

Annual Report 2018



THE ROYAL COLLEGE
OF SURGEONS OF
EDINBURGH



RCSED OFFICE-BEARERS AND COUNCIL



Back row, from left:
Mr Roger Currie, Miss Anna Paisley, Mr Timothy Graham, Professor Rowan Parks, Professor Michael Griffin, Ms Clare McNaught, Professor Robin Paton, Mr Alastair Gibson, Mr Ahmed Nassef, Mr Sanjay Gupta, Mr Stuart Clark, Mrs Victoria Dobie (SAS Representative)

Front row, from left:
Mr Charles Auld, Mr Michael Moran (Trainee Representative), Dr Judy Evans (Honorary Secretary), Professor John Duncan (Vice-President), Professor Michael Lavelle-Jones (President), Professor Graham Layer (Vice-President), Professor Richard Montgomery (Honorary Treasurer), Mr Sunil Kumar, Professor Janet Wilson

Report from the Trustees



PROFESSOR MICHAEL LAVELLE-JONES

When I took office three years ago, I decided that inclusivity should be an underlying theme of my presidency. I am proud to reflect positively on our many achievements in this area: we have worked hard to improve our engagement with surgeons and dentists whatever the stage of their careers, and have recognised the importance and value of the wider surgical team through our Faculty of Perioperative Care (FPC).

THE IMPORTANCE OF TRAINING

Looking at our membership demographics, I am struck by the high proportion of young members – more than half are aged 45 and below. It is only natural that our College has put considerable effort into engaging with undergraduates through our Affiliate Network scheme, and with trainees and Younger Fellows through various College committees and by strengthening our relationships with the Association of Surgeons in Training.

The College has strongly supported and encouraged the Improving Surgical Training project and is pleased to see that around 50% of the posts will be in Scotland. Recruitment into the Faculty of Surgical Trainers (FST) and the Faculty of Dental Trainers (FDT) is a clear indication of the appetite for providing quality surgical training and the commitment of our trainers. The FST is now an internationally recognised player in the field of surgical training and will host the 2019 ICOSSET meeting in Edinburgh. The FDT has grown significantly, developing a cohort of those recognised for clinical postgraduate training and supplementing the College offering with access to postgraduate scholarships.

A STRONG NETWORK

The College is represented throughout the UK by its network of 41 surgical advisers and 16 dental advisers. These networks continue to play a pivotal part in engaging with our current and prospective membership nationwide. Their work is supported by our Outreach department which, along with our Council Members and Office Bearers, participated in more than 110 events last year across all four UK nations.

This emphasises that, although based in Edinburgh, we are a UK-wide College. Our Birmingham hub has worked tirelessly to promote our College profile in relation to political affairs and healthcare policy – again, across all four nations. Its role in corporate leadership can be gauged by the 17 responses to healthcare policy consultations and 16 position statements on public affairs.

OUR FACULTIES

The Faculty of Dental Surgery, our oldest and largest Faculty, has elected a new Dean, Professor Fraser McDonald. The Faculty continues to develop in engaging with its membership and has been particularly active in the international community during the last year. The Dental Skills Competition engaged with very young members of the profession, who developed lifelong friendships and networking opportunities.

The Faculty of Pre-Hospital Care has expanded its portfolio of courses and examinations thanks to the team's excellent efforts.

I congratulate the Faculty of Sports and Exercise Medicine (FSEM) on obtaining a seat at the Academy of Medical Royal Colleges. The FSEM has produced its own guidelines on physical activity in line with the College's focus on patient safety.

Work on the FPC's programme of continuing professional development is ongoing and the Faculty held another successful multidisciplinary annual meeting in Birmingham. Looking ahead, I have no doubt that the FPC will be of interest to the international community.

PATIENT SAFETY

Everything the College does – training and assessing surgeons, helping them to become better practitioners and supporting them at every stage of their careers – is done ultimately to benefit our patients. One of the College's most successful endeavours in 2017 was the #LetsRemoveIt campaign, which was nominated for a BMJ award. The campaign recognises the negative impact of bullying and undermining and the adverse outcomes these behaviours have on patients. A workshop in Birmingham, held jointly with the Royal College of Obstetricians and Gynaecologists, was oversubscribed and generated national interest – a clear sign of its resonance and importance within our profession. Building on this experience, we will host a similar event in Edinburgh in September.

INTERNATIONAL AFFAIRS

More than 40% of our membership live outside the UK and that proportion is growing. The College's role in providing assessment within the international community is well known, as we hold diets of our various examinations in more than 40 cities. Discussions with our international partners suggest the need extends beyond assessment. This year, we have delivered educational support for surgical trainers and developed surgical training programmes in Myanmar, the Philippines and Indonesia. Enthusiasm remains high for



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the provision of training opportunities for international graduates within the UK. Both our current schemes (IMGSS and RIFSP) are extremely popular, with the College assisting with placing 112 Fellows in the UK. These fellowships are oversubscribed and limited only by the number of funded training posts available and the MTI restrictions placed by government.

The College is keen to ensure its international charitable activities are directed towards enhancing surgical training opportunities in association with host nations. In Malawi, we have set in place a surgical training fellowship in partnership with the University

of North Carolina at Chapel Hill. It will support local capacity building within the national programme.

A key development has been the opening of our International Office, RCSEd Malaysia, in Kuala Lumpur at the heart of the ASEAN region, where so many of our Members and Fellows live. The office, which opened in January, is situated at the Universiti Kebangsaan Malaysia (UKM) Advanced Surgical Skills Centre, and is a result of our close collaboration with UKM and the College of Surgeons of Malaysia. With RCSEd Malaysia now operating, we will engage locally with our membership, listen to their needs and ensure we work together.

I hope you agree that our College has been active across many domains during the last year. By the time this report appears, the extension to our hotel, Ten Hill Place, will be complete and the additional income this will generate will help support our College’s core activities in the future. As my presidency draws to a close, I hope I shall leave the College in a robust position ready to face the challenges of the years ahead.

The College’s anti-bullying and undermining #LetsRemoveIt campaign was nominated for a BMJ award

Report from the Chief Executive



MS ALISON ROONEY

It has been another exciting year for the College, with new projects added to an already busy portfolio of core activities. Our fantastic teams keep delivering the College's day-to-day work, including supporting our membership, delivering courses on site or virtually, and conducting a large number of assessments in more than 100 locations worldwide. The College's willingness and ability to tackle new projects on an ongoing basis must be commended.

So, how do we deliver these core activities? How do we further our mission to train and support our membership to provide the best and safest possible care to patients?

A NETWORK OF PARTNERS

The College is often referred to as 'the friendly College', thanks to our positive attitude towards our membership and external partners. Excellent relationships with sister organisations abroad, including the College of Surgeons of Malaysia and Universiti Kebangsaan Malaysia, have fostered a favourable climate for developing our international office.

The expertise of our staff across many departments is so well known that the College regularly receives requests for assistance from external bodies. The College's Education team is involved in a number of projects across the world to provide support and training in relation to assessment and capacity building. Our Psychometrics department has grown a reputation for excellence and provided more than 100 diet analyses last year, a significant proportion of them for external organisations.

The College was pleased to continue to provide a home for the Joint Committee on Intercollegiate Examinations over the period, during which time it subsumed the governance structure for the Joint Surgical Colleges Fellowship Examination – a clear sign of the maturity reached by the JSCFE's portfolio of international examinations.

New partnerships have also been developed with a number of influential international partners. These partnerships should, hopefully lead to the creation of new Faculties and allow the College to channel some of its activities through these new additions to its portfolio.

LOOKING TO THE FUTURE

The College embraces new technologies, seeing them as intrinsic to delivering courses and training opportunities. Last year, the number of courses delivered increased by 13% thanks to a rise in webinars given by our eLearning team. We are committed to developing new suites of online modules for surgeons, dentists and perioperative practitioners at various stages of their careers, and

investment in our Skills Lab will continue to ensure that the College remains at the forefront of surgical training. Innovations have been enabled thanks to the continued efforts of the Development and Partnerships department, which has been focusing on research and corporate support over the past few months.

Partnerships with innovative organisations are enabling the College to broaden what we offer our membership. The launch of the OrthOracle modules in April this year received a positive response. Later this year, we will launch the Definitive Human Project, which will allow College members access to the very best of anatomy modelling.

Underpinning all of this is an ambitious IT systems upgrade project – a colossal task. Moving to new systems that enable the College to be swift and nimble, to answer members' enquiries more quickly, and to offer better and more personable services while taking into account the requirements of the GDPR is a key focus for the teams, and has been ongoing since 2017. The new systems will bring radical but welcome changes to the way the College works.

EMBRACING THE PAST

We are a modern network of medical professionals, but also one of the oldest Colleges and proud of our rich history. This heritage, which dates back to the foundation of the College in 1505, is brilliantly described in the displays in Surgeons' Hall Museums. Following an extensive 18-month refurbishment in 2015, the Museums have become a well-known landmark in Edinburgh. Within a year of reopening, they welcomed more than 77,000 visitors and joined the top 10 list of Edinburgh museums and are anticipating over 80,000 visitors by the end of 2018. They also won many prestigious design awards and were granted Five Star Visit Scotland Attraction status. Like the rest of the College, the Museums do not rest on their laurels: they have started an ambitious and creative programme of archive digitisation, which will allow remote members and the public to consult their fabulous collections.

“The College embraces new technologies, seeing them as intrinsic to delivering courses and training opportunities”



A STRONG PLAYER IN EDINBURGH AND IN BIRMINGHAM

Through its Museums, the College is a landmark in Edinburgh. This is also the result of the tremendous achievements of the College’s commercial branch. Last year, Surgeons’ Lodge Ltd had its best year to date through its hotel, café and events business. The College’s Ten Hill Place Hotel has reached a ranking of 19 out of 151 similar hotels in Edinburgh on TripAdvisor and has received many awards. Those who have visited in the past few months will have noticed scaffolding on campus so will not be surprised to hear the College’s largest capital project is the expansion of Ten Hill Place. More modern, luxury rooms and a larger restaurant will be available to our membership and to the public from the summer of 2018. As part of this project, the campus will be rebranded as

Surgeons’ Quarter to bring its entities together.

In Birmingham, our office has grown steadily since 2014, with 10 members of staff now part of the team. The Birmingham Centre of Operations remains the home of the College’s Policy and Public Affairs activities, and now also hosts the College’s International Programmes and the Standards Office.

This quick review of current projects, achievements and successes highlights the diversity of the College’s business. Thanks to excellent relations with a strong network of partners, our staff’s ongoing dedication and expertise, our commitment to excellence and modernity in training, and to thriving heritage and commercial ventures, the College has managed to ensure that core activities are supported and delivered year-on-year. We firmly believe that this College is truly the inspired choice for our membership.

Surgeons’ Hall Museums have won many design awards and are now broadening access to the collections by digitising their archives

Report from the Honorary Treasurer



Professor Richard J Montgomery

In my fourth and final report as your Honorary Treasurer, I would like to record that at the time of writing, we are approaching the opening of our extended 129-bed hotel. This will bring to a close a remarkable sequence of property acquisition and refurbishment that has continued almost uninterrupted over the last few years. I refer to the acquisition of the building at 21 Hill Place in Edinburgh, now the new offices for staff; the Prince Philip Building; the Playfair restoration; the new museum; the link building; and, last but certainly not least, the hotel extension and refurbishment. We have developed our Birmingham and Kuala Lumpur offices along the way. Perhaps the historians or archivists among our membership can tell me if this programme of works has a precedent in College history. These developments have made being your Honorary Treasurer during this period even more interesting than it would otherwise have been.

Balance sheet as at 31 December 2017

	31/12/2017 £000	31/12/2016 £000
Intangible fixed assets	125	166
Tangible fixed assets	26,578	25,082
Heritage assets	3,885	3,885
Investments	7,856	6,779
Current assets	9,429	11,070
Creditors: amounts falling due within one year	(5,775)	(5,306)
Creditors: amounts falling due after more than one year	(3,636)	(3,640)
	38,462	38,036
Represented by:		
Unrestricted funds – revaluation reserve	5,364	5,272
Unrestricted funds – other	18,200	17,744
Restricted funds	11,345	11,692
Endowment funds	3,553	3,328
Net assets	38,462	38,036

Once again, the financial landscape has proved difficult to predict, with significant movement in the stock market and numerous geopolitical risks. The College is extremely grateful for the help in managing our financial affairs given to us by the distinguished members of the legal, financial and banking professions on our financial and investment committees. Long will I remember their goodwill to the College and their gifts of time and sage advice.

The College has continued to manage its financial affairs actively but prudently as befits a charity. The closing reserves at 31 December 2017 were £38,462,000 (2016: £38,036,000) comprising £23,564,000 of unrestricted funds, £11,345,000 of restricted funds and £3,553,000 of endowment funds.

The income and expenditure account aggregate surplus of £426,000 (2016: £1,050,000), as shown on the consolidated statement of financial activities, consists of a surplus of £548,000 on unrestricted funds (normal activities), a deficit of £347,000 on restricted funds and a surplus of £225,000 on endowment funds.

Overall income generated for the year was £18,197,000 (2016: £18,305,000), with £12,487,000 of income generated through charitable activities.

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

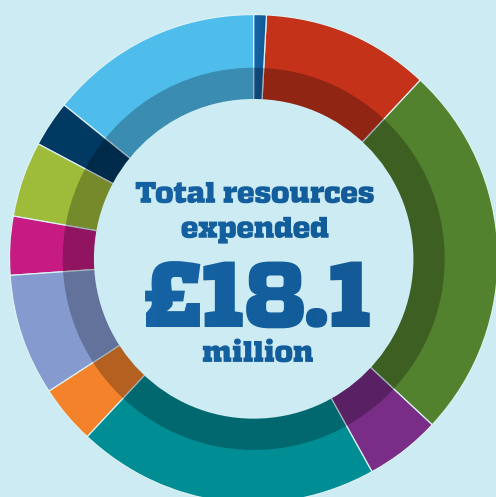
Total resources expended for the year were £18,088,000 (2016: £17,487,000).

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 goes from strength to strength, improving services and facilities for customers. The SLL Board remains under the Chairmanship of George Borthwick, and Commercial Director Scott Mitchell and his team have continued to keep the business turning over during the construction phase of the hotel. This is no small feat and SLL staff must be congratulated for their success in this. In 2017, SLL had a turnover of £5,457,000 (2016: £4,852,000), generating a profit of £412,000 (2016: £200,000). SLL contributes to the College via rent, management charges and Gift Aid. In 2017, Gift Aid totalled £445,000.

The College's investment portfolio is managed to an appropriate risk profile by our investment managers, Cornelian Asset Managers. In 2017, they achieved a 3.55% gross income yield. The Investment Committee considers this performance to be acceptable for a low-to medium-risk portfolio in the current investment climate. The College does not invest in companies associated with tobacco or arms manufacture.



Donations and legacies	2%
Subscriptions	28%
Examinations	27%
Courses	3%
Faculties	7%
Trading income	27%
Investment income	2%
Other	4%



Fundraising and trading costs	25%
Subscriptions	5%
Examination costs	20%
Courses	4%
Property	8%
Faculties	4%
Publications	5%
Grants	3%
Professional activities	14%
Governance and support costs	1%
Other	11%

The total membership of the College is 25,030 (2016: 24,363). The majority of this membership comprises Surgical and Dental Fellows, Members and Affiliates. The College tries to keep subscription increases to a minimum, and believes its subscriptions to be good value when compared with that of other Royal Colleges.

Subscriptions and examinations together provide over half of our income. I anticipate that trading income will also contribute significantly in years to come. Trading income will allow us to achieve more as a College and insures us to some extent against any demographic downturn in membership numbers.

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 2019.

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.

Treasurer's statement on the summarised accounts of the RCSED

The financial statements on pages 62–63 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 2017 have been audited by Chiene & Tait LLP, Chartered Accountants and Statutory Auditors, and received an unqualified audit 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