for furtherance of our core College activities.

Capital projects

Last year's report noted that a number of opportunities had opened up for RCSEd following an expansion to the College's campus, through the purchase of two adjoining additional properties. We have now completed our feasibility work for these properties and are moving into the delivery

phase of the project. It is intended that the properties will provide another multi-purpose events space and additional office space, to allow for the future development of the College and its commercial activities.

A number of other strategic opportunities are being explored, including the future expansion of the Ten Hill Place Hotel and the Surgeons' Hall Museums, through an exciting potential partnership opportunity.

Membership, engagement and growth

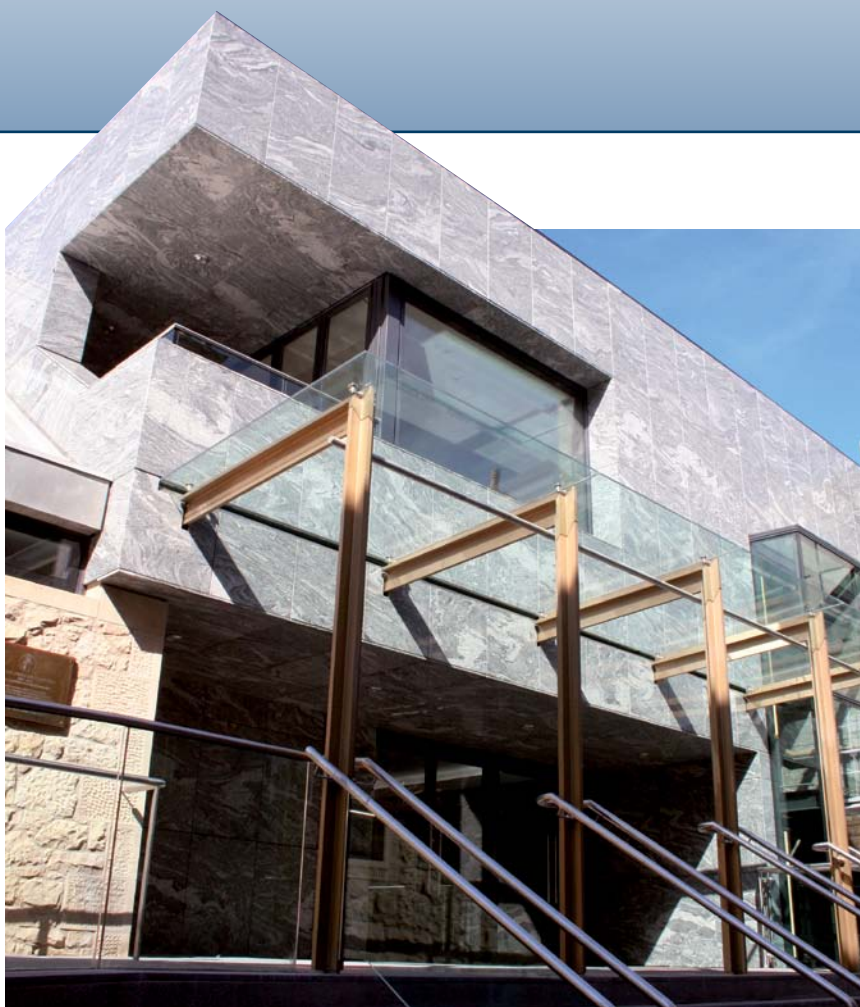
I am delighted to note that our membership levels have increased over the past year, with 2013 numbers well in excess of 20,000. Recent investments in our membership databases have allowed us to better understand the composition of Fellows and Members across the world and therefore target our communications and services to better meet your needs.

Over the past year, we have seen the benefit of the investment that the College has made in strengthening its web presence, social media and electronic mail systems. These have allowed us to keep you informed of significant developments in a more timely manner.

We continue to engage in a busy programme of outreach activity and external engagement, in partnership with our active network of Regional Surgical Advisers (RSAs) and Regional Dental Advisers (RDAs). This has included a series of very successful regional forum events, which we have combined on a number of occasions with a range of other regional activities. We have exciting plans for the future development of the RSA and RDA networks which will result in increased local activity, bringing the College to the doorsteps of our current, and potential future, Fellows and Members.

More remains to be done in this regard and we will strive to increase further information flow and real engagement, whether in person, electronically or through our award-winning members' magazine *Surgeons' News*.

Following the success of the Lister Centenary celebrations, a 'President's Meeting' was held in March 2013. The meeting was well attended and focused on the subject of 'Surgical Outcomes'. There was also a high level of interest in the Audit Symposium and Specialty Outcomes Symposia, with contributions from all of the Specialty Associations, run alongside the meeting. This meeting also included the award of a new 'Lister Legacy Prize' to the best presentation related to the work of Lord Lister on sepsis and infection control, sponsored by Johnson & Johnson Medical Companies.



Education, assessment and advancement

In 2012, the College began to reap the benefits from a number of recent internal reviews, covering education and e-learning, with increased activity reported across many areas. The scope and range of the College's educational activities, much of it with an international flavour, is striking.

RCSEd ran over 37 different examinations during 2012, across 254 diets in over 50 locations around the world. This year also saw the introduction of the Tri-Collegiate Dental Specialty Membership examinations.

The new MRCS Part B OSCE examination has been introduced into two international locations, commencing with New Delhi, India, in March 2013.

Our efforts to make our educational courses more accessible to our membership have come to fruition and the proportion of those delivered regionally has increased from 10% to 22%.

The Edinburgh Surgical Sciences Qualification (ESSQ), a joint initiative with the University of Edinburgh, continues to be successful and is experiencing an increase in uptake across the entire suite of courses.

The Membership of the Faculty of Dental

Surgery (MFDS) examination continues to be popular, with both MFDS Part 2 diets this last year being held at full capacity. The MFDS Part 2 overseas diets are similarly fully booked ahead of the closing date.

A number of new educational initiatives are also being developed, which will provide a valuable resource to our members and our trainees, in particular these include the development of 'webinars' and an Operative Video Library.

Financial sustainability and commercial development

SLL and Hill Square Education Trust (HSET) continue to play a vital role in supporting the delivery of the College's activities, with SLL supplementing the income received from annual subscriptions. Without this contribution it would not be possible to deliver many of the new initiatives and developments previously described.

Despite the impact of the poor economic climate, SLL has continued to show a strong performance over the last year. The refurbishment of the Ten Hill Place Hotel's café bar has been completed; the hotel now benefits from the new 10 Wine Bar, in partnership with Corney and Barrow, one of the UK's oldest independent

wine merchants, and re-developed reception and restaurant facilities. This, along with the significant hard work and dedication of SLL staff, has allowed the Ten Hill Place Hotel to move from four star metro rating to full service four star status. The continued focus on delivering a high quality and professional service to our guests has also resulted in the Hotel receiving an award from TripAdvisor, in recognition of visitors' ratings of "Excellent".

Heritage

Work in relation to the College's proposed Heritage Lottery funded Lister Project, to develop, and widen access to, RCSEd's widely acclaimed Museums and Archive and preserve the College's heritage assets, continues at pace. Since our successful initial bid to the Heritage Lottery Fund (HLF), a full design team has been appointed and detailed plans for the project have been worked up. The visuals included within these designs have really brought the project to life and examples of them can be seen on the College's website. All of this work now enables us to submit our detailed bid to the HLF and, if it is successful, we would be in a position to move into the delivery phase of this exciting project early next year.

During the last 12 months, we have also launched the College's Heritage Society, which allows our membership and the public to donate towards the College's heritage, education and research activities. A 'donor wall' on the College's website, listing the first 50 Founding Members of the Society, demonstrates the level of interest that has been shown in the Society and these important College activities. Members of the Heritage Society receive a number of benefits, including exclusive invitations to attend various events. The first of these was held in May 2013, in recognition of the launch of the Heritage Society, and included a talk from Scottish crime writer and playwright Denise Mina.

These achievements, and the many others that I do not have space to list, are testament to the on-going hard work of the many individuals who contribute to the College's activities. I would like to thank the President, Office-Bearers, Members of Council, Fellows and Members who give up their time to undertake work on behalf of the College and also my senior management team colleagues and RCSEd staff. It is the continued support and efforts of these individuals that allows the College to continue to be an innovative and thriving organisation, which delivers for its membership and for patients and the public.



Honorary Treasurer

Mr John Duncan

▶ **T**he College remains in a sound financial position. The consolidated accounts for the College also contain within them the separately audited and submitted accounts of Hill Square Educational Trust, which is a separate charity and Limited company through which the majority of the College's professional activities pass, and Surgeons' Lodge Ltd (SLL), the wholly-owned subsidiary company which operates our commercial activity. The information contained in the pie charts refers to the activities of the Group as a whole.

Income held up well throughout 2012. Subscription income continued to represent approximately 30% of our income, the remainder coming from our charitable and commercial activities. Expenditure has been controlled, with an overall increase of just 1% compared to 2011. Membership numbers are stable.

The financial affairs of Hill Square Educational Trust are in a good order and continue to support the majority of the College's most important core charitable activities. SLL, which operates Ten Hill Place Hotel as well as running our events operation, is trading profitably in difficult market conditions. The hotel sector in Edinburgh, like many parts of the UK, experienced unusual trading conditions in summer 2012, but SLL improved its market share in those months and returned an annual profit in excess of that achieved in 2011. Significant improvements were carried out to the fabric of the hotel with the renovation of the ground floor, which has had benefits for trading in 2013, and which resulted in the Hotel receiving full-service four-star accreditation.

The fixed assets of the Group have increased to reflect our purchase of the properties at 19-21 Hill Place during 2012. The refurbishment of these properties should further improve our facilities and allow for further development. The investment portfolio of the College has performed to benchmark through 2012 but remains under review to ensure that we are receiving optimal returns.

The financing of the Lister project to renovate the Playfair building and the Museums has progressed very well and we are confident that, if the application is supported by the Heritage Lottery Fund later in 2013, the College will be able to successfully finance its share of the project.

The College is fortunate to benefit from the advice and support of a significant number of individuals who give their time and expertise to the College on various committees. I am personally grateful to them and to the Director of Finance & Infrastructure and his team for their efforts on behalf of the College in 2012. Our accountancy, audit and legal advice remain extremely professional and of high quality.

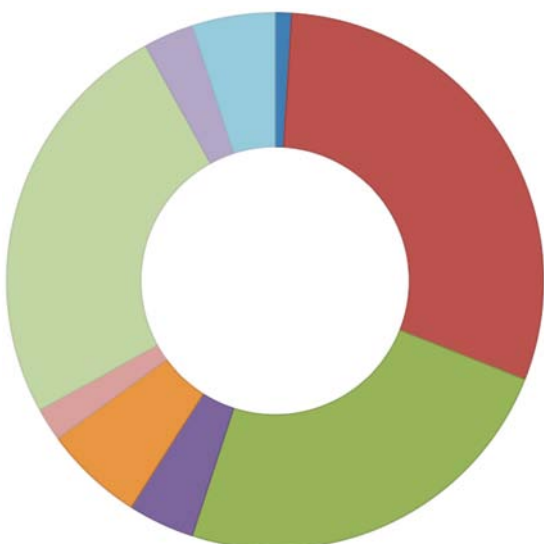
Through 2013, the steady financial performance of the College continues and I am confident that 2013 will be another stable year. The medium term outlook for the College shows that we will have significant calls on our resources in 2014 and 2015 and it is important to maintain efforts to promote efficiency and ensure value for money in our spending, thereby maximising the resources available to support the membership.

Balance sheet as at 31 December 2012

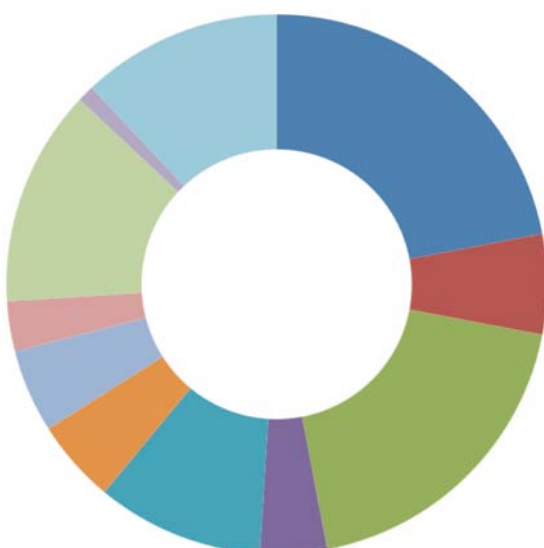
| | 31/12/2012 | 31/12/2011 |
|---|---------------|---------------|
| | £000 | £000 |
| Tangible fixed assets | 19,514 | 16,856 |
| Heritage assets | 3,875 | 3,875 |
| Investments | 5,778 | 5,604 |
| Current assets | 8,202 | 9,550 |
| Creditors: amounts falling due within one year | (3,958) | (3,717) |
| Creditors: amounts falling due after more than one year | (5,134) | (5,613) |
| | 28,277 | 26,555 |
| Represented by: | | |
| Unrestricted funds | | |
| General fund | 12,211 | 10,839 |
| Designated Fund | 6,047 | 5,860 |
| | 18,258 | 16,699 |
| Restricted funds | 10,019 | 9,856 |
| Net Assets | 28,277 | 26,555 |



Total incoming resources £14.1 million



Total resources expended £12.5 million



Treasurer's statement

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

The financial statements on this and the previous page 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 2012 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