



ROYAL COLLEGE OF
PHYSICIANS AND
SURGEONS OF GLASGOW

End of Year Report

2021-22

Resilience in uncertainty, delivering on our purpose

2021/22 was a challenging year for the College, as we began to recover from the impact of Covid-19 on core College functions and on our community of Fellows and Members across the world. Despite the uncertainties we have faced, the College remains in good health, both in financial terms and in fulfilment of our charitable purpose. We will continue to engage with our Fellows and Members worldwide, developing our community, and using our collective voice to speak up for our professions on the key areas of workforce, wellbeing, inclusion and sustainability. Our annual report demonstrates our College delivering our charitable purpose underpinned by sound financial management. These are the foundations on which we will build our future activities.





President's Message

In this report we look back at the College year from April 2021 to March 2022 and I am conscious as we do so that we owe a great debt of gratitude to the work of my predecessor Professor Jackie Taylor, who led us through the majority of this time and indeed the turbulent years of the pandemic. That College has continued to deliver our key functions of postgraduate education and assessment, which are essential to the maintenance of high clinical standards in healthcare, during such a challenging period, is a great testament to our whole College community and the College staff team, led by CEO Dr Steve Graham.

In the past year College has also been able to use our collective voice to speak up on matters important to health services such as workforce, wellbeing, inclusivity and sustainability.

In this end of year report you will note a growing membership across the world, increasingly engaged in our work, and which now forms a global healthcare community of influence. You will also see that College has invested in our infrastructure and staff team and has a sound financial base from which to develop our charitable purpose in the years ahead.

Thank you to each of you, who form a part of our College community, for all that you do for the College and in your day to day work in healthcare.



Chief Executive Officer's Message

Our College community is flourishing and has become even more of a diverse and globally facing institution over the past year. None of this would be possible without all our clinicians who serve as examiners, educators and board members, regional and international advisors and our College staff, who have all had to continually adapt to changing circumstances throughout the pandemic. Despite the challenges and pressures we have faced, I am indebted to all those who have contributed to the enduring success of our College.

Throughout the year, we have continued to focus on our organisational purpose and our strategic priorities:

- Delivering an educational and assessment programme that meets the needs of our members and prospective members.
- Engaging and connecting with our membership.
- Raising our profile and influence across healthcare, public and political domains.

Celebrating our global membership



15,683
members living in
96 countries
around the world

21% 
increase in visitors
to our website
Join Us pages



Our membership
grew by
2%



Our highest
monthly admission
for the year

Celebrating our new members

After the success of our first virtual Diploma Ceremony in September 2020, we hosted two further virtual ceremonies in 21-22, on 15 April and 5 October 2021. This allowed us to continue welcoming our newest Fellows and Members to our College community and celebrating their achievements, whilst allowing for worldwide restrictions that were still in place due to COVID-19.

	15 April 2021	5 October 2021
New Fellows and Members registered	172	187
Diploma Ceremony YouTube views	2,466	13,361
Diploma Ceremony YouTube reach	18,700	407,300
Diploma Ceremony YouTube highest country viewing	UK: 14%	US: 22%



Celebrating our membership and engagement



Celebrating our heritage



Inclusivity

- The College Equality, Diversity and Inclusion (EDI) Policy sets out our commitment to EDI. A new Inclusion Advisory Group (IAG) was also established to oversee the implementation of the Policy, and to monitor and report on progress of the EDI Action Plan. The last 12 months has focused on putting the new policy into practice.

Progress made includes:

- Creation of a detailed EDI Action Plan underpinning the 20 commitments set out in the policy.
- A survey of our members resulted in over 3,000 responses which showed our current position across Age, Gender and Ethnicity. This data is shown on the right.
- An external review of our EDI policy, practices and progress was conducted by Charlotte Sweeney Associates.

The programme to embed EDI good practice into all College activities is ongoing. One key area of focus in the next period will be to achieve greater diversity in College Boards and Committees which better reflects and represents our global membership community.



We received **3,193** responses from our membership survey which showed:



Our boards, committees and networks

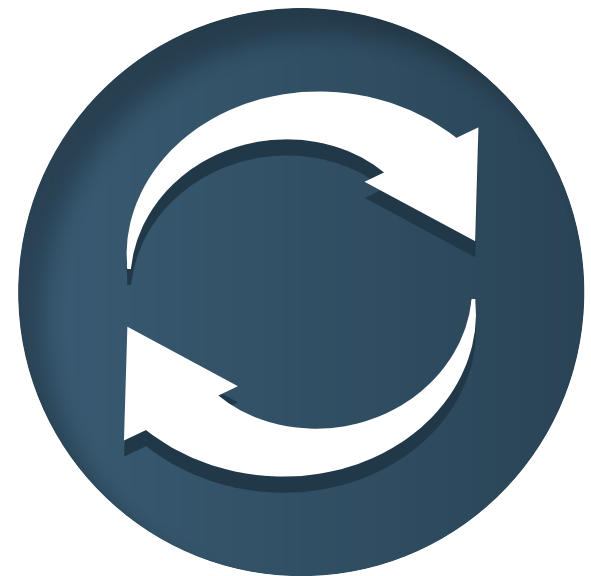


President's priorities: Using our influence



Workforce

- Called on the UK Government to provide a fully resourced and strategic workforce plan for the NHS and for similar workforce plans in Scotland, Wales and Northern Ireland.
- Successfully argued for the expansion of available medical training places in our Holyrood election manifesto.
- Had our evidence cited on several occasions in the House of Commons Health and Social Care Committee's report on workforce recruitment, retention and training.
- We helped secure from Scottish Government an additional 100 places at Scottish medical schools, each year for 5 years, through to 2026.
- We have called for a greater number of these places to be taken by those from disadvantaged groups or backgrounds.
- Supporting Refugee Doctors in Glasgow through the Bridges programme.
- Supporting International Medical Graduates to learn about the culture of the NHS through the OASIS programme.



Inclusivity



Climate Change

- We are reducing the number of printed materials we use.
- We are increasing the use of online events and courses.
- We are reducing non-essential travel for staff and clinicians.
- We stand ready to champion the NHS's net zero by 2040 ambition and do all we can to encourage our Fellows and Members to think sustainably across all elements of their practice.



Global Health

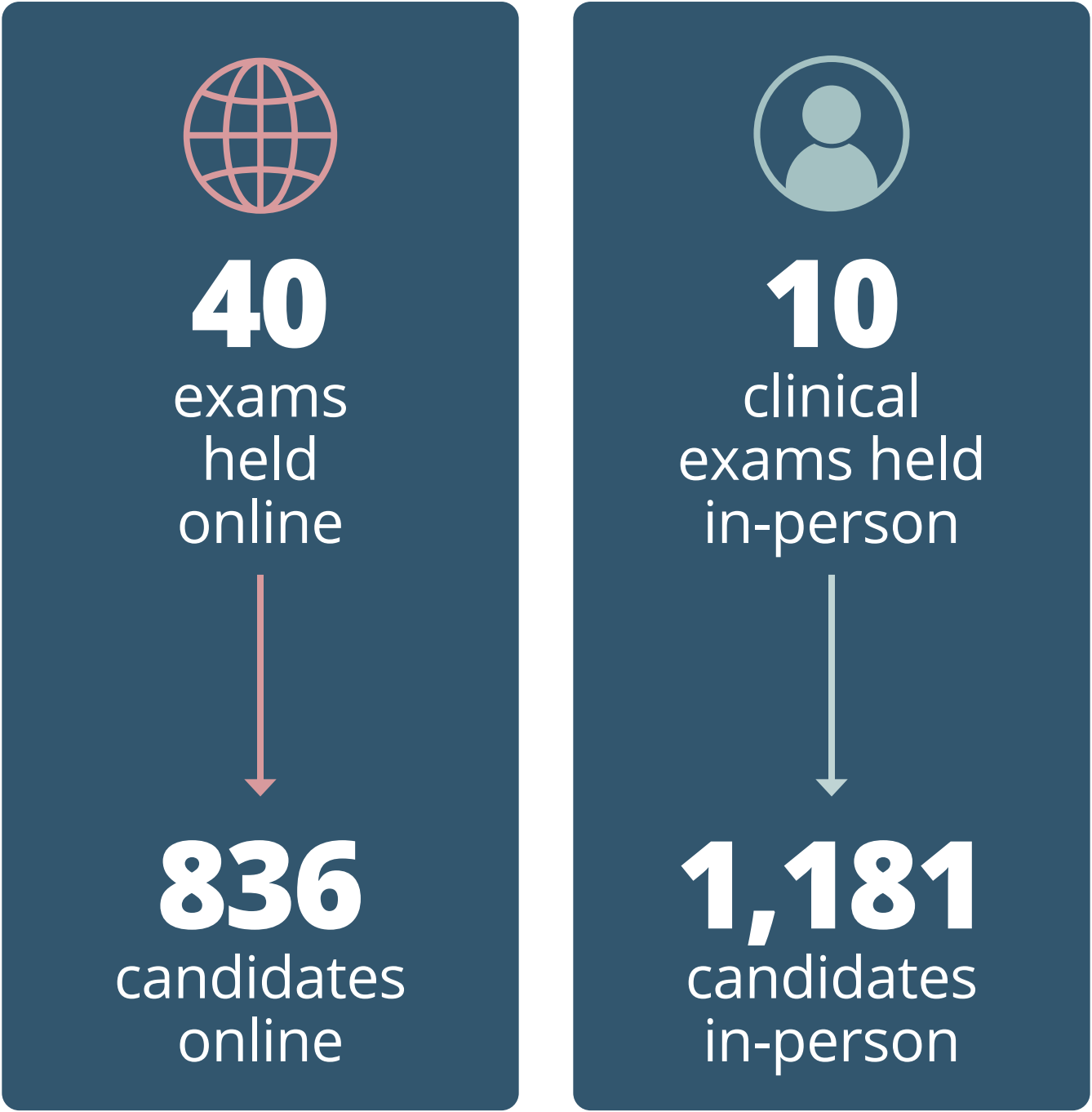
- We have signed a memorandum of understanding with the Egyptian Government to promote and advance standards of surgical, medical, and dental care in Egypt.
- The Livingstone Fellowship scheme provides a framework for sponsored trainees to come and work in the Scottish Health Service for a year or more.
- Sharing best practice internationally with our global partners.
- Collaborating with our international partners to deliver quality exams and education worldwide.
- Educated, shared best practice and learned from Fellows and Members worldwide on how to tackle the global health inequalities we have seen exacerbated by COVID-19.

Education and Assessment

Education



Assessment



Our contribution to intercollegiate medical training curriculae

The College continued its work to support our Medical trainees, members and fellows through the Federation of the UK Royal Colleges of Physicians.

In collaboration with the Royal Colleges of Physicians in Edinburgh and London, the College participated in the Federation Board throughout the year as well as the key intercollegiate committees supporting training, assessment, standards, resource planning and risk management. Our work focussed on the development of the UK Medical Curriculum with the GMC, and the delivery of training and membership (MRCP) assessment programmes across the UK and Internationally. Our focus throughout 2021/22 was dominated by recovery of national training and assessment programmes, and medical career progression. 21,000 MRCP written and clinical exam candidates were assessed in 2021/22, and over 29,000 active users and trainees across all Medical specialties are supported through the Federation CPD web portal.

MRCP(UK) PACES

Candidates: 855

Revision Module Access: 62

Each of the five modules focuses on one of the PACES stations and includes; an introduction to the station, top tips on that station from a senior clinician and PACES expert, a behind the scenes look at the process of examiner calibration and an example of a satisfactory pass. These popular online modules give easy access to those trainees looking for support at a time and place that is convenient for them.

Candidate enrolment numbers for MRCP(UK) Parts 1 and 2 are administered centrally, so cannot be counted.



Our contribution to intercollegiate surgical training curriculae

The College continued its work to support our Surgical trainees, members and fellows working in partnership with the Royal Surgical Colleges of Edinburgh, England and Ireland across the joint intercollegiate committees for surgical training, assessment, standards, resource planning and risk management. Our work focussed on the development of the UK Surgical Curriculum with the GMC, and the delivery of the Membership (MRCS) and Fellowship (FRCS) assessment programmes across the UK and Internationally. Our focus throughout 2021/22 was dominated by recovery of national training and assessment programmes, and surgical career progression. 12,400 MRCS and 4,200 FRCS written and clinical Surgical exam candidates were assessed in 2021/22, and over 21,000 active users and trainees across all Surgical specialties are supported through the ICSP web portal.

MRCS Part A
Candidates: 147

MRCS Part B
Candidates: 93
Preparation Course attendees: 72

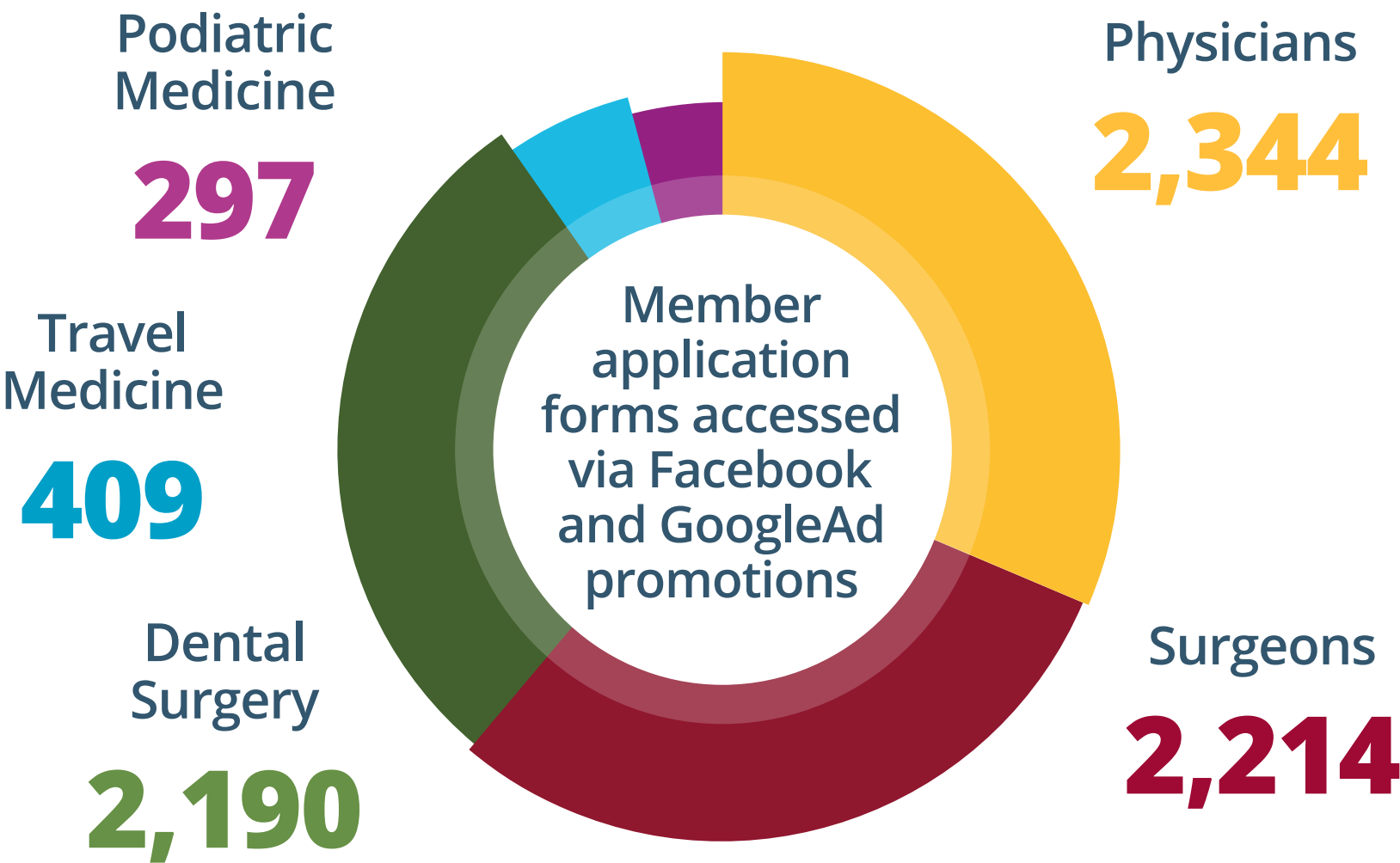
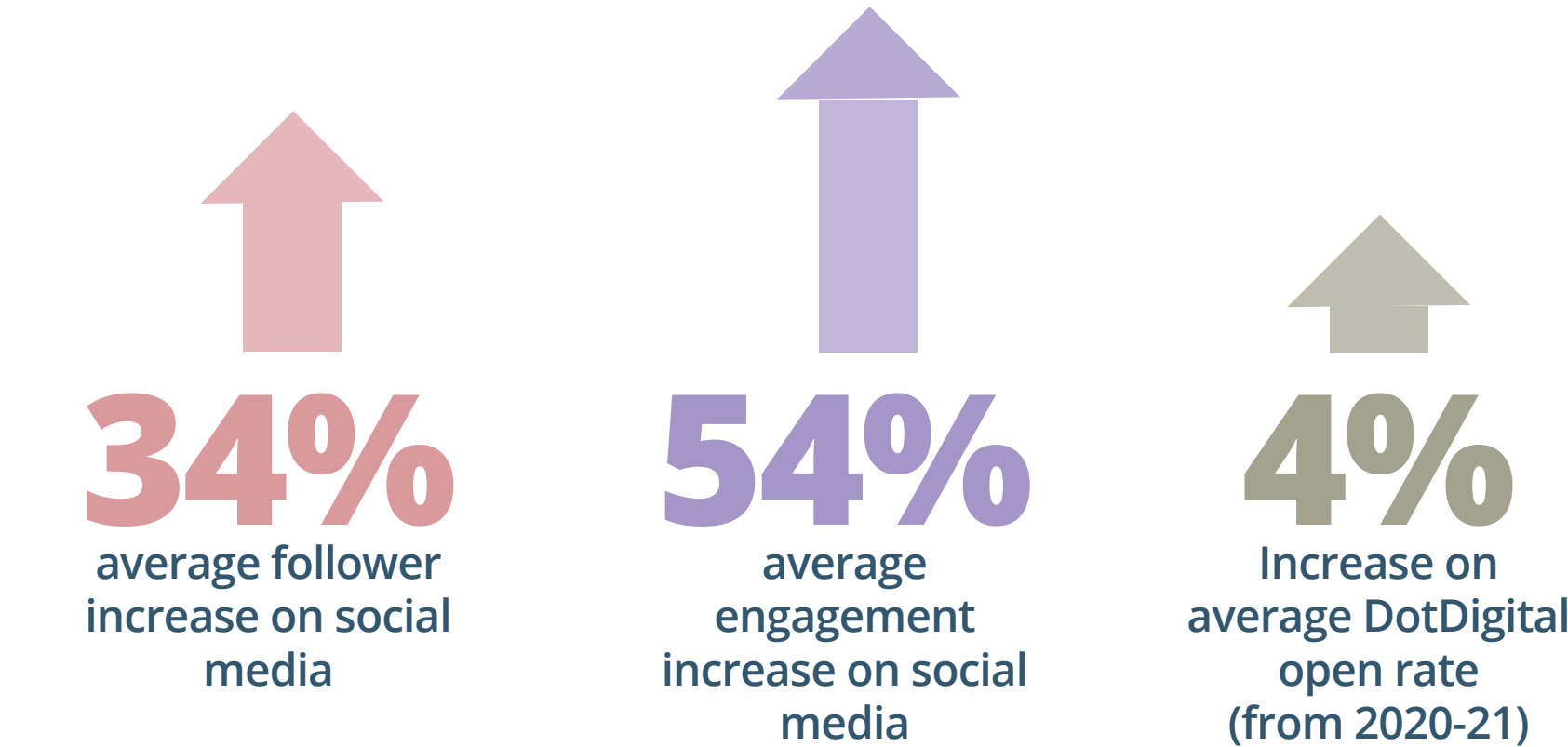
Held three times a year, this two day course prepares trainees for the MRCS Part B OSCE Exam. The course combines online, flexible and independent learning with classroom based scenarios with experienced faculty. Day two is a full mock exam with personal and relevant feedback given.



Our contribution to Travel Medicine and Podiatric Medicine



Our marketing and communications



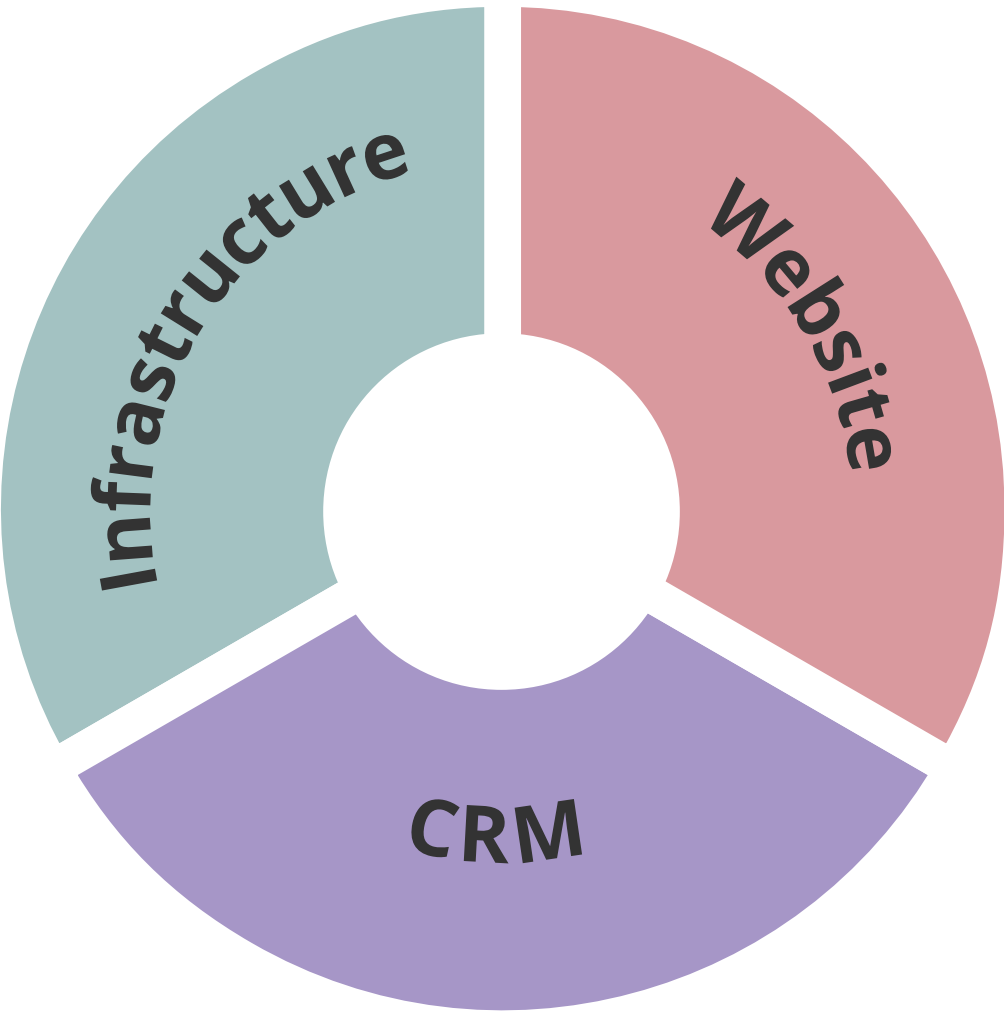
Email Open Rates*				
Average Faculty Update email open rates				
Physicians	Surgeons	Dental Surgery	Travel Medicine	Podiatric Medicine
29.2%	29.1%	29%	36.8%	36.4%
Average 'This is who we are' email open rate		Average MRCP candidate membership email open rate		
34.3%		82.8%		

*20-21 industry benchmark 26.1%

Raising our profile in 2021-22



Our digital transformation successes



Infrastructure

- Completion of NHS Greater Glasgow and Clyde Healthcare Skills and Simulation Collaboration project in 19 Blythswood Square.
- Reconfiguration of office spaces and implementation of hot desk booking system supporting flexible working.
- WiFi coverage expanded to include all working areas of both College buildings.
- SysAid platform updated, expanding functionalities including remote access.
- Phase one of hybrid technology upgrade for Maurice Bloch Lecture Theatre complete.

Website

- New websites developed for 1599 and HOPE.
- New sections for ‘Speaking up for the profession’ and ‘Wellbeing’ developed.
- New internal search engine deployed.
- Technical improvements introduced throughout the year, reducing load time and increase security and usability.
- Web infrastructure updated to achieve ‘Grade A security’ for every visit to each of the College websites.
- Launched user experience research to start our journey towards a customer-centred web ecosystem.

Customer Relationship Management (CRM) System

- Automated pass lists.
- Third party verifications.
- Diploma requests.
- Tailored content and personalisation
- Improved online usability (Enhanced web account registration, Direct debit sign up, dashboard navigation, Icons and labels, Improved search engines and filters, Donations, Marketing and communication preferences).

People Strategy

The College’s first People Strategy was created in 2021.

As a member centred organisation, our vision is to be inspiring and agile with an open, inclusive and transparent culture that enables our people; our employees, trustees, Council members and clinical volunteers, to be the best version of their professional selves. As a result, our people will be well equipped to contribute to the growth, retention, and positive experience of our membership, deliver our strategic objectives and role-model our values of inclusivity, community, integrity, innovation and inspiration.



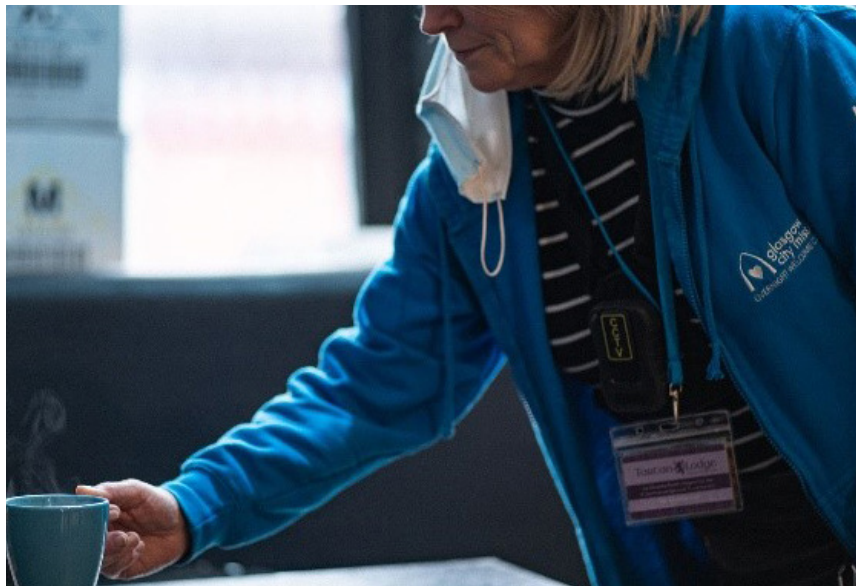
The People Strategy has five strategic areas of focus:





In 2021/22 we supported the following projects and charities through grants from the College’s HOPE Foundation

- Playlist for Life
- CNU Dental Community Outreach
- Finding Your Feet
- Glasgow City Mission
- Hope for Girls and Women Tanzania
- Transplant Links Community
- Kids Operating Room



- 1599 staff redeployed to other teams during peak COVID-19 restrictions ensuring business continuity and enabling cross-College skill and knowledge sharing
- Restrictions allowed opportunity for full business and competitor analysis, leading to the development of a robust three year business paper and plan for recovery
- Supported College’s COP26 involvement
 - Hosted UK Health Alliance on Climate Change dinner
 - Hosted Liverpool and Northwest meetings and dinners, attended by Andy Burnham and leading North of England business leaders
 - Investment company MSCI created a College ‘hub’ throughout COP26



College finances

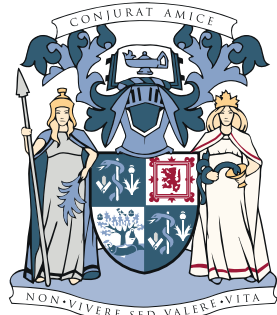
Consolidated statement of College financial activities

	2022	2021	2020
Unrestricted Funds	£21.658M	£21.673M	£17.573M
Endowment Funds	£2.711M	£2.576M	£2.221M
Restricted Funds	£3.885M	£3.814M	£3.464M
Total Charitable Funds	£28.254M	£28.068M	£23.257M



Key financial highlights for the 2021/22 financial year

- Challenging and changing environment for the College working through the various public health restrictions in play from the Covid pandemic.
- Total charitable funds holding steady at **£28.254M**, a slight improvement on prior year and an excellent outcome in the circumstances.
- Recovery in charitable income levels to **£6.095M** and growth in total consolidated income to **£7.273M**.
- A consolidated deficit before gains on investments of **(£0.641M)**, well within budgeted parameters excluding in year exceptional items. A positive improvement of **+£0.442M** on the prior year where we bore the brunt of the financial impact of the pandemic.
- Positive progress towards our College 3 year financial plans to be creating a positive operating surplus on Core college activities
- Investment portfolio gains of **£0.8M to £17.531M**.
- Total movement in group cash balances of **£1.888M**, primarily due to reinvestment of **£1.799M** of free cash. **£0.763M** reinvested back into the investment portfolio, **£0.650M** paid to reduce net borrowings with Santander taking our loan balance down to **£1.350M** and **£0.387M** invested in fixed assets.
- We are grateful for £160K of funding support from the William and Elizabeth Davies Charitable Trust which has been invested in skills teaching facilities and in digital transformation for education.



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