



THE ROYAL
COLLEGE OF
SURGEONS
OF EDINBURGH

The Royal College of Surgeons of Edinburgh

Our Strategy 2022-2027

Our Strategy 2022 – 2027

Our Vision

- To be the most welcoming, inclusive, and innovative surgical college in the world

Our Mission

- To be a strong voice for our family of members, developing their careers, upholding standards, and promoting patient safety globally

Our Values

- Inclusivity
- Integrity
- Innovation
- Respect
- Professionalism

Our Strategy

Our strategy is to deliver the highest standards of education and examinations to more people in more locations across the globe and to encourage greater engagement with new and existing members.

We will do this by being available where we are needed, face-to-face or online and to be rooted in the career journey of all our clinicians as they develop in their profession from university to retirement.

We will advocate on their behalf to ensure fairness and equal opportunity for all, an inclusive and nurturing working environment, and the highest standard of patient care.

Strategic Aims

Actions

- Advocate for our members
- Be inclusive and welcoming to all
- Engage more with new and existing members
- Support the wider healthcare profession

Enablers

- Build a sustainable organisation
 - Be a leader in innovation
 - Create an inclusive and nurturing workplace
 - Be clear, honest, and open with all communications
-

Our Strategic Aims

A1 Advocacy:

To advocate on behalf of our members throughout the world, to ensure fairness and equal opportunity for all, a nurturing working environment and the highest standards of patient care.

A2 Growth:

To be inclusive and welcoming to members from all surgical specialties and related healthcare professions, at all career stages across the world and to nurture their careers with education, development, support, networking, and mentoring.

A3 Engagement:

To engage more deeply with our current and future members to share in all that the College has to offer, to strengthen the family bond, to encourage them to take part in the life of the College and to promote innovation, and best practice.

A4 Support:

To support all relevant parts of the wider healthcare profession, through our faculties, by providing advocacy, career development, innovation, and networking opportunities across the globe.

Our Strategic Enablers

E1 Organisational Sustainability:

To provide a sustainable organisation through the effective and efficient management of human, financial and capital resources, and to protect the record and artefacts of our profession.

E2 Business Transformation:

To be a leader in innovation, both within the College, in how we develop and deliver services and benefits to our members throughout the world, and by supporting research in our profession.

E3 Valuing and Developing Staff:

To create an inclusive and nurturing environment for our staff, ensuring that they feel cared for, valued, and supported and making us an employer of choice.

E4 Communication:

To ensure that all our communications, internally and externally, with members, future members and colleagues are clear, honest, and open and that our Strategy, Mission, Vision, and Values are understood by everyone.

Our Objectives in more detail

Strategic Aims

Strategic Aim: Advocacy (A1)

We will:

- Build strong, mutually beneficial relationships with industry, policy makers, influencers, and the wider local and international communities to raise awareness of the key issues facing our members and the professions we serve, in all forms of media, here in the UK and Internationally.
- Position RCSEd in a leadership role on collaborative, innovative and partnership activities and use that role to advocate for our Members in the UK & internationally
- Campaign on key issues such as workforce, patient safety, sustainability, equality and diversity, anti-bullying and undermining which will make it better for everyone in the professions we serve.
- Raise awareness of the College and its aims to amplify the voice of our members.

Strategic Aim: Growth (A2)

We will:

- Raise awareness of the College and all it has to offer, to encourage new members at all stages of their career and all specialties we serve.
- Encourage new members at early career stages by offering easily accessible resources, by supporting surgical societies, offering skills competitions and by reducing the barrier to entry.
- Build links with universities in the UK and overseas to encourage more graduates to choose surgery or dentistry as a career.
- Grow and support our College family by reviewing our membership offering and pricing, identifying, and promoting additional, attractive member benefits, and modernising our membership application journey to make it as easy as possible to join, renew, and stay with us.
- Through partnership working and collaboration, establish RCSEd as the leading voice in surgical innovation, particularly in robotics by growing robotics research and education activity within the College.
- Position the College as a global leader in research in surgical education with wide reaching visibility, influence, and relevance.
- Ensure that our portfolio of assessments and examinations is consistent with the needs of the professions we serve and relevant to our members' career progression and development. Preserve the sustainability of these exams through attracting and retaining a more diverse pool of examiners.

Strategic Aim: Engagement (A3)

We will:

- Communicate regularly with members on subjects that are of most interest to them, through their channel of choice and at a time to suit them.
- Communicate with one voice at all 'customer' touchpoints throughout the College, from the first to the last.
- Provide a suite of benefits which meet members needs and aspirations and which are appropriate at each stage of membership
- Provide a first class, digital first, service to all members and prospective members which reflects the values of the College and its heritage.
- Celebrate the success of our diplomates in a professional way which rewards their hard work and the honour of the awards.
- Deliver engaging and beneficial conferences and events in the College, the rest of the UK and internationally
- Develop benefits that truly match members' needs and deliver carefully targeted educational and networking activities regionally, in support of members' professional ambitions and in way that reflects our position as a global College.
- Develop a business intelligence capacity within the College to support a deeper understanding of market trends, member needs and improve the members' experience in all their interactions with the College.
- Develop a portfolio of educational events, courses and resources that are relevant to the needs of our various membership segments. Ensure they are aligned to the professional needs of our members at all stages of their careers and available either face-to-face or online. Preserve the sustainability of these courses through attracting and retaining a diverse pool of Faculty to deliver them
- Maintain and grow links with UK medical and dental schools, surgical and dental societies through useful networking events and conferences.

Strategic Aim: Support (A4)

We will:

- Support and develop our wider family of members by aligning the work of the College and its faculties to their specific needs. Raise awareness of our faculties and secure support with internal and external stakeholders to deliver a focussed programme of strategic and operational activity.
- Raise awareness of all our Faculties, their aims and the benefits of membership to encourage more members and partners.
- In collaboration with our partners, grow UK and international research and grants income and associated research and development activities to support our membership.
- Develop, define, and deliver a 'Surgical Support Service', packaging together existing and new educational & professional standards activities used by our membership family and the UK health bodies to support workforce needs, uphold surgical standards and promote patient safety.

Strategic Enablers

Strategic Enabler: Organisational Sustainability (E1)

We will:

- Ensure our governance is fit for purpose by addressing priority deficits in the College's framework of governance and decision-making and its risk and compliance regime
- Protect the artefacts of the College and our profession.
- Provide fit-for-purpose physical infrastructure to meet the strategic goals of the College and related entities across the UK and internationally.
- Manage our spend effectively to achieve the highest return on our investment.
- Explore opportunities to maximise College efficiency and financial resources.

Strategic Enabler: Business Transformation (E2)

We will:

- Provide fit-for-purpose IT and Business infrastructure (on Prem/Cloud) to meet the strategic goals of the College by maintaining a robust and resilient IT infrastructure with appropriate business recovery and continuity arrangements to support the continuity of business operations 24/7/365.
- Using a digital first approach - provide 'users' with the IT tools and appropriate training to able to work and engage remotely with the College and to use and exploit the collaborative technologies available which enhance capability of colleagues to collaborative together and with the Membership in more effective ways
- Adopt a "digital first" approach to financial reporting and management - transform our financial reporting and management systems to create efficiencies, assist with budgetary control, and provide timely and accurate information for decision making at all levels.
- Ensure that members can access all of the benefits of their membership in as simple a way as possible.
- Ensure that is easy as possible to join the college, stay with the college and to register and pay for any educational courses, examinations, or events.
- Use our data effectively to serve the needs of our members while protecting their data and their wishes for privacy.
- Deliver a dashboard of KPIs and Business Information to support business decisions

Strategic Enabler: Valuing and Developing Staff (E3)

We will:

- Create, communicate, and implement a People and Organisational Development Strategy, providing a clearly defined roadmap of the actions and initiatives required to make the College an employer of choice.
- Using digital technologies wherever possible to increase efficiency with HR processes, ensure we have the systems, controls, and processes to support the HR function and wider College decision-making through appropriate management information reporting
- Ensure we have the people with the right skills, knowledge and experience at a departmental and management level who are led effectively and organised to deliver the College's strategy, both now and in the future.
- Ensure that our people are provided with a safe and healthy environment in which to work and improve employee wellbeing.

Strategic Enabler: Communication (E4)

We will:

- Communicate the strategy, vision, mission, and values clearly to all colleagues and members.
 - Project the values of the College to all external stakeholders, prospective members and internally to members and staff
 - Communicate clearly, regularly, and transparently with colleagues to support open and honest dialogue.
 - Ensure all communications through all College channels has one tone of voice, a consistent look and feel and is clear and representative of the College's strategic aims and values.
 - Ensure clarity and appropriate separation between the distinct College and Surgeons' Quarter brands, working in partnership where appropriate but always ensuring primacy of the College's charitable aims and purposes. Address this need through appropriate documented agreements covering the use and management of College assets, signage, marketing communications and the operational delivery of events and examinations.
-

Ways Of Working – Our Values Explained

Our Values underpin who we are, how we behave, and the ways in which we work together across every aspect of the life of the College. They determine how we will deliver our ambitious Vision, Mission, and Strategy. Our Values are the principles that guide all our actions and decisions which, in turn, will shape the culture of our organisation. They apply to everyone who is part of the life of the College, our staff, and our members.

We will strive to embed these Values in everything that we do. The following helps to explain, broadly, what we mean by each Value.

Inclusivity

- We all feel welcomed and valued as part of our family.
- We are each treated in the same positive way.

Integrity

- We behave ethically and professionally, with the best interests of the College and our profession at heart.
- We are open and honest in everything we do.

Innovation

- We seek to develop innovative ideas and new ways of doing things which make it better for the College, our colleagues, and our members.
- We embrace innovation and enthusiastically support change.

Respect

- We are afforded equal dignity, empathy, and respect.
- We are supported by a positive culture that motivates and nurtures us throughout our career.

Professionalism

- We are committed to working together to deliver the best for the wider College community.
 - We are encouraged to grow our knowledge and skills and are given tools to help us
-



THE ROYAL
COLLEGE OF
SURGEONS
OF EDINBURGH