

ANNUAL REPORT 2016



THE ROYAL COLLEGE
OF SURGEONS OF
EDINBURGH

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RCSED OFFICE BEARERS AND COUNCIL SEPTEMBER 2016

Back row, from left: Miss Anna Paisley; Mr Sanjay Gupta; Mr Timothy Graham; Mr Alastair Gibson; Miss Elaine Griffiths; Professor Simon Frostick; Professor Rowan Parks; Ms Clare McNaught; Mr Simon Paterson-Brown; Mr Ahmed Nassef; Ms Victoria Dobie; Ms Alice Hartley
Council Members not pictured: Mr Roger Currie; Professor Steven Wigmore

Front row, from left: Mr Charles Auld; Mr Pala B Rajesh; Dr Judy Evans, Honorary Secretary; Professor John Duncan OBE, Vice-President; Mr Michael Lavelle-Jones, President; Professor Graham Layer, Vice-President; Professor Richard Montgomery, Honorary Treasurer; Professor William Saunders, Dean of the Faculty of Dental Surgery; Professor Michael Griffin OBE

Report from the Trustees



MR
MICHAEL
LAVELLE-
JONES

This report marks the end of another highly successful year for our College and, following the election of the Office-Bearers, a seamless transition from one administration to another. The last three years have been universally successful and it is my challenge to continue the progressive development of this College upon the stable platform that I have inherited from Ian Ritchie and his team.

Visitors to the College will realise that 2015 was the year when the College campus in Edinburgh 'came of age', with the completion of the Lister Project, the official reopening of the College Museums and the dedication of the Prince Philip Building by His Royal Highness in September. The impact has already been felt, with a campus that now has the capacity to deliver the College's core activities in education and training. Success following the Museum refurbishment can be gauged by the significant increase in visitors, which contributes positively to the profile of the College in Edinburgh and beyond. None of this would have been achieved without the major financial contributions of the Heritage Lottery Fund and the Wohl Foundation, along with your generous donations, all of which have underpinned the Lister Project.

With so many activities in the College this year, I have chosen to concentrate on several themes.

EDUCATION AND ASSESSMENT: THE HEART OF THE COLLEGE'S ACTIVITIES

Educational activities are at the core of our College's mission and once again we have delivered above expectation in this area. The College has engaged with the Specialty Associations and values their support in delivering and expanding our educational portfolio. The College's e-learning programme sustained its impact with courses run both from the Edinburgh campus and elsewhere in the UK, including the Birmingham centre. During the year we have attracted more than 4,200 participants from the UK and from the international community, with a substantial increase among overseas delegates.



The Touch Surgery surgical simulation app can be used on any smart device

The College continues to champion the use of new technologies to assist in education and training. We have teamed up with Touch Surgery to offer educational opportunities via a surgical simulation app that is easily accessible on any smart device. RCSEd has also collaborated with the Glasgow School of Art's Digital Design Studio supporting the 3D Definitive Human Anatomy Project. The first images of the 3D Definitive Human were unveiled in November 2015 and, in due course, will be available to our entire membership, providing a valuable anatomy educational resource.

It has also been another very busy year for our Examinations Department, which processed in excess of 6,000 applications, split one-third UK and two-thirds from the international community. This year, we have expanded the number of international venues that offer our portfolio of examinations, with a consequent increase in candidate numbers compared with 2014. The MRCS examination continues its popularity internationally with the Part A assessment being offered in 21 centres in 15 countries. The November diet of the Part II OSCE examination held in Khartoum attracted 114 candidates, a record for the College.

We strive to maintain our reputation for excellent standards and, as such, quality assurance of the examination process continues to be of the highest importance to the Examinations Department.

ENGAGING WITH OUR MEMBERSHIP: OUR YOUNGER FELLOWS

One of the College's priorities is to foster relations with its younger Fellows. New and future consultants need to work together to address the challenges they face daily, to develop new skills and to have a pathway to voice their views, opinions and concerns. To facilitate this, the College has established a Younger Fellows Group, which is open to those within 10 years of receiving the FRCS. Led by Council member Clare McNaught, the group has proved hugely popular, with events held throughout the UK during the year.

DEVELOPING THE COLLEGE'S REACH AND REPUTATION

The international activities of the College continue to be a priority and are co-ordinated through the College's International School of Surgery (ISS), which was launched in 2013 with the aim of promoting effective engagement with the College's growing international membership and partner organisations around the globe.

This year, ISS has helped facilitate a variety of exciting projects. Examples include our Examiner Training programmes held with the College of Surgeons of South, East and Central Africa (COSECSA) and with the West African College of Surgeons. Our work with the Oman Medical Specialty Board exploring joint ventures in assessment and education, along with various collaborative educational events held in Indonesia, the



COSECSA graduates who have benefited from the Examiner Training programme, one of the projects the ISS helped facilitate

Philippines and Sri Lanka have also been facilitated by the ISS.

Support for surgeons and training in the international community is of critical importance to our College. The International Medical Graduate Sponsorship Scheme (IMGSS) has run for many years and during 2015 sponsored 79 international graduates into training posts. This year saw the launch of a complementary scheme, the RCSEd International Surgical Fellowship Programme. It differs from the IMGSS scheme in that it will provide opportunities for international trainees with specific training requirements but who have not themselves been able to identify a post. Our College will act as a broker, helping to match trainees to suitable educational opportunities within the UK and providing quality assurance. The popularity of this new scheme can be judged by the 120 enquiries the College has received in the first few months since its launch in September.

I am also proud to witness the expansion of our portfolio of international charitable activities aimed at improving access to surgery across the globe. In 2015, the College supported a new surgical training project in Rwanda and our capacity development work in urology training and education in Myanmar, led by Past President David Tolley, has gone from strength to strength. It is likely this work will roll out to other surgical disciplines in Myanmar and the surrounding ASEAN community. This year, too, we awarded an Honorary Fellowship to Myanmar's pro-democracy campaigner, Aung San Suu Kyi, in recognition of her contribution to healthcare in her country.

ENHANCING THE COLLEGE'S PROFILE AND CHAMPIONING PATIENT SAFETY

Closer to home, our Policy Department based in our Birmingham office has been a driving force in improving the College's visibility and influence, not only among our Members and Fellows, but also with parliamentarians and policymakers. The College now has clear positions and lines to take on policies that affect both the College and its membership and regularly responds to consultations on matters related to healthcare provision and patient safety, as well as to the development of national clinical guidelines.

Tim Graham, our recently elected local Council member from Birmingham, will take forward the College's Standards Office. During 2015, this office has further refined the College's Invited Review process, including the development of a pool of trained reviewers.

In future, we shall be better placed to respond to requests from trusts and health boards for reviews of surgical performance at individual or unit level. We are keen to support institutions and clinical teams to help benchmark surgical practice through the provision of expert, independent, objective advice.

Another key project delivered in 2015, through the College's Patient Safety Board under the leadership of Council leader Simon Paterson-Brown, has been the surgical ward-round toolkit. This applied the College's flagship NOTSS (Non-Technical Skills for Surgeons) system to reduce errors and improve safety on surgical wards. The toolkit is now available on the College's website.

PROTECTING AND PROMOTING THE COLLEGE'S HISTORY

We are justifiably proud of our College's history. Our Museums are home to one of the largest and most historic collections of surgical pathology material in the UK. In our well-resourced medical and surgical library, historical documents dating back to the inception of the College co-exist with the latest in texts, journals and electronic resources. The importance of these collections has been acknowledged by Museums Galleries Scotland, which granted the Museum the label of Collection of National Significance in 2009.

It will certainly not have escaped your notice that the Museums were closed in 2014 and 2015 during its extensive, ambitious 18-month redevelopment. The refurbishment of the Surgeons' Hall Museums and the College's library and archives was undertaken in order to improve physical and intellectual access to the College's collections and to preserve these historic assets for the benefit of future generations. As part of the process, a programme of 'contemporary collecting' has taken place to ensure that the displays and archive encompass many of the latest forms of surgical technology.

These are just a few examples of the progress and innovation that have taken place across the College during the year. I am indebted to the hard work of all involved, especially the senior management team and Office-Bearers, past and present, supported by our Council and our membership in all their roles, who have made this possible.

Looking ahead to 2016, I am quite sure that our work across the four UK nations and in the international community will continue unabated and I look forward to reporting our progress in 12 months' time.

Report from the Chief Executive



MS ALISON ROONEY

I am pleased to report on what has been a successful, exciting and pivotal year for the College. As 2015 drew to a close, we welcomed Mr Michael Lavelle-Jones as our new President, while Professor John Duncan and Professor Graham Layer were elected Vice-Presidents of the College. I would like to take this opportunity to thank our Immediate Past President, Mr Ian Ritchie, for his positive leadership while in office; with the help of our new team of Office-Bearers and all of Council, we will endeavour to build on his good work and to keep delivering our strategic plan.

Several points deserve to be highlighted in the preamble: the continued growth of our membership brought about by the sustained efforts of many departments across the College; the success of the Birmingham centre as it matures beyond its first year; a continued and successful engagement with pupils and medical students; the refurbishment of Surgeons' Hall Museums, along with ongoing campus development projects; the success of Surgeons' Lodge Limited (SLL) with its pivotal role within core activities of the College; and positive fundraising developments beyond the Lister Project.

MEMBERSHIP GROWTH AND ENGAGEMENT

Membership is the *raison d'être* of the College and it is our role to make sure that we develop, maintain and promote a broad range of services that meet the expectations of our Fellows, Members and Affiliate Members. We have seen sustained growth across all categories over the past few years and, as of 31 December 2015, our total membership was just under 24,000 in more than 100 countries worldwide. I am particularly happy to note the ongoing development of our Faculty of Pre-Hospital Care and our Faculty of Surgical Trainers.

I reported briefly last year on the membership survey that was launched at the beginning of 2015, and I would like to provide some further observations on the outcome of that campaign. We were delighted by the response rate we achieved, and I want to thank all of our members who committed to give us their views on the services we provide as well as on professional issues. In order to build on the findings of the survey and the information gathered from focus groups that took place with different segments of our membership, we made developments to the College's website: we now offer members a bespoke private section to manage their membership profile and subscriptions. An enhanced version of the website was launched in June this year to provide a more efficient online experience and facilitate the use of digital resources or the booking of courses and examinations. The enhanced site is a precursor to further digital and web developments that we expect to deliver within the next two years.

DEVELOPING OUR PROGRAMME OF OUTREACH ACTIVITIES

The College takes pride in offering a very rich programme of outreach activities targeted at a wide range of audiences, from Senior Fellows to schoolchildren and including medical students, junior doctors, prospective members and medical professionals around the globe. The College regularly runs activities such as careers workshops, exam lectures, course taster sessions, professional exhibitions and events aimed at schoolchildren considering a career in medicine. We also coordinate a very active network of Regional Surgical Advisers and Regional Dental Advisers who provide support and guidance to our membership across the United Kingdom.

It is worth noting the ever-growing place of our Birmingham centre, which has been in operation for two years. The Birmingham centre was established to provide a rallying point for the College's membership based principally in England and Wales, and to give them a more 'local' base where they can interact with the College and use its services and facilities.

As well as being a base for the College's healthcare policy and public-affairs activity, the centre provides the required infrastructure for the College to deliver membership, education and examination regional activities. For instance, the team delivered and participated in 52 outreach events, 13 of which were new activities. While the majority (34) had a surgical focus, 18 were related to the College's Faculty of Dental Surgery.

There were 347 events hosted in Birmingham, including commercial bookings, examinations, educational courses and professional meetings. I am glad to note that the centre has naturally become a second 'home' to Office-Bearers and Council Members, and I travel to Birmingham frequently to keep in touch with our team there or to meet with regional partners.

In November 2015, the College launched its second Communication Skills Video Competition. This was open to medical students, doctors and trainees, and invited them to record a three-minute video demonstrating good communications practice (a skill

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essential to patient safety). Following the success of the first two events, we will be holding the competition again in 2016/2017. It will be opened to entrants in the second half of the year.

Looking ahead, we are also planning to hold our third Surgical Skills Competition and our third Dental Skills Competition simultaneously in 2016–2017. The heats for both will be held across the United Kingdom over the autumn and winter this year, with the grand finals in March and February 2017, respectively.

FINANCIAL SUSTAINABILITY AND COMMERCIAL DEVELOPMENTS

I am delighted to report that the financial performance of the College continues to be very good. In order for the College to develop and deliver its broad portfolio of activities, the focus has been placed on raising funds through commercial ventures and other activities. This has permitted the College to develop initiatives beyond its core activities, to invest in areas of innovation and growth and to support the charitable aims of the institution.

Major projects carried out in 2015 have allowed for the expansion of Surgeons' Lodge Limited (SLL), the entity established to run the commercial activities of RCSEd, principally its hotel and commercial events business. The addition of new venues to the College's campus have indeed allowed SLL to grow its operation and to host more commercial events. This has been taken forward in tandem with a new joint venture with Heritage Portfolio Limited, providing an integrated catering operation between the two organisations across the Edinburgh campus and realising efficiencies for both parties.

I would like to congratulate the whole SLL team after an excellent 2015, as they had their most successful Edinburgh Festival trading to date. They have also seen their hard work crowned with the award of Conference Hotel of the Year for the second year in a row at the Scottish Hotel Awards, while Ten Hill Place Restaurant received a rosette for Culinary Excellence.

During 2015, a Development and Appeals Strategy (2015–18) was developed and agreed by College Council. This strategy sets out the vision for the College's fundraising activities and delineates objectives to achieve the College's funding priorities over the coming years.

As part of the funding requirements for the Heritage Lottery Fund, the College was required to raise match-funding in respect of its Lister Project to refurbish the College's Museums, library and archives. This allowed the College to fully finance the Museums refurbishment without utilising existing reserves which, in turn, has released this funding for other projects and priorities. Moving forward, we are looking to raise funds to increase the College's Research Fellowships' portfolio, and to offer more small research grants and Travelling Fellowships.

CAPITAL PROJECTS AND DEVELOPMENT OF INFRASTRUCTURE

Building upon our healthy financial position, we have been able to allow for a demanding programme of maintenance and development works.

On 28 September 2015, the College's Patron, HRH Prince Philip Duke of Edinburgh, opened the Prince Philip Building, the College's new multipurpose events space. We have also started up our own café, Café 1505, which is operated by SLL. It is open to both visitors to the refurbished Museums and to the general public.

After an 18-month closure, the refurbished Surgeons' Hall Museums, which features the magnificent Wohl Pathology Museum, reopened in September 2015. Since reopening, the Museums have hosted a variety of public, professional and education events. A partnership has been set up with the Children's University as a learning destination, and we have welcomed disability groups within the Museums or as part of outreach visits.

Between September 2015 and the end of the year, the Museums welcomed 18,000 visitors, a figure exceeding the target and showing an increase of 100% compared with the same period in 2013. This success has been acknowledged through a number of awards, such as Best Permanent Exhibition in the UK at the prestigious Museums + Heritage Awards for Excellence 2016, where the project was also highly commended in the 'Innovation' category for its digital dissection in the new Anatomy Theatre display. The College was also Highly Commended in the Royal Institute of Chartered Surveyors (RICS) Awards 2016 in the 'Building Conservation' Category.

Finally, the College was delighted to win two Silver Star Awards at the Marketing Society Awards 2016, the biggest of its kind in the UK, for its marketing and advertising campaign for the reopening of the Museums. We won in both the categories in which we had been shortlisted – 'Cause-Related and Charity' and 'Tourism, Leisure and Sport'.

Information and communications technology continue to play an increasingly important and central part in the delivery of the College's activities and, as such, it is crucial that the College provides to members and staff an IT infrastructure that meets 21st-century requirements. In recognition of this, the College has been undertaking an initial review of its IT systems and infrastructure and will be following this up with an in-depth review programme to ensure they remain fit-for-purpose and designed to deliver maximum benefit to the College and other users.

DEDICATED STAFF

My final word is for the staff of this College. I never cease to be impressed and inspired by the achievements of our institution; these are possible only because the College's hard-working staff are motivated, enthusiastic and dedicated to making it a place fit to achieve its ambitions.



MR RICHARD J MONTGOMERY

HONORARY TREASURER

This is my second report as your Honorary Treasurer since I started in November 2014. Over the last two years, we have been living in interesting times, both as a nation and as a College.

The College has gone through a period of extensive development of our faculties, courses and examinations. Recently, our new Museums welcomed their 50,000th visitor in less than a year; the Prince Philip Building contributes strikingly to the visual impression of the campus, as well as serving a real need for meeting spaces; and our office in Birmingham enables us to have a facility closer to our membership.

In the wider context, the College has watched the gyrations of the various political parties and global economic developments – particularly in interest and exchange rates – while trying to anticipate their impact on the College.

All these factors are closely scrutinised by the various College financial committees, which include members of the legal, financial and banking professions. We are extremely grateful for the valuable contributions these distinguished individuals make to our charity.

Like all organisations, the College continued to manage its financial affairs during the periods of

Balance sheet at 31 December 2015

	31/12/2015	31/12/2014
	£000	£000
Intangible fixed assets	83	-
Tangible fixed assets	24,372	19,994
Heritage assets	3,875	3,875
Investments	6,550	6,775
Current assets	11,622	12,112
Creditors: amounts falling due within one year	(5,503)	(5,002)
Creditors: amounts falling due after more than one year	(4,013)	(4,387)
	36,986	33,367
Represented by:		
Unrestricted funds – revaluation reserve	5,239	5,233
Unrestricted funds – other	16,549	15,921
Restricted funds	12,069	9,096
Endowment funds	3,129	3,117
Net assets	36,986	33,367

uncertainty. The closing reserves at 31 December 2015 were £36,986,000 (2014: £33,367,000) comprising £21,788,000 of unrestricted funds, £12,069,000 of restricted funds and £3,129,000 of endowment funds.

The income and expenditure account aggregate surplus of £3,619,000 (2014: £2,137,000), as shown on the consolidated statement of financial activities, consists of a surplus of £634,000 on unrestricted funds (normal activities), a surplus of £2,973,000 on restricted funds and a surplus of £12,000 on endowment funds.

Overall income generated for the year was £19,216,000 (2014: £16,375,000), with £11,832,000 of income generated through charitable activities.

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

Performance in 2015 also includes an increase in the receipt of restricted income year-on-year, and this is primarily related to funding directly related to the College Museums’ upgrade.

Total resources expended for the year were £15,623,000 (2014: £14,295,000). This increase in cost relates primarily to additional resources expended on charitable activities and other trading activities.

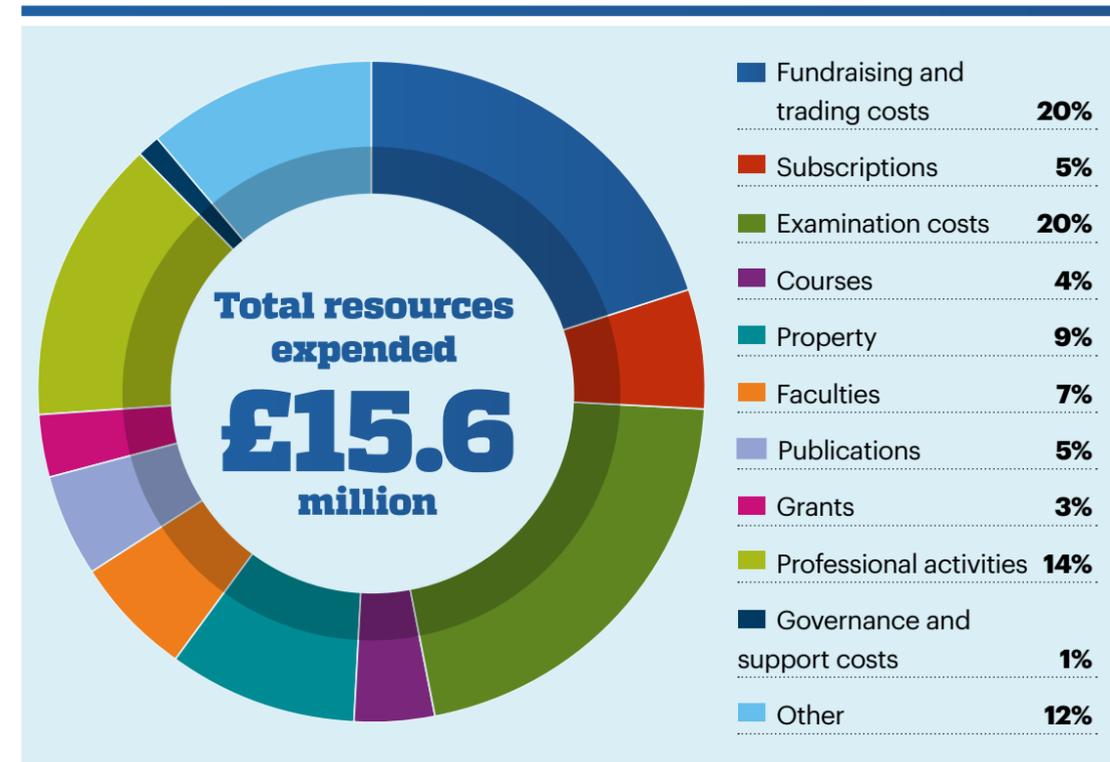
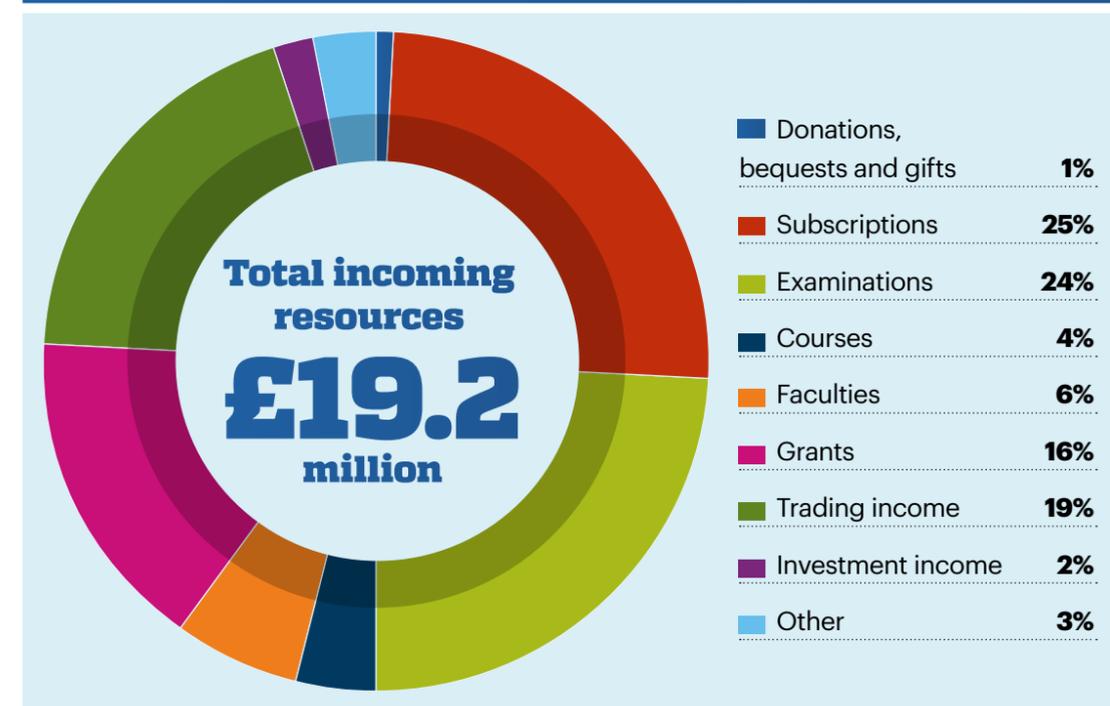
As part of its Lister Project, and in line with the funding requirements for the Heritage Lottery Fund, the College raised matched funding to refurbish the College’s Museums, library and archives. This allowed the College to fully finance the Museums’ refurbishment without utilising existing reserves which, in turn, has released this funding for other projects and priorities.

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 award-winning year, improving services and facilities for customers. The expertise of the SSL Board, under the Chairmanship of George Borthwick, and Commercial Director Scott Mitchell and his team, continues to develop the brand and business. In 2015, SLL had a turnover of £4,245,000, generating a profit of £546,000, despite the temporary closure of the Museums. A priority for the current year is to drive more of the income generated to the bottom line by cost control.

The College’s investment portfolio is managed prudently by our investment managers, Cornelian Asset Management, and in 2015 achieved between 3% and 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 21,739, a small increase. The College endeavours to keep subscription increases to a minimum, and believes its subscriptions to be lower than those of many other Royal Colleges. Subscriptions and examinations together provide over half of our income, although trading income is catching up. Ultimately, we foresee that trading income could allow us to become



even more competitive with our subscription levels.

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

across all categories in 2016.

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

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

The financial statements on these pages 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 figures included in these statements/summary are extracted from draft consolidated statutory financial statements currently subject to audit that is expected to conclude in September. Should any material variations arise between these and the final audited financial statements, they will be reported in the following edition of *Surgeons’ News*.

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