

THE ROYAL COLLEGE OF GENERAL PRACTITIONERS

England & Wales · Charity number 223106

Details

Status Registered

Legal form Other

Registered 1963-04-01

Register [View on the Charity Commission register](#)

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Activities

Objects: TO ENCOURAGE, FOSTER AND MAINTAIN THE HIGHEST POSSIBLE STANDARDS IN GENERAL MEDICAL PRACTICE.

Activities: The object of the College is:"To encourage, foster and maintain the highest possible standards in general medical practice and for that purpose to take or join with others in taking any steps consistent with the charitable nature of that object which may assist towards the same."Further details can be found in the annual report

Classification

- **How:** Makes Grants To Individuals, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£53,687,000	£50,843,000	£73,831,000	288
2024-03-31	£51,479,000	£46,559,000	£71,932,000	272
2023-03-31	£46,216,000	£42,487,000	£65,729,000	259
2022-03-31	£39,798,000	£35,182,000	£64,762,000	250
2021-03-31	£36,584,000	£34,811,000	£55,346,000	269

Trustees

Name	Role	Appointed
Prof MICHAEL HOLMES FRCGP	Chair	2022-04-24
Chris Lake		2021-11-19
Dr Heather Ryan		2024-11-30
Dr Jamie Hynes		2025-11-29
Dr Kirsty Alexander		2025-11-29
Dr Onyinye Okonkwo		2024-11-30
Dr Thomas Patel Campbell		2023-11-19
Dr WAQAR AHMED		2022-04-24
Ian Wilson		2021-11-19
LOUISE HANSON		2026-04-09
Professor Victoria Tzortziou Brown		2025-11-29
Vicky Sandry		2023-11-19

Linked charities

- DEVELOPMENT FUND (223106-1)
- ROYAL COLLEGE OF GENERAL PRACTITIONERS EDUCATION FOUNDATION (223106-2)
- MEDICAL RECORDING SERVICE FOUNDATION FUND (223106-3)
- SCIENTIFIC FOUNDATION BOARD (223106-4)

Accounts

RCGP Annual Report & Accounts 2024–2025



Royal College of
General Practitioners

Charity Registration Number 223106

Scottish Charity Registration Number SC040430

Contents

Introduction	1
Our vision, purpose and values	3
Strategic plan 2023–2026	5
Activities and achievements	6
Environmental Social Governance	19
Reference and administrative details	42
Financial review for the year	43
Independent auditor’s report	48
Consolidated statement of financial activities	52
Financial report	52
Balance sheet	53
Consolidated cash flow statement	54

Introduction from the Chair of the Trustee Board, Chair of Council and the Chief Executive Officer

We are delighted to present the Royal College of General Practitioners' (RCGP) annual report and accounts for 1 April 2024 to 31 March 2025.

As we take this opportunity to reflect on what has been achieved by the College this past year, a period that has also seen substantial change in the UK political landscape, the challenges facing the profession remain substantial and are no less acute than in recent years. Please rest assured that the RCGP has and continues to work tirelessly to support our members and staff to deliver against our charitable object – “To encourage foster and maintain the highest possible standards in General Medical Practice.”

The RCGP undertook the development of a new Corporate Plan this past financial year. The three-year plan, which came into effect on 1 April 2025, is structured into five themes and places delivery of the four Council strategic priorities at its centre. It aims to define and direct the work of the College to deliver our charitable mission, to support our members and to achieve Council's strategic priorities. Alongside this, the College Executive consulted on a realignment of our organisational structure. The process involved no redundancies and sought to ensure the College's readiness to deliver the Corporate Plan. Trustee Board approved the Corporate Plan at its January meeting and we thank them for their support and stewardship throughout the plan's development. Our thanks also to the College's Executive Management team (EMT) and staff for their engagement and input as the plan was developed and the structural realignment was implemented.

Trustee Board has continued to support the delivery of the College's Governance Review. The review, which began in 2021, has now completed the majority of its work ahead of its expected conclusion in 2025. An engagement programme has sought to clarify the work of the review and to build a shared understanding of both the rationale and requirement for future changes. This has included the development of dedicated website pages on the Governance Review, a programme of member webinars and the creation of an animation explaining how the RCGP's governance works.

At the time of last writing, we were anticipating the UK general election being called and had published the RCGP's manifesto 'Seven Steps to Save General Practice and Safeguard our NHS'. We welcomed a new Labour Government in July and quickly set about building relationships with the Secretary of State for Health and Social Care, Wes Streeting MP, and Minister for Care, Stephen Kinnock MP, to ensure that the GP voice was heard at the highest levels of Government. We were pleased that Wes Streeting accepted our invitation to address attendees at our 2024 Annual Conference. Our colleagues in the Devolved Nations have also seen their own political leadership changes and have worked hard to keep general practice top of the agenda for their respective Governments.

Despite the rapidly changing political landscape, there has been good progress against Council's strategic priorities. We have been pleased with the way the RCGP has responded to some difficult issues this year, most notably Physician Associates (PAs) working in general practice, Assisted Dying and Transgender Care, and our thanks go to Council for their continued insight and guidance. These issues highlighted the importance of member engagement and our member surveys on PAs working in general practice and the RCGP's position on Assisted Dying received some of the highest levels of survey response that the College has ever seen.

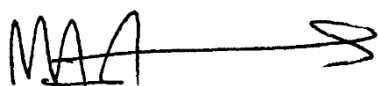
It is fantastic to see so many members engaging with the RCGP, whether through responding to policy surveys or by taking on one of the over 1,000 volunteer roles that are integral to College life. We are continuously working to understand how best we can support the evolving needs of our members and develop our membership offering. One of the best parts of our roles is getting to hear directly from you, our members, at RCGP events throughout the year, particularly those that celebrate the best of the profession such as our New Member Ceremonies and our Annual Conference.

The College is grateful for the continued patronage of the Royal Household, and we welcomed news that His Majesty, King Charles III, would be the RCGP's new patron in May. We also continue to find new ways to make the College's headquarters in London more accessible to members and a true representation of 'Your Professional Home'. The relocation of the Members Lounge to the reception area of 30 Euston Square and revitalisation of the exhibition spaces on the ground floor have been central to this, and we would encourage you to come and use these facilities if you are passing through or between meetings in London.

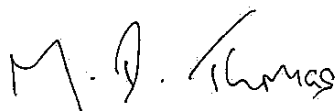
None of the past year's achievements would have been possible without the unstinting and tireless work of Trustee Board, Council, Executive Management Team, and staff. We are immensely grateful for all you do for the organisation. Particular thanks to those Trustees and Council Officers who demitted office, or changed leadership roles, this past financial year, namely Council Trustees, Dr Imran Rafi and Dr Thomas Patel-Campbell, and Honorary Treasurer, Dr Steve Mowle.

In turn, we welcomed Dr Heather Ryan and Dr Onyinye Okonkwo as Member Trustees. Dr Thomas Patel-Campbell was elected by Council as Vice Chair Member Value and Finance (formerly Honorary Treasurer) alongside Professor Margaret Ikpoh who was re-elected as Vice Chair Professional Development, Training and Standards. We also welcomed Calum Mercer to the College as Executive Director of Corporate Services in February.

Our final thanks go to you, our members, for your ongoing support of the College. It is our great privilege to represent the RCGP. We will continue to act on your behalf to address the challenges facing and to advocate for the profession and build a sustainable future for general practice.



Professor Mike Holmes
Chair of Trustee Board



Mark Thomas
Interim Chief Executive Officer



Professor Kamila Hawthorne MBE
Chair of UK Council

24 July 2025

Our vision, purpose and values

The Royal College of General Practitioners was founded in 1952 and granted a Royal Charter in 1972 with the objective:

“To encourage, foster and maintain the highest possible standards in general medical practice and for that purpose to take or join with others in taking any steps consistent with the charitable nature of that object which may assist towards the same.”

Our vision

Excellence in general practice for patients worldwide.

Our purpose

To promote the best possible quality of health and healthcare for the population by:

- setting the highest standards for general practice
- ensuring that GPs have the best possible training
- supporting GPs throughout their professional lives to deliver the best possible service
- leading the profession and demonstrating the value of general practice
- developing general practice as the foundation of effective and sustainable primary care worldwide
- using resources efficiently to support our members and develop the College sustainably.

Our values

Our values describe the principles that guide our work. We strive to demonstrate:

Compassion – for our patients, the populations we serve, our members, our colleagues and ourselves.

Inclusivity – we value diversity as part of our community and treat each individual with equal respect.

Sustainability – we look to the future and care about the long-term wellbeing of our members, our profession, our patients and the world around us.

Accountability – we take responsibility for the results of our actions and continuously strive to be the best that we can be.

Integrity – we are honest, open, ethical, just and fair.

Public benefit

The College provides public benefit, and the advancement of health and of education, through:

- developing professional standards which help to ensure that patients are treated by fully trained, competent general practitioners.
- encouraging professional development by developing and providing educational resources to enable general practitioners to maintain and develop their skills.
- support to individuals as general practitioners; and
- promotion of the profession as fundamental to integrated primary healthcare.

The Trustees have referred to the Charity Commission's guidance on public benefit when reviewing its aims and objectives and in planning its future activities to ensure that the activities the College undertakes are in line with its charitable objects and aims.

This Trustees Report also sets out how we have implemented the principles of good governance and ensured sound financial management of our resources.

Strategic plan 2023–2026

In April 2023, our new strategy *Building a Sustainable Future for General Practice* came into effect. It is rooted in the priorities of our hardworking GPs who continue to make exceptional efforts to give the best possible standards of care to patients despite the pressures of a persistent and growing gap between workforce capacity and patient need, and political and economic uncertainty. The new strategy contains the following four priorities:

1. Tackle the workload and workforce crisis
2. Ensure the College is the Professional Home of General Practice
3. Reduce the increasing gap in health inequalities
4. Respond to the climate emergency.

Following approval from Trustee Board in January 2025, the College has launched its Corporate Plan 2025–2028. The plan, which came into effect on 1 April 2025, supports the delivery of Council's four priorities and covers all areas of the RCGP's operation and impact. It also provides assurance to the College's Trustees on executive actions and organisational progress. Future RCGP Annual Reports will be structured around the five themes of the Corporate Plan:

1. Strengthen our membership
2. Transform our culture
3. Target our Resources
4. Enhance Patient Care
5. Shape the future of general practice.

Highlights of our activities and achievements during 2024–25

1. Tackling the workload and workforce crisis

At the start of the financial year, we were anticipating the general election being called. The College had begun its planning for the election in the autumn of 2023 and kicked off our influencing campaign at the 2023 RCGP Annual Conference with the launch of the RCGP General Election Manifesto, 'Seven Steps to Save General Practice and Safeguard the NHS'.

To ensure that general practice was a 'big ticket' item for all the main political parties and the next government, regardless of which party came into power, the College undertook an extensive programme of political stakeholder meetings through the end of the previous financial year and in 2024/25. Knowing that 55,000 GP voices would be hard to ignore, we also developed a 'General Election Guide' to support members in engaging with the election campaign, including how to contact their local candidates and organise practice visits. We landed several proactive stories in the lead-up to polling day, emphasising the College's wider manifesto asks and the growing volume and complexity of GP workload against the backdrop of a diminishing workforce, highlighting workforce and workload issues.

The general election was announced at the end of May and set for early July. As the major political parties published their manifestos, we assessed commitments made around general practice workforce, funding and overall service capacity. Our widespread campaigning in the run up to the election had a clear, positive impact as the College identified three pledges aligning with RCGP policy. These were the Labour Party's commitment to shift resources to primary care and community services over time, the Conservative Party's to invest proportionately more in out-of-hospital services over time, and the Liberal Democrat Party's to retain 4,000 GPs through retention schemes.

With the election of a new Labour Government in July, the College immediately prioritised building relationships with the new Secretary of State for Health and Social Care, Wes Streeting MP, and Stephen Kinnock MP, the Minister of State for Care with responsibility for primary care, and arranged face-to-face meetings with both within the first few months of them taking up their respective offices.

Both introductory meetings were positive and constructive, covering a wide range of topics including the intense pressures facing general practice and what the RCGP thinks needs to be done to address these, GP retention, workforce planning, sorting out the visa system, addressing concerns around PAs, and merging the specialist and GP registers.

On the day of the election results, we launched an e-campaign asking members to sign a joint public letter to the Secretary of State calling for a review of the NHS Long Term Workforce Plan to reflect the need for more concerted action to boost the GP workforce. We saw nearly 10,000 GPs sign up to this, a record for the College's campaign actions. The Chair of Council hand delivered the letter to the Department of Health and Social Care (DHSC), and we secured national coverage in the Guardian on the letter.

Furthermore, the College ensured that the new intake of MPs received a briefing on our key asks and met with over 40 MPs and Peers since the general election. We also launched our 'guide to influencing parliament' on the RCGP website, which aims to equip members with the tools they need to engage with our campaigning efforts.

One of the Secretary of State's first actions was to ask Lord Darzi to undertake a review of NHS England. The College submitted evidence to the review and the Chair of Council attended a number of review arranged stakeholder engagement events. Following the conclusion of the Darzi Review, the Government announced that it would develop a Ten Year Health Plan (TYP), launching a consultation on the plan and the three shifts it would focus on – analogue to digital, sickness to prevention, and hospital to community.

Wanting to ensure the GP voice was heard loud and clear in the TYP's development, the RCGP rapidly launched a new webpage outlining advice and guidance to members about how to respond individually to the consultation with key 'asks' to include. We also held three member workshops on and issued a call out to our members for best practice examples across the three shifts of the TYP, using the insights gathered to shape our organisational response to the consultation which was submitted ahead of the December deadline.

The College also arranged a senior stakeholder roundtable event with Sally Warren, Director General for the TYP at the DHSC. The event, which was held in November at a venue in Westminster ahead of the conclusion of the plan's consultation period, explored how general practice could help to take forward the findings of the Darzi Review.

Alongside this work, the College has continued its regular programme of stakeholder engagement on workforce and workload issues. Through the joint efforts of our press, policy, research, and campaigns teams, we have responded to consultations with robust evidence to support further investment in general practice and lobbied Government and the NHS England to influence policy. Most notably:

- Secured an additional £82 million of funding for GP recruitment – Following our calls for an urgent intervention to tackle GP unemployment, the new Government announced additional funding via the Additional Roles Reimbursement Scheme. We welcomed this emergency measure but continue to call for a sustainable solution that moves more funding into the core contract.
- Secured a refresh of the Long Term Workforce Plan to focus on addressing the GP workforce crisis – Following our significant policy and lobbying work and an open letter signed by nearly 10,000 members urging the Secretary of State to review the workforce plan, an overhaul of the plan has now been announced.
- The new Secretary of State for Health and Social Care spoke at the 2024 RCGP annual conference – We invited Wes Streeting to address conference following his appointment as Secretary of State. In his speech, he announced a number of measures, and we secured a commitment to review red tape and reduce bureaucracy in general practice.
- Secured a commitment to merge the GP and specialist registers – Further to our statement on parity of professional esteem published in March 2024, in his speech to conference, the Secretary of State announced a commitment to merge the GMC registers to formally recognise GPs as Specialists in law.
- Sent a clear message on the need for CQC improvement – Further to the decision taken by UK Council in November, we called for a pause to CQC inspections and an end to one word ratings, setting out our position in a letter to the Primary Care Minister and continuing to lobby for improvements in efficiency, proportionality and fairness of inspections.
- Responded to 19 consultations from Government and other stakeholders – we submitted evidence and responses to represent the voice of general practice on issues ranging from the Darzi Review to incentive schemes in general practice.
- Helped secure amendments to the National Planning Policy Framework (NPPF) – Following our submission to the NPPF consultation, we helped to secure amendments to the new framework which will mean local planning authorities and statutory bodies will be required to plan for a broader range of public service health infrastructure (which would include GP surgeries) needs when considering proposals for new housing development.

- The College was referenced in Parliament over 90 times – This was across debates and committee work in both houses and significantly more than any other medical Royal College.
- Surveyed ST3 GP Registrar Members for a snapshot into GP jobs and visa issues – In summer, we undertook a member survey of newly qualified GPs which allowed us to represent the concerns of members relating to finding appropriate roles post-qualification and difficulties with visa sponsorship to the Secretary of State and NHS leaders.

The College's press work, much of it based around proactive media work, has led to a range of high-profile articles across national print titles and broadcast outlets. Between 1 April 2024 and 31 March 2025, we generated 20,960 media mentions. 15,401 of those mentions were in online articles, 3,931 in broadcast coverage and 1,628 in print. These stories have been used to promote the voice of members, particularly in light of major political and healthcare events this past financial year.

Monthly volume peaked in October 2024 with 2,935 hits across all media. One of our biggest stories of the year coincided with the Chair of Council's RCGP 2024 Annual Conference speech on GP patient ratios in deprived areas and saw wide-reaching, proactive coverage in the national press. This story sat alongside considerable reactive media work – including on BBC Radio 4's Today Programme – responding to Wes Streeting's address to the conference.

The Government's first Budget in October, which included a 4% real terms NHS budget growth rate over the next two years and a capital spending increase for DHSC of £3.1 billion in 2025/26, was a mixed bag of announcements for general practice. These included a dedicated fund to support 200 practices to upgrade their premises, but other significant funding announcements were largely focused on stabilising secondary care services. The College continues to highlight that general practice is seriously under resourced and will be looking to the upcoming Spending Review in late Spring for detail on how GPs will be supported to deliver the Government's plans to shift resources into the community to ensure patients get the care they need.

The announcement of a rise in National Insurance employer contributions by 1.2% caused much concern amongst our members across the UK. We wrote to the Secretary of State setting out the implications of this rise for GPs and to call for an urgent solution to ensure that practices would be funded to cover these additional expenses. As indicated by the Secretary of State in Parliament and elsewhere, provision for this rise was made in the new GP contract. While this is the locus of the BMA, the College will continue to keep the pressure for appropriate financial support for practices with Governments across the four nations.

In October, we also launched our new policy report on GP retention, which builds on the position approved by Council in March 2024. This report explores the workforce challenges facing general practice in England and highlights the pressing need to address the reasons GPs are leaving the profession or reducing their contracted hours. The report was shared with all of our key stakeholders and accompanies our ongoing efforts to raise concerns around GP employment opportunities. Alongside the report we sent a joint letter with other healthcare organisations to the new Chair of the Public Accounts Committee, calling on the Committee to re-open its inquiry into the NHS England Long Term Workforce Plan. One of the report's recommendations, calling for a revised Long Term Workforce Plan has been achieved, with the Government committing to publishing a refreshed Plan in the summer of 2025.

The past financial year has seen extensive work on Physician Associates (PAs) working in general practice. Following the vote at the March 2024 meeting of UK Council, we launched a member consultation in April to feed into the development of RCGP guidance on scope of practice and supervision of PAs in general practice. The survey, which received one of the highest levels of member response the College had seen, closed in May and an update on next steps was presented to Council in June.

In September, Council voted to change the College's position on PAs working in general practice to one of opposition. They also approved guidance on supervision, induction and scope of practice to support GP practices already employing PAs. The three sets of guidance, which were informed by and reflect the results of the member consultation on PAs, and the 'red lines' affirmed by UK Council in March 2024, were published in October. Following Council's decision, the College informed key stakeholders ahead of the public response being issued and responded to numerous member emails and letters raising concerns about the RCGP's new position.

Alongside this work, the College responded to the GMC consultation on regulation of PAs and Anaesthetist Associates (AAs), highlighting our position that another regulatory body would be more appropriate and, that if GMC regulation is to proceed, there must be clarity over the differences between PAs and doctors at all points. The RCGP also welcomed the Government's announcement of an independent review by Professor Gillian Leng into the safety of the roles of PAs and AAs, and their contribution to the multi-disciplinary team. The College has responded to the review's consultation, written twice to The Leng Review highlighting our position and sharing our survey results, and been invited to join several review organised stakeholder engagement roundtables.

The College continues to examine ways to support the wider general practice team. An internal working group on the Multi-Disciplinary Team (MDT) has been established to discuss the RCGP's role in developing induction and supervisory documents for these roles. We are also continuing to closely monitor the numbers of non-GP doctors working in general practice following the changes to the Performers List regulations. These changes, which were implemented during the pandemic, allowed a wider range of doctors to work in general practice and were made permanent in May. We are not aware of significant numbers being employed in this role. The College has shared and discussed our 'red lines' with all relevant stakeholders and is exploring whether there is need to develop further guidance as part of our broader work on the MDT.

Looking ahead, the College continues to engage with Ministers, the DHSC and NHS England on the development of the TYP ahead of its publication in the next financial year. Further to the announcement in March, the College is closely monitoring what the Government's decision to bring NHS England back into the DHSC will mean for general practice. The RCGP has commissioned research on GP workload to identify and quantify tasks that may be adding to unmanageable workloads in general practice. The results of the study will help us further develop our policy recommendations on workload issues, which we are aiming to take to UK Council in 2025/26. The College is also developing a Patient Action Plan and has collaborated with the Patients Association on a co-designed patient campaign which will launch in 2025/26.

Following the restoration of the Northern Ireland Assembly, we have had considerable and sustained engagement with the five main political parties in Northern Ireland, MLAs and key civil servants on numerous Department of Health committees. Key wins and successes for the College in 2024/25 have included:

- Giving evidence twice to the Northern Ireland Assembly Health Committee and once to the NI Audit Committee in April and May calling for action on a variety of workforce and workload issues including practice instability, retention, GP elective care services, indemnity, and the need to increase the proportion of funding to general practice beyond the 5.4% of the health budget.
- The establishment Northern Ireland Parliament's first All Party Group on General Practice.
- A call-to-action campaign asking members to email their MLA on GP funding and workforce retention. Over 700 emails were sent to MLAs by our members and MLAs acknowledged these issues during a subsequent debate in the NI Assembly during a motion on Extreme Pressures in Primary Care.
- Arranging practice visits for and subsequently hosting interviews with five Health Committee MLAs on social media to demonstrate the support needed for general practice.
- The restoration of the GP elective care service in Northern Ireland with funding moved out of trust budgets on a permanent basis and transferred to primary care.
- Inclusion in the GP contract for 2024/25 of additional funds for practices to support the costs of indemnity.

RCGP Wales brought together College members and Senedd members to discuss workload pressures and challenges. In this past year, we have given evidence to the Future of General Practice Senedd Health Committee Inquiry and to the UK Parliament Welsh Affairs Committee on Cross-Border Health. The College lead a campaign in Wales calling for improvements to technology in general practice and produced

a paper considering the preventive care benefits of planning policy decisions to improve public health and ease workload on GPs.

In anticipation of the Welsh Parliament election next year, the RCGP has been working closely with its members to develop our manifesto asks for the main political parties in Wales. Following her re-election in November, Welsh Chair, Dr Rowena Christmas, has named GP retention as her priority and the College is developing a paper for Welsh Council which will build on the findings and recommendations of our 2024 report.

In Scotland, the RCGP received funding from the Scottish Government to deliver a programme of support for mid-career GPs in June, recognising that they are struggling to deal with the strains of working in general practice and are either drastically reducing their hours or leaving the profession altogether. Mid-Career Matters has been developed by RCGP Scotland Clinical Lead, Dr Sigi Joseph, and consists of two half-day online workshops providing practical, job-focussed tools and ideas, along with a peer support network. The first and second cohorts were both over-subscribed and were followed by an in-person networking event for all participants to support facilitated peer discussion and relationship forming, to reflect on the tools discussed in the workshops and to explore the next steps in building resilience. Confirmation of funding for 2025/26 has been received from the Scottish Government and the reach of the programme will be expanded to provide support to more mid-career GPs.

Other RCGP Scotland highlights included the Scottish Government publishing their Recruitment and Retention Action Plan in December, which sets out 20 measures and addresses some of our long-standing policy calls. The College has been working constructively with the Scottish Government to realise this Plan since early 2024, building on our 2022 paper 'Retaining the Scottish GP Workforce'. Scottish Chair, Dr Chris Provan, along with other Scottish healthcare leaders, met with First Minister John Swinney to discuss NHS reform in January. We have also secured a commitment from the First Minister to increase the proportion general practice receives from the Scottish NHS budget.

2. Ensure the College is the Professional Home of General Practice

The RCGP has continued to strengthen its member offer this year with a view to improving member retention and continuing to grow membership numbers. As part of this, we increased the value members receive by making both One Day Essentials CPD and exam prep courses inclusive of the membership fee. The College has developed an advocate programme to better align its work with the goals of our near 1,500 member volunteers across all parts of the College, including Career Stage groups and Faculties. As part of this programme, we have sought to revitalise the network of Special Interest Groups (SIGs) to drive more members to join these groups and to allow the College to better utilise the clinical subject matter expertise they offer. Our 2024/25 Member Survey showed positive trends with 47% of respondents now viewing us as their Professional Home, up from 39% in 2023/24.

Membership

As of 31 March 2025, membership stands at 55,988 compared to 55,737 for the same period last year.

The total number of new members joining since 1 April 2024 is 5,054 compared to 5,130 for the same period last year. The number of leavers stands at 6,412, compared to 5,792 for the same period last year, and the overall retention rate is currently 91%.

Fellowship

There are now 3,724 Fellows up from 3,629 in the previous year.

GP Training and Professional Development

The number of GP registrars completing training between 1 April 2024 and 31 March 2025 was 4,095 (3,792 the previous year), the first time this number has reached over 4,000.

Combined Training (registrars combining previous medical training and experience with GP training) applications have decreased, with 165 applications received from August 2024 starters (205 in 2023).

Portfolio Pathway (previously Certificate of Eligibility for GP Registrations (CEGPR)) applications (primarily for doctors from abroad wishing to work in the UK) decreased slightly from 21 in 2023 to 19 in 2024.

MRCGP

To become licensed to practise as a GP in the UK, doctors must pass the College's MRCGP examination, comprising:

- The Applied Knowledge Test (AKT).
- The Simulated Consultation Assessment (SCA).
- Workplace-Based Assessment (WPBA).

In 2024–2025, candidate numbers were:

AKT: 6,144

SCA: 6,048

MRCGP International

The MRCGP[INT] accreditation programme continues to operate partnerships with Kuwait, Cyprus, Dubai, Kosovo, Malta and the entire South Asia region, covering Bangladesh, India, Pakistan and Sri Lanka. Highlights from the past financial year have included:

- Hosting a joint webinar with the WHO, in line with our Memorandum of Understanding, on how primary care can influence governments and politicians. Over 300 participants globally registered for the event to hear panellists from WHO, Australia, Hong Kong and the UK talk about their experiences.
- Developing and delivering two, one-week 'Train the Trainers' workshops in South Africa to support local GP trainers, educators and leaders in January and March 2025. The project was funded through a grant donation from the UK Foreign, Commonwealth and Development Office (UKFCDO) and was managed by the British High Commission in Pretoria. It is envisaged that after the workshops the cohort will cascade down their new skills and competencies across their provinces, widening the reach of the project and upskilling the local workforce.
- Continuing to support a dedicated group of RCGP member volunteers who have been delivering virtual support to Myanmar GPs in the areas of mentoring, clinical audit and quality improvement. The project is funded by the UKFCDO's Myanmar Health Fund and managed by Global Health Partnerships (formerly THET) to help Myanmar build stronger and more resilient health system, and make progress towards universal health coverage.
- Delivering five, one-week training workshops for Kuwaiti examiners, GP trainers and leaders in addition to existing MRCGP[INT] accreditation support.

Online Learning Environment

The Online Learning Environment (OLE) has continued to grow and now has a total of 181,572 registered users – an increase of 12.8% from the previous year.

There are 18 Learning Hubs and over 440 resources including eLearning courses, bite-sized screencasts and podcasts, Essential Knowledge Updates and Challenges, and Hot Topics, which enable members to update and test their knowledge of given topics.

The podcast channel had over 133,835 listens over the past year, averaging 365 per day down from the previous year average of 433 per day.

The RCGP eLearning Team have recently made enhancements to the Essential Knowledge Update (EKU) programme, to ensure that the learning content we offer better meets members' CPD needs, supporting them to deliver better patient care. New resources are now released on a rolling basis rather than three fixed calendar releases each year, meaning that the programme is more responsive. The content covers a wider selection of topics, driven by member input, and the learning modes are being expanded to include a broader range of formats, such as podcasts, short summary 'New Useful Bits', 'what you need to know in ten clicks' modules, blog posts and more.

New editions to the programme have already been released including a new 15-minute module based on the latest NICE Guidance on Asthma, a new blog post on the recent changes to guidance on smoking cessation, and two brand new podcasts.

Programme and Project Management Office

The RCGP was appointed as one of five delivery partners for the NHS England General Practice Improvement Programme (GPIP), commencing delivery for the first time in 2024/25. The RCGP provided on-site tailored quality improvement support to 114 practices across 12 ICB regions between July 2024 and March 2025. Through over 1,500 onsite visits by our team of expert quality improvement facilitators, the College has helped practices implement changes to move towards the model of modern general practice. Some examples of the impact the support has had for practices are:

- Reduced avoidable appointments by an average of 5.1%
- Released over nine hours of clinical time per week
- Released over nine hours of admin time per week
- Reduced call wait times by up to 50%
- Increased online consultation usage by up to 61%
- Decreased abandoned calls by up to 52%

Within the Project Management Office (PMO), we have seen increases in engagement and completion of our many practice accreditation programmes. These programmes are designed to upskill GPs and practice teams to provide tailored support to their patients depending on their own specific needs and circumstances. As of 31 March 2025, over 99% of all PCNs had at least one Veteran Friendly Accredited Practice, with 69% of all practices in England being Veteran Friendly accredited.

The Personalised Care Institute has now trained over 59,000 health and care professionals through its learning hub, around half of which work in general practice multidisciplinary teams. The PCI hosted its first in person conference in February 2025, adding to its annual virtual conference.

Conferences and Events

This year we organised over 750 Member events across the UK, an increase of 32% on 2023/24 member events. Over half were held online and 38% were either hybrid or in-person.

These events consist of a mix of CPD, wellbeing, member, and student engagement, and MRCGP Preparation courses for our GP Trainees. Highlights have included:

All members

- Hosted 11 New Members Ceremonies across the UK. A total of 3,434 tickets were sold for these events, of which over 1,000 were for members, fellows, honorary fellows and award winners.
- The introduction of Iftar events, which were held in London and Manchester in March 2025. Both events sold out and received positive feedback from attendees on social media.
- Made 21 One Day Essentials clinical conferences free to members.

- Launched and delivered a series of free to member webinars on SCA exam preparation for GP registrars and GP trainers.

England

- Held 66 Learn and Connect events across England, with the events providing the opportunity for attendees to combine CPD with elements of wellbeing or networking.

Scotland

- Held the first in-person Scottish GP Registrar and First5 conference 'Discovering the potential of general practice'.
- In North-East Scotland, supported the launch of 'Dr Finlay, I Presume', an exhibition tracing the substantial changes in the provision of remote and rural single-handed general practice over the past 25 years.
- Delivered seven in-person Meet and Connect events across Scotland, which aimed to bring early career GPs together from across the country.

Wales

- Held an all-Wales Cancer Study Day, in conjunction with Velindre Cancer Centre, the specialist oncology facility in Cardiff.
- Delivered three First5 support group meetings across Wales.
- RCGP Wales leadership programme, 'Leaders for the Future', completed its ninth cohort, again producing a group of exceptional leaders who have already become involved with the College.

Northern Ireland

- Held RCGPNI's first in-person Rural Health Conference. This attracted 90 attendees who came together to hear from the Heath Minister and discuss a variety of key issues including teaching and training in rural areas and GP recruitment and retention.
- Delivered the second 'Thriving as a GP' member conference in March and the Women's Health Learning Day in November.

Annual Conference

The 2024 RCGP Annual Conference took place in Liverpool on 3 and 4 October. Over 2,200 delegates attended, up from 1,400 the previous year, 90% of whom said that the conference met their objectives. 40% (2024: 33%) of delegates were GP registrars.

3. Reduce the increasing gap in health inequalities

In the past financial year, the College has continued its work to position itself as a key voice on health inequalities. The RCGP published its 'Breaking the Inverse Care Law in UK General Practice' report, exploring the impact of the social determinants of health on patients and identifying key recommendations that could be actioned in general practice to help reduce health inequalities.

The report, which was based on and incorporated feedback from Council on an approved paper taken to their March 2024 meeting, was formally launched at a stakeholder roundtable event in May. We welcomed key stakeholders across Government, health think tanks, patient organisations and NHS England for a thoughtful discussion of the report's recommendations and how they could be taken forward. This event was accompanied by joint letter calling on the Government to urgently address health inequalities by reforming general practice funding which was covered as an exclusive in The Guardian.

The launch of the report coincided with the UK general election being called at the end of May. RCGP worked to influence the political parties on health inequalities as part of its wider election strategy, which included sharing a briefing outlining the key recommendations from the report with key MPs and relevant Special Advisers. Addressing health inequalities was also one of the seven asks of the next government put forward in the RCGP manifesto, 'Seven Steps to Save General Practice and Safeguard our NHS', which was launched in anticipation of the 2024 general election in late 2023.

The College welcomed the nine measures announced across the three main political parties' manifestos tackling the social determinants of health. We were also pleased to see a significant commitment from the Labour Party that they would tackle the social determinants of health, halving the gap in healthy life expectancy between the richest and poorest regions in England.

Following the election of a new Government in July, the College has sought to build on the success of the nine manifesto commitments on health inequalities and the social determinants of health through its ongoing stakeholder engagement plan. We were pleased to see the new Labour Government establish the mission delivery board they committed to in their manifesto. The board, which is led by senior civil servant Clara Swinson, brings together all government departments with influence over the social determinants of health. The Government has also reiterated its commitment to halve the healthy life expectancy gap.

In addition to the continuing programme of proactive stakeholder meetings, key activity highlights from the past year have included:

- Hosting our own and speaking at sessions on health inequalities at the Labour Party and Liberal Democrat Party conferences in September.
- Highlighting College research on GP Patient ratios in deprived areas of England in the Chair of Council's address to RCGP 2024 Annual Conference and holding a concurrent session as part of the wider conference programme which looked at the GP role in health inequalities reduction and the national policy changes needed to support this.
- Following the College's submission to the Government's consultation on the development of TYP, being invited to contribute to the fourth engagement workstream of the TYP titled 'I am treated in a fair and inclusive way, irrespective of who I am'.
- Submitting a response to the Government's call for evidence ahead of the Autumn Budget that included our key recommendation for tackling health inequalities by reviewing the general practice funding formula so that areas of socioeconomic deprivation receive resources that match patient need.
- Campaigning against the cutting of the Targeted Enhanced Recruitment Scheme that supported recruitment of GP trainees in socioeconomically deprived areas.

RCGP Scotland were pleased to see that the Scottish Government has made eradicating child poverty the first of their four priorities for the current parliamentary year. In September, the College, in collaboration with the Scottish Deep End Group, wrote to the Scottish Cabinet Secretary for Health endorsing the Health Foundation report on tackling the Inverse Care Law. In October, we launched a new RCGP report, titled 'The Scottish GP Workforce and Socioeconomic Health Inequalities'. The report made recommendations to enable general practice to improve health equity and achieved front page coverage in The Herald newspaper. The College has also been working on a joint project with Scottish Health Action on Alcohol Problems (SHAAP) to produce educational materials. These resources will support healthcare professionals working in general practice in conversations around reducing alcohol related harms and reducing stigma.

In Northern Ireland, the eradication of health inequalities continues to be a clear focus of the College's work. Following the commitment from the Northern Irish Health Minister, who has made tackling health inequalities one of the key priorities for their tenure, the RCGP continues to take advantage of any meeting opportunities with Government and Department of Health officials to raise the issue. The College has given its support to the 'Live Better' initiative from the Department of Health (DoH) and Public Health Agency (PHA) which aims to address health inequalities in the most deprived communities of Northern Ireland. As part of this and its wider influencing work, the College arranged a series of visits to practices operating in areas of high socio-economic deprivation for senior civil servants within the PHA.

In conjunction with the PHA and Queens University Belfast, RCGP Northern Ireland hosted a Primary Care Health Inequalities Symposium in March. The event, which featured a keynote speech from the Health Minister, brought together over 90 delegates from practices in areas of high deprivation and senior policy makers within Government to understand the challenges that practices are facing and to explore possible solutions.

Welcoming the commitments from Welsh Government to reduce health inequalities, by ensuring equality of access to the health and social care system to achieve equity of outcomes and to close the gender health gap, RCGP Wales continues to develop the role of Deep End Cymru which supports practices working in the most deprived communities in Wales. The College provides support for Deep End Cymru's events, most notably its advocacy workshop, and was grateful to the Cabinet Secretary for stating his support for the programme in the Senedd chamber.

The College acted as co-chair of the NHS Confederation Wales Health and Wellbeing Alliance health inequality sub-group and signed a joint letter from the Alliance to the Welsh Government in October calling for a cross-departmental approach to tackling health inequality. In anticipation of the 2026 Welsh Parliament election, the RCGP is developing its manifesto asks in consultation with its members. Asks on health inequalities and social determinants of health will feature prominently.

Further to the gap analysis undertaken in 2023/24, the Professional Standards team, in collaboration with the e-Learning team, set out to develop a small number of very specific guidance resources to complement the College's core eLearning offer, which is being updated in accordance with its review schedule.

In the past financial year, three new learning resources have been produced. The 'Reducing Health Inequalities in Primary Care' podcast and the '10 in 10' on reducing health inequalities were launched in May. To compliment the redesign of the format and structure of the e-learning Health Inequalities Hub, new introductory content has also been produced and added to the hub. Views of the Health Inequalities Hub have increased year on year and nearly a third of views are resulting in engagement with the hub's content.

The College is developing further resources which include e-learning modules on cancer detection in black women, in collaboration with Black Women Rising, and on the use of interpretation services. Utilising the expertise amongst the Health Equity Special Interest Group (HESIG), we are also developing the 'Fairer Practice Toolkit'. An external stakeholder workshop was held in February to inform the content of the toolkit, which aims to provide GPs and practices with practical and actionable steps to address health inequalities in their local communities. Further scoping and development are ongoing, and the Professional Standards and e-Learning teams expect the resource to be ready in the next financial year. It is anticipated that these new resources, alongside the scheduled review of existing e-learning resources, will help drive traffic to the Health Inequalities Hub and increase course completions.

Work is ongoing to promote how members can engage with the College's activity on this priority area. Following the creation of the health inequalities area on the Member Forum, there has been steady growth in and engagement from new members. The launch of the advocate programme this past year has helped highlight the work of Special Interest Groups (SIGs), of which HESIG is a part. In turn, the SIGs have been provided with an opportunity to network with each other and to look at possible opportunities for collaboration.

4. Respond to the climate emergency

Sustainability is being further embedded across the organisation and the College continues to support GPs and practices to improve their sustainability and reduce emissions while lobbying governments and decision-makers to deliver change.

Net Zero Hub

The RCGP Net Zero Hub, a key source for learning materials and toolkits to help practices reduce their emissions, continues to draw engagement, with 1,744 hub views and 480 eLearning course completions throughout this financial year. Three new eLearning modules are also in development in relation to: climate change and health equity, nature-based interventions, and plant-based diets.

The Net Zero Consultancy Service delivered tailored carbon reduction plans to three practices that are part of St Thomas' Medical Centre in Exeter. However, due to limited uptake of the peer-to-peer support, alternative options to the service have been explored and we are looking to support Greener Practice's new practical-focused platform.

The RCGP's Green Impact for Health (GIFH) Toolkit & Awards

The GIFH toolkit provides advice and practical steps for practices to improve their sustainability through a series of 125 clinical and non-clinical actions including Prescribing, Food and Drink, Learning, Communications, Travel and Exercise, Energy, Waste and Recycling. It is delivered by Students Organising for Sustainability (SOS-UK) and general practice volunteers, led by Dr Terry Kemple. 1,427 practice teams registered and used the toolkit in 2024, which is an additional 595 practices than in 2023. The toolkit enabled 9,732 sustainable actions to be completed in 2024. Additionally, 232 practice teams received an award which is a 120% increase compared to 2023.

Planetary Health in the RCGP Curriculum

The revised curriculum was approved by GMC and announced to GP registrars and GP Educators in February 2025, six months in advance of the 'go live' date for the updated Curriculum in August 2025. The updated curriculum addresses climate change and environmental factors in greater detail than before, recognising their impact on health in sections like Allergy and Clinical Immunology, as well as in the Population and Planetary Health Topic Guide. A '*Planetary Health and Sustainability in WPBA*' webpage has been created to assist GP registrars and GP Educators, and a '*Super Condensed Curriculum Guide*' has been created to support the Population and Planetary Health Topic Guide. Super condensed guides are intended as a resource for supporting educational conversations in training and as a means of identifying learning needs for professional development.

Faculty Climate and Sustainability Leads

The network of volunteer Climate and Sustainability Faculty Leads offers an invaluable way to spread the message and escalate action about sustainable practice at local, regional and national levels, whilst also supporting the College with our objectives. The network continues to grow with an additional three Faculties now represented in this area than last year, with 25 out of 31 Faculties having leads in post. To facilitate their onboarding, an induction pack has been created, and this complements the new dedicated webpage and series of videos (featuring the Climate Leads) which were created as part of a recruitment drive. The following key activities have taken place:

- Six sustainability-focused events were delivered by English Faculties in 2024/25 with 85 attendees altogether. Severn Faculty has in particular had a focus on sustainability this year, including a Faculty Sustainability and Wellbeing Day, alongside a Learn and Connect event which featured topics on greener practice, lifestyle and respiratory health.
- Three climate-related blogs were shared in 2024/25, with two being Faculty led.
- Represented the College on the UKHACC working group for the 'Building a Climate-Resilient Health System in the UK' report.
- Sustainability prizes have been organised across four Faculties to celebrate practices who have implemented sustainable actions.

Devolved Nations

In Scotland, the College held a discussion event with its Patient Forum in December on health and the environment. Members of the forum shared their reflections on how relevant they feel the environment is to health and general practice, and discussions covered a number of areas including pollution and air quality, the importance of recycling and concerns around waste.

Several of the RCGP Scotland Faculty Climate Leads collaborated on a report for the Scottish Chief Medical Officer (CMO) on sustainable prescribing. The report's findings were included in the CMO's 2024 Realistic Medicine report which was launched in June. In the same month, the College called for stronger targets on air pollution on Clean Air Day, along with the Royal College of Physicians Edinburgh and Royal College of Paediatricians and Child Health Scotland. This campaign received front page coverage in The Herald.

RCGP Wales continues to be a member of Public Health Wales' Greener Primary Care Wales Expert Group. The College produced a paper this past financial year considering the preventive care benefits of planning policy decisions to improve public health in an environmentally sustainable way. The College is working with its members to develop the 2026 Welsh Parliament election manifesto and expects sustainable health to be part of our asks of the next Government.

Working with our local Climate Leads and the wider College network, RCGP Northern Ireland have been utilising regular member communications to promote various environmental health initiatives which they could introduce into their practices. We have also engaged at a local level with the work of the Greener Practice Network.

Policy Influencing Strategy and Green Prescribing

RCGP's first planetary health policy report '*Towards greener prescribing in general practice*' was published in March 2025, exploring the challenges that general practices face in implementing sustainable prescribing practices and outlining actions for how Governments and other bodies across the UK can drive meaningful change to significantly reduce carbon emissions from primary care, whilst simultaneously improving patient outcomes and supporting prevention efforts. The report contains 13 recommendations for policy actions centred around reducing overprescribing and implementing 'realistic medicine and prudent health principles', expanding effective non-medical and nature-based interventions, reducing the environmental impact of prescribing, and supporting general practice to address green prescribing. The report was shared with ICB Sustainability Leads with the aim of supporting with their Green Plan, and a commitment was received from Karin Smyth, Minister of State for Health to work with NHS England to consider the recommendations and findings from the report.

Whilst a formal influencing strategy to target carbon emissions for estates was not developed, due to prioritising the greener prescribing report, a key ask regarding estates was embedded as part of our wider influencing work. When responding to the TYP consultation, we requested the provision of a flexible framework, streamlined processes and adequate ringfenced funding for practices to retrofit and improve energy efficiency. The importance of net zero estates was also referenced within the National Planning Policy Framework consultation. Additionally, for the spending review submission, we expressed the importance for GP premises to become more energy efficient to reduce overall costs to both the patient and environment.

RCGP have supported campaigns such as Clean Air Night which is working to enhance public understanding and action on air pollution. In addition, we have supported MPs in tabling written parliamentary questions on the issue of sustainability, net zero, electronic prescribing and overprescribing. RCGP is a founding member of UKHACC, an organisation which co-ordinates action to mitigate and adapt to climate change and provides leadership to amplify the voices of leading health organisations, representing around a million health professionals. The College is an active member and is represented on the Council and its Executive.

Heat Decarbonisation Plan

Following the development of a Heat Decarbonisation Plan for 30 Euston Square in 2024, five actions are currently being scoped for implementation throughout 2025/26. Please see the section 'Streamlined Energy and Carbon Reporting (SECR)' for a detailed breakdown of RCGP's Scope 1–3 emissions for 2024–25 compared to previous years.

Events

To embed sustainability considerations across the numerous and diverse events that are delivered by the College, the 'greening events' checklist has been shared to both RCGP staff and Advocates. The checklist contains actions on various areas of sustainability, including waste prevention, travel, climate adaptation and catering. Several engagement sessions have been delivered to facilitate implementation of the actions and overcome common barriers.

At the 2024 RCGP Annual Conference the following sustainable considerations were made: providing a plant-based lunch; ensuring merchandise had good sustainable credentials and only ordering the amount needed to prevent waste; the stand was reused and has a three-year life span; having a paperless stand; having the registration online and using an app to provide digital programmes/agenda. Wonderly, our partner in delivering the Annual Conference, used TRACE, an advanced carbon measurement tool that assessed emissions from catering, energy use, attendee travel and supplier logistics for the conference component only. The data is still being compiled and analysed, and future assessments will include all conference components.

Digital

As of May 2025, Website Carbon Calculator rated our homepage as cleaner than 79% of pages tested, with a grade B rating and page emissions of 0.20g CO₂. Another measuring tool called Ecograder gave our home page a C grade with a page weight of 932.98KB, smaller than 76% of pages tested.

Environmental Social Governance

Streamlined Energy and Carbon Reporting (SECR)

RCGP is not required to report under The Companies (Director's Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulation 2018 (the 2018 Regulations). However, the college chooses to generate this report on a voluntary basis and has aligned itself with the minimum reporting requirements.

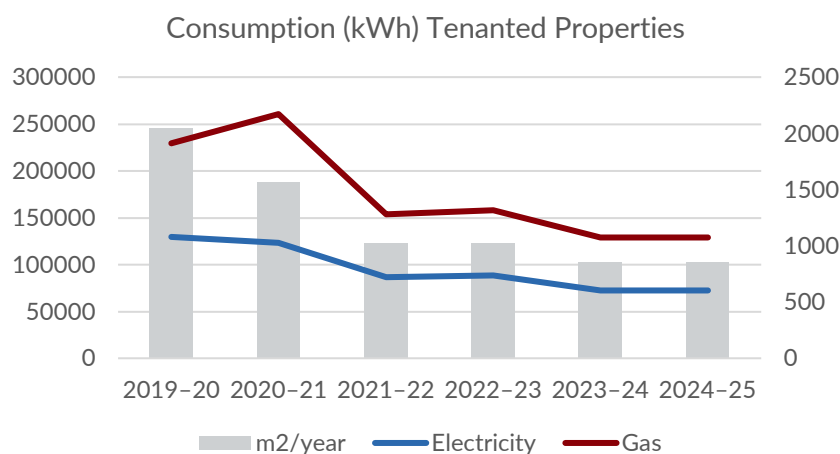
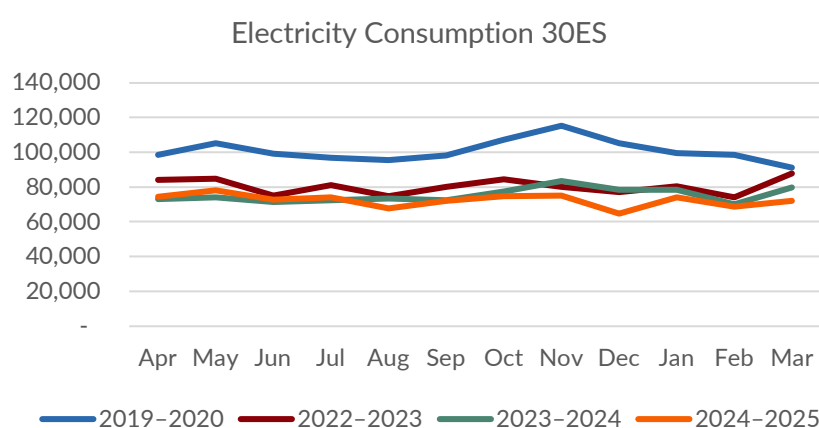
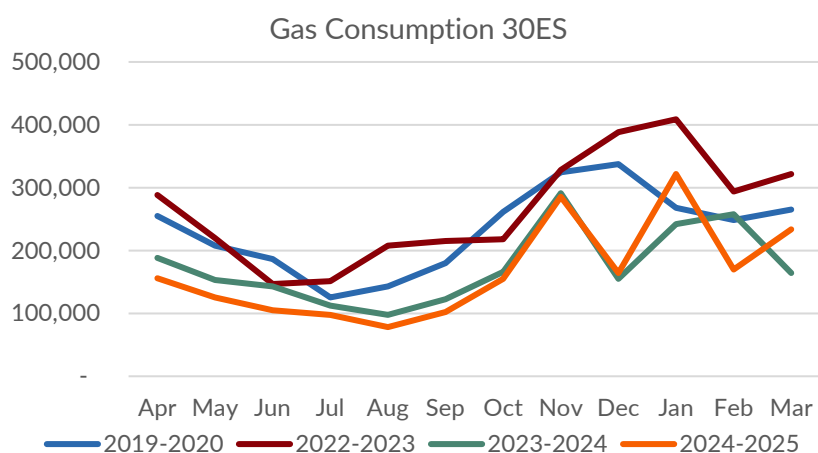
Greenhouse gas emissions and energy consumption data are shown in the table below, comparing the current reporting year (2024/25) with the previous year and the baseline year (2019/20):

UK Greenhouse gas emissions and energy use data for the period 1 April 2023 to 31 March 2024	Current reporting year 2024/25	Comparison reporting year 2023/2024	Baseline Year 2019/2020
Scope 1 Direct GHG emissions			
Gas combustion /tCO ₂ e	388.79	406.85	557.39
F-Gas losses	0	63.83	0
Scope 2 Energy indirect emissions			
Purchased electricity /tCO ₂ e (location-based)	193.01	202.26	342.07
Purchased electricity /tCO ₂ e (market-based)	10.86	10.86	–
Total gross Scope 1 & Scope 2 emissions /tCO ₂ e (location-based)	581.80	672.95	899.46
Total gross Scope 1 & Scope 2 emissions /tCO ₂ e (market-based)	399.65	481.54	899.46
Energy consumption used to calculate above emissions /kWh	3,066,986.36	3,200,884.95	4,372,699.24
Scope 3 Other indirect emissions			
Business travel – rental cars or employee-owned vehicles	45.44	11.09	18.68

UK Greenhouse gas emissions and energy use data for the period 1 April 2023 to 31 March 2024	Current reporting year 2024/25	Comparison reporting year 2023/2024	Baseline Year 2019/2020
Scope 3 Other indirect emissions (optional reporting)			
Business travel – flights	77.66	86.40	681.25
Business travel – train	19.88	18.56	94.57
Hotels	8.48	7.20	18.10
Homeworking	103.66	88.68	–
Total Scope 1, 2 & 3 emissions (location-based)	836.90	860.59	1728.99
Total Scope 1, 2 & 3 emissions (market-based)	654.76	669.19	1728.99
Intensity ratio tCO₂e (gross Scope 1 + 2)/FTE	2.01	2.69	3.81
Water			
Water (supplied) / m ²	10,492.14	10,357.38	16,094.02
Waste			
Recycled / tonnes	32.04	23.82	–
Incinerated with energy recovery / tonnes	34.97	31.15	–
Food waste – anaerobic digester / tonnes	32.04	27.01	–

During the reporting year of 2024/25, RCGP saw a reduction in Scope 1 emissions, which includes gas consumption for both the London headquarters and other tenanted properties across the country. Emissions from gas consumption decreased by a further 4% compared to the previous year (2023–24), and 30% overall compared to baseline (2019–20).

Scope 2 emissions also reduced. Purchased electricity for both the London headquarters and other tenanted properties decreased by 4% compared to 2023–24, and 40% compared to baseline (2019–20). During the last financial year, LED lighting replacements were made to the 1st floor office space in 30 Euston Square. Five further actions are currently being scoped for implementation throughout 2025/26. This includes: HVAC setpoint adjustments, flow temperature optimisation, and pipework insulation.



Scope 3 emissions include emissions that are a consequence of RCGP's actions, where the source is not owned or controlled. RCGP have been collecting data for emissions generated from business flights, train journeys, hotel stays, waste and home working.

RCGP remains within target to achieve a 75% reduction in emissions from short haul flights on College business by 2026, alongside a 50% reduction in carbon emissions arising from non-air travel compared to the baseline year of 2019-20. In 2024-25:

- The total emissions from all flights have dropped by 10% compared to 2023-24 and remain lower than the baseline year (2019/20) by 89%.

- Emissions from trains were 79% lower than the baseline year.
- Emissions from business hotel stays have decreased by 53% since the baseline year.

With a new travel booking provider, RCGPs sustainable travel policy is clearly displayed on the platform to facilitate greener travel options for staff.

Business car mileage has increased by 143% compared to the baseline year. The significant increase in car mileage can be attributed to the NHS England's General Practice Improvement Programme (GPIP). As a delivery partner, the RCGP provided hands-on support via our expert pool of quality improvement facilitators to help moves practices towards the Modern General Practice model. Over the last 12 months, we have supported 114 practices across England, through weekly on-site visits, enabling tangible improvements in patient access and operational efficiency. Thus, supporting both our strategic priority to relieve pressure on the general practice workforce and our charitable objective to encourage, foster and maintain the highest possible standards in general medical practice. The allocation of practices that we support is determined by NHS England, which could be anywhere across England. We seek to match our closest quality improvement facilitators with practices local to them, however on some occasions we may need to allocate work to facilitators who need to travel long distances. We promote public transport as our preferred option for travel, where the available options allow the facilitator to arrive at their practice in time for their on-site visit.

All waste thrown away at 30 Euston Square remains within the UK and 0% goes to landfill. General waste gets incinerated, generating energy to feed into the national grid, and food waste goes to either a composting or anaerobic digestion facility. A lunch and learn session was delivered to colleagues to raise awareness about ways to recycle better and prevent waste, and additional recycling bin placements have been made. Compared to 2023/24 (considering the fact that waste tonnage data was only collected from June 2023), on an average monthly basis the tonnage of residual waste (incinerated) has reduced by 7% and recycling (including cardboard, plastic, paper) has increased by 12%, demonstrating positive efforts to waste less and recycle better.

All water used in properties occupied by RCGP come from the mains. Water usage has remained consistent compared to the previous year. Water usage at 30 Euston Square, the main office for RCGP, reflects office use as well as hotel occupancy use and occupancy of the building for events.

Methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines and have also used the GHG Reporting Protocol – Corporate Standard. We have utilised the 2024 UK Government's GHG Conversion Factors for Company Reporting.

Energy consumption data for 30 Euston Square is obtained from utilities invoices and monthly meter readings. RCGP 30 Euston Square site purchases Renewable Energy Guarantees of Origin (REGOs) through EDF's 'Renewable for Business 100%' tariff. This is presented in this report using a "market-based" reporting approach, alongside the "location-based" reporting approach. Since not all the rented properties receive utility bills, the total consumption is calculated using the CIBSE Guide F benchmark for offices (85kWh/m²).

Water consumption data is obtained from monthly manual meter readings. Since not all rented properties receive utility bills, the total water consumption has been calculated using CIRIA Water KPIs and benchmarks for offices and hotels (0.6m³ per m²).

Employee business travel by car is calculated from the mileage claims system for an average car with unknown fuel type. Data regarding employee business travel via air, train, and also hotel stays, are gathered from the travel management system. Homeworking is estimated using full-time equivalent working hours at home multiplied by the conversion factor.

Waste tonnage data is provided by the waste contractor. Please note that the data calculated for the year 2023–2024 only begins from June 2023 which is when the contractor started.

Equality, Diversity and Inclusion

The EDI Steering Group has conducted a review of our progress against the EDI Plan 2023–2026. Stakeholders collectively pulled together updates from each workstream for both our members and colleagues on developments college wide. It is pleasing to see that we are on target with lots of work happening to support the delivery of the plan, highlighting significant developments in EDI across the college since the last reporting period.

A summary of key updates from across the college was shared with the newly established EDI Advisory Group before being disseminated more widely.

The Advisory Group was introduced in December 2024 and is chaired by the Chief Executive Officer and the Chair of Council. Meetings are held quarterly.

This is a member and employee-led group that takes an integrated, proactive approach to monitoring, challenging, influencing, and supporting positive changes in the college's culture concerning EDI. The group consists of representatives from various departments across the college, who provide feedback and inform the Steering Group. These individuals were selected by their managers.

EDI Plan 2023–2026 – Objective 1: Tackling discrimination

In line with the EDI Plan and to meet our obligations under the duty to prevent sexual harassment, which became law in October 2024, we published a risk assessment outlining the preventive measures against sexual harassment at work. Training on this topic for all Executive Directors, Assistant Directors, and Heads of Department began in April 2025, with e-learning resources to be made available to all staff in Spring 2025. An anonymous reporting system will also be introduced for the reporting of harassment, discrimination and bullying. Internal communications will raise awareness about workplace discrimination and associated procedures.

We continue to engage with key stakeholders and represent GPs in the media on key issues relating to GP discrimination, continuing to raise concerns about the current inspection regimes for general practice and to call for action to ensure regulators such as the CQC are implementing regulation fairly and proportionately.

An Equality Impact Assessment Policy and template have been drafted and as part of the roll-out, we plan to provide a toolkit, support sessions, and future training as part of an updated EDI learning program, aiming for a launch in Summer 2025. This will help us to consider equality in everything we do to create a more inclusive environment for both our members and colleagues.

EDI Plan 2023–2026 – Objective 2: Leadership and continuous learning

We continue to encourage diverse representation across the College and promote a culture of ongoing learning, development, and growth. Clearer application packs and informal opportunities are being offered to discuss roles before application deadlines close. There is more transparency on roles and processes on the RCGP website and in the election packs.

We are developing a Health Inequalities toolkit that can be rolled out to practices in the future.

RCGP NI have recruited new EDI and IMG Leads and held an IMG welcome evening in November 2024 and run two Active Bystander Training sessions. We currently have 14 IMG representatives across English Faculties and 3 out of the 5 Scottish Faculties have appointed an IMG lead. Additionally, all Welsh Faculties have appointed EDI leads.

The biannual IMG induction is now a staple in our events calendar. The event consistently scores over 9/10 in delegate feedback and has been sold out on each occasion.

We are meeting with training providers with a view to offering a range of training programmes to raise understanding and awareness of EDI for colleagues.

We have made significant improvements to our recruitment process to enhance equity. By adopting an anonymised recruitment model, candidates will submit applications with personal data concealed to promote fairness and reduce bias, aligning with our EDI Plan.

EDI Plan 2023–2026 – Objective 3: Transparency and information sharing

The conversation has started on how we can efficiently collate and analyse EDI data for members, clinical contractors and examiners, displaying transparency with our members about what their data is used for. Demographic data will be published following the completion of the annual Member Data report in June.

Member EDI Events have facilitated communication between members and the college, providing a platform for sharing ideas and input on EDI developments, helping to shape the EDI Plan and driving positive change.

Our Spring 2025 employee survey included questions around harassment and discrimination as well as the opportunity to gather demographic data to build a picture of experiences across our workforce.

In November 2024, we launched a new disability and neurodivergence disclosure screen in the HR system, Cascade. The update allows colleagues to describe if they need any specific support at work and includes new fields for employees to disclose if they are neurodivergent. Since this update, the disclosure rates for disability have increased to 100%.

It is pleasing to report that there has been an overall increase in completed colleague disclosure rates, achieving our target as detailed in the EDI action plan of at least an 80% disclosure rate.

EDI Plan 2023–2026 – Objective 4: Awareness and understanding

The EDI Plan highlights our aim to achieve 55% member agreement with the statement, “I feel the RCGP is an inclusive environment, where there is respect for diversity and individual differences.” The 2024/25 Member Survey showed 58% of members agreed with this inclusive environment statement.

The introduction of a college-wide events planner and EDI awareness calendar will help to identify awareness initiatives to mark, provide clarity, and prevent calendar conflicts going forward.

RCGP partnered with the Muslim Women’s Network to celebrate Muslim Heritage Month in March at 30 Euston Square. The event was very well received, with feedback indicating that it demonstrated the college’s intention to be truly inclusive and supportive of GPs from a Muslim faith background.

The EDI Faculty Leads meetings were reintroduced in December 2024, serving as an important platform for sharing updates on EDI initiatives. These meetings enable us to exchange effective practices and discuss feedback among our members. Through these discussions, we can identify and highlight key themes and trends within the member community, enhancing our efforts to create a more inclusive environment.

Internal communications with EDI at the centre have evolved, with various initiatives aimed at raising awareness. Activities such as Colleague Panel sessions for LGBTQ+ History Month, Black History Month, Men’s Health Awareness Month, and Neurodiversity Celebration Week have fostered discussions among colleagues and increased understanding. Additionally, online portals have been established to share resources and facilitate conversation, including for International Women’s Day.

The new Diversity Champions Network (DCN) was launched in February 2025 and provides an internal forum for people from across the College to share their ideas on how the College can be more inclusive. A delivery group that will be a hands-on, visible resource group that will meet monthly from May 2025. Champions will be a visible and supportive point of contact, initiating and encouraging EDI activity, and raising awareness for and ‘championing’ EDI.

The Diversity Champion Roadmap includes plans to introduce EDI communities as a safe space for individuals to share lived experiences and put forward ideas for the College to consider, as well as acting as a consultation forum for EDI-related employment policy and practice. Our EDI Communities will be built by colleagues, for colleagues, a collective community encouraging people to bring their authentic selves to work. We are working to launch these later this year.

Champion training is scheduled for June 2025 and will include Active Bystander and Authentic Allyship sessions, as well as a session in July focusing on Neurodiversity insights and awareness.

The college has made considerable progress since the previous report; however, we recognise that further development is essential. Our comprehensive EDI Plan, along with the introduction of new initiatives designed to promote engagement, will help the college achieve our equity, diversity, and inclusion goals.

Gender Pay Gap

We collected our gender pay data on the snapshot date of 5 April 2024. The data shows a median gender pay gap of 25.7%, and a mean gender pay gap of 24.1%. Our mean bonus gender pay gap is 3.8% and median bonus gender pay gap is 0%.

The median gender pay gap for the whole economy (according to the October 2024 ONS ASHE figures) is 13.1%. The College's median figure is higher than the national average by 12.6%.

Living Wage Employer

We ensure that all of our suppliers that have staff working on our sites are contractually obligated to pay, as a minimum, the national living wage, and, in London, the London Living Wage.

Modern Slavery Statement

We have published our statement which includes information of our work on safeguarding.

Our Governance

This Governance Statement sets out the governance, risk management and internal control arrangements for the Royal College of General Practitioners. It applies to the financial year 1 April 2024 to 31 March 2025 and includes key areas of best practice as identified in the Charity Governance Code 2020.

The Constitution of the College

The Royal College of General Practitioners was founded in 1952 and granted a Royal Charter in 1972. It is a Chartered Corporation and a registered charity, administered in accordance with its Royal Charter, Ordinances and Byelaws.

The Charter, Ordinances and Byelaws of the College are the governing instruments of the College, and the Trustees are responsible for ensuring that the administration of the College is in accordance with those instruments as well as the College's charitable objectives.

Governance structure

RCGP Trustee Board

The Trustee Board is responsible for the management and administration of the College and its status as a charity. It met five times in the 2024–2025 year.

The Trustee Board Chair and the four Member Trustees are elected by Council via ballot. The remaining three Member Trustees are Council Officers appointed *ex officio* to the Trustee Board following election by Council and comprised the Chair of Council, the Vice Chair Finance and Member Value and the Honorary Secretary.

The four Independent Trustees are sought through open public advertisement, short listing and interview by a panel appointed by a panel of the Nominations Committee. Their appointment is based on their expertise and experience and is approved by Trustee Board based on the recommendation of the Nominations Committee, and ratified by resolution of Council.

To ensure proper communication and accountability, the Chair of the Audit and Risk Committee, who is an independent, subject matter expert, also attends the Trustee Board as an observer.

The Chief Executive Officer and Executive Directors also attend the Trustee Board as observers.

RCGP Council

Council is responsible for shaping College strategic policy for the GP profession, general practice and professional standards and development. It meets four times a year.

The RCGP has been unique amongst the medical Royal Colleges in having both a President and a Chair of Council. In this model, the Chair of Council is the lead Officer and has responsibility for representing the RCGP at the highest levels with government and other national bodies. They are elected by Council via ballot and serve a single three-year term of office.

The President is a ceremonial figurehead. They are an ex-officio member of Council with voting rights. The President is an elected position by ballot of the whole membership and serves a single two-year term.

Once approved by the Privy Council this model will change, and the Chair of Council will be retitled RCGP President and continue to be elected by Council. The current President role will be retitled Provost. The required changes to RCGP's governing documents have been submitted to the Privy Council.

There are four additional Officers of Council elected by Council via ballot. RCGP Council comprises Officers, Chairs of the Devolved Nation Councils, 18 nationally elected representatives, representatives of the 32 RCGP Faculties and Chairs of College Networks.

Council has several standing observers as detailed further below who may speak at Council but do not have voting rights.

Executive Management Team

The Executive Management Team (EMT) has responsibility for the operational management of College. It comprises the Chief Executive Officer and four Executive Directors. During the current year, two interim Executive Directors were appointed pending recruitment of a new Executive Director for Corporate Services who took up post 24 February 2025. The EMT meets weekly throughout the year.

Officer and Executive Group

Each month Council Officers, Devolved Council Chairs and the Executive Management Team meet to co-ordinate the operational delivery of College's strategic priorities.

Our People

Trustee Board

Trustee Board held four scheduled and one additional meeting during the year. The below table shows the number of meetings attended by each Trustee.

Prof Mike Holmes FRCGP	Chair of Trustees	5 out of 5
Professor Kamila Hawthorne MBE FRCGP	Chair of Council (<i>ex officio</i> Trustee)	5 out of 5
Dr Steve Mowle MBE FRCGP (until 30 November 2024)	Honorary Treasurer (<i>ex officio</i> Trustee)	3 out of 3
Dr Michael Mulholland FRGCP	Honorary Secretary (<i>ex officio</i> Trustee)	4 out of 5
Maria Coulson	Independent Trustee	5 out of 5

Chris Lake	Independent Trustee <i>Senior Independent Trustee</i>	5 out of 5
Vicky Sandry	Independent Trustee	5 out of 5
Ian Wilson	Independent Trustee	4 out of 5
Dr Waqar Ahmed MRCGP	Member Trustee	5 out of 5
Dr Thomas Patel Campbell FRCGP	Member Trustee (until 30 November 2024) Vice Chair Finance and Member Value (<i>ex officio</i> Trustee) (from 30 November 2024)	5 out of 5
Dr Sonali Kinra MRCGP	Member Trustee	5 out of 5
Dr Onyinye Okonkwo FRCGP (from 30 November 2024)	Member Trustee	2 out of 2
Dr Imran Rafi FRCGP (until 30 November 2024)	Member Trustee	3 out of 3
Dr Heather Ryan FRCGP (from 30 November 2024)	Member Trustee	2 out of 2

Council Officers

Council met four times during the year. The attendance of Officers is shown below.

Chair	Professor Kamila Hawthorne MBE FRCGP	4 out of 4
President	Dr Richard Vautrey FRCGP	4 out of 4
Vice-Chair (External Affairs)	Dr Victoria Tzortziou-Brown OBE FRCGP	4 out of 4
Vice-Chair (Professional Standards, Training and Development)	Dr Margaret Ikpoh FRCGP	4 out of 4
Honorary Secretary	Dr Michael Mulholland FRCGP	4 out of 4
Honorary Treasurer	Dr Steve Mowle MBE FRCGP (until 30 November 2024)	2 out of 2
Vice Chair Member Value	Dr Thomas Patel Campbell FRCGP (from 30 November 2024)	2 out of 2

Chairs of Devolved Nation Councils

Chair of RCGP Northern Ireland	Dr Ursula Mason FRCGP	4 out of 4
Chair of RCGP Scotland	Dr Chris Provan FRCGP	4 out of 4
Chair of RCGP Wales	Dr Rowena Christmas FRCGP	4 out of 4

*Council Members**Nationally elected members*

Dr Aaliya Goyal MRCP (from 19 November 2022)

Professor Aneez Esmail MRCP (from 11 November 2023)

Dr Azza Elghonaimy MRCP (from 11 November 2023)

Dr Carter Singh MBE FRCP (from 19 November 2022)

Dr Chaand Nagpaul CBE FRCP (from 19 November 2023)

Dr Emma Wong MRCP (from 11 November 2023)

Dr Gail Allsopp FRCP (from 19 November 2022)

Dr Heather Ryan FRCP (until 30 November 2024)

Professor Joanne Reeve FRCP (until 30 November 2024)

Dr Kirsty Alexander MRCP

Dr Maisun Elftise MRCP (from 30 November 2024)

Dr Margaret McCartney MRCP (from 30 November 2024)

Dr Nicholas Brown FRCP (from 8 March 2024)

Dr Robert Laurens MRCP (from 30 November 2024)

Sir Sam Everington OBE MRCP (from 19 November 2022)

Dr Selvaseelan Selvarajah MRCP (from 11 November 2023)

Dr Stuart Blake MRCP (from 8 March 2024)

Dr Susi Caesar FRCP

Dr Tajvinder Grewal MRCP (Until 30 November 2024)

Dr Uwadiae Ima-Edomwonyi FRCP

Faculty Representatives

Dr Frances Cranfield FRCP	Bedford & Hertfordshire
Dr Dornubari Lebari MRCP (until November 2024)	Cumbria
Dr Ebele Dunkwu MRCP (from November 2024)	
Dr Serge Engamba FRCP	East Anglia
Dr Munro Stewart MRCP	East of Scotland
Dr Sunil Gupta FRCP (until May 2024)	Essex
Dr Babefemi Salako FRCP (from May 2024)	

Dr Thomas Patel-Campbell FRCGP (until March 2024)	Humber and the Ridings
Dr Laura Douglas MRCGP (from March 2024)	
Dr Saqib Anwar FRCGP	Leicester
Dr Jonathan Griffiths FRCGP	Mersey
Dr Jamie Hynes FRCGP	Midland
Dr Aysha Naz MRCGP (from March 2025)	<i>(with additional member >5%)</i>
Dr Andrew Dharman FRCGP	North & West London
Dr Sam Bethapudi FRCGP (until November 2023)	North East England
Dr Lily Lamb FRCGP	
Dr Janakan Crofton MRCGP (until November 2024)	North East London
Dr Anwar Khan FRCGP (from November 2024)	
Dr Margaret Denison FRCGP (until March 2025)	North East Scotland
Dr Douglas Naismith MRCGP (from March 2025)	
Dr Chris Williams MRCGP	North of Scotland
Dr Sioned Enlli FRCGP	North Wales
Dr Jane Wilcock FRCGP (until September 2024)	North West England
Dr Ben Addlestone MRCGP (from September 2024)	
<i>Dr Robert West MRCGP (until September 2024)</i>	<i>(with additional member >5%)</i>
Dr Bushra Kamal MRCGP (from September 2024)	
Dr Waqar Ahmed MRCGP	Northern Ireland
Dr Ide Delargy FRCGP	RoI
Dr Jill Wilson FRCGP	Severn
Dr Sian Tucker MRCGP	South East Scotland
Dr Kate Neden FRCGP	South East Thames
Dr Isolde Shore-Nye MRCGP	South East Wales
Dr Yasmin Rahman MRCGP	South London
Dr Jaspreet Dhillon FRCGP	South West Thames
Dr Will Mackintosh FRCGP	South West Wales
Dr Janet Hall FRCGP (until September 2024)	South Yorkshire and North Trent
Dr Mohana Ratnapalan MRCGP (from September 2024)	
Dr Nick Hodges FRCGP	Tamar
Dr Shamila Wanninayake MRCGP	Thames Valley

Dr Anjla Sharman FRCGP	Vale of Trent
Dr Johnny Lyon Maris FRCGP	Wessex
Dr Mary Anne Burrow FRCGP	West of Scotland
Professor Vijay Kumar MRCGP	Yorkshire

Additional members

Chair – Trustee Board	Prof Mike Holmes FRCGP
Council Trustee (Byelaw 33 (6) member)	Dr Sonali Kinra MRCGP Dr Waqar Ahmed MRCGP Dr Imran Rafi FRCGP (until November 2024) Dr Thomas Patel-Campbell FRCGP (until November 2024) Dr Heather Ryan FRCGP (from November 2024) Dr Onyinye Okonkwo FRCGP (from November 2024)
Chair – Committee on Medical Ethics (Byelaw 40 member)	Dr John Spicer FRCGP
Chair – Associates in Training Network (Renamed GP Registrar Network from September 2024)	Dr Akram Hussain (Until November 2024) Dr Akram Hussain and Dr Deepthi Lavu (co-chairs from November 2024)
Deputy Chair – Associates in Training Network (Renamed GP Registrar Network from September 2024)	Dr Maryanna Tavener (until November 2024) Dr Tom France (from November 2024)
Chair – First 5 Network	Dr Toyosi Adeniji
Council Observers	
Mrs Jenny Aston	Allied Health Professionals representative
Dr Duncan Shrewsbury MRCGP and Dr Rupert Payne MRCGP	Society for Academic Primary Care (SAPC)
Professor Rich Withnall FRCGP	RCGP Chief Examiner
Dr Paul Evans (from November 2023) Dr Venothan Suri MRCGP (until November 2024) Dr Gerard McHale MRCGP (from November 2024)	British Medical Association General Practitioners Committee (BMA GPC)
Dr Chandra Kanneganti MRCGP Dr Sanjiv Sinha MRCGP	British International Doctors Association (BIDA) representative (Job Share)

Dr Euan Lawson FRCGP	Editor of the British Journal of General Practice (BJGP)
Dr Fiona Sellens	Committee of General Practice Education Directors (COGPED) representative
Surgeon Captain Dr Kate King FRCGP	Joint Armed Forces representative
Owen Richards (until November 2024)	RCGP PCPG Chair
Brenda Allan (from November 2024)	

Executive Management Team

Chief Executive Officer	Chris Askew OBE
Executive Director of Policy and Engagement (until 1 October 2024)	Mark Thomas
Executive Director Policy and Communications (from 1 October 2024)	
Executive Director of Professional Training and Standards (until 1 October 2024)	Fiona Erasmus
Executive Director Education (from 1 October 2024)	
Executive Director Corporate Services (from 24 February 2025)	Calum Mercer
Executive Director Membership Development and Education (until 1 October 2024)	Ben Clacy
Executive Director Membership Development (from 1 October 2024)	
Interim Executive Director, People & Organisational Development	Sharon Jager (until 20 August 2024)
Interim Executive Director – Finance, IT, Digital, Property & Sustainability	Dr Paul Clements (until 21 February 2025)

Trustee Board

Attendance

When Trustees were not able to attend meetings, they received and reviewed the relevant meeting papers. Where they had comments or concerns on the matters to be discussed, they provided these to the Chair of Trustees or the governance team in advance of the meeting. The Chair of Trustees engaged with Trustees between Board meetings to discuss business and strategic issues. Trustees meet, without the Executive Directors being present, at the end of every scheduled Board meeting. Comprehensive Board and Committee papers, comprising an agenda and formal reports and briefing papers are sent to Trustees in advance of each meeting. Trustees are also updated with written and verbal reports, from senior executives and external advisers during the meeting.

Matters considered

Each of the scheduled meetings includes a wide-ranging management report from the Chief Executive Officer and reports from the Assistant Director Finance on the College's financial performance. Reports from the Committees and updates on major projects were also provided at each Board meeting.

Conflicts of interest

The College has a Conflicts of Interests Policy, published through the website, which all Trustees and members of Trustee Board committees, must adhere to. Trustees' Conflicts of Interests Forms are published online via the College website. The College has processes to manage and/or mitigate any actual or potential conflicts of interests.

Trustee Board Committees

There are five committees with specific responsibility to the Trustee Board to support the collective decision making on the management and administration of the College.

Audit and Risk Committee

Purpose: Responsible for ensuring that there is a framework for financial and risk accountability, for examining and reviewing all systems and methods of control, both financial and otherwise, including risk analysis and risk management. The committee ensures the College is complying with all aspects of the law (including compliance with data protection and equality legislation), relevant accounting and other regulations, and good practice.

Activity: Met four times in 2024–2025.

Nick Whitaker (from 14 March 2025)	Chair of Audit and Risk Committee (Chair)	1 out of 1
Prof Maureen Baker CBE FRCGP (Until 1 February 2025)	Chair of Audit and Risk Committee (Chair)	3 out of 3
Dr Waqar Ahmed MRCGP	Member Trustee	4 out of 4
Dr Ken Lawton FRCGP (until 1 October 2025)	College Member	1 out of 2
Clifton Melvin	Independent Member	4 out of 4
Dr Sahadev Swain FRCGP (Until 31 December 2025)	College Member	1 out of 3
Ian Wilson (Until 14 March 2025)	Independent Trustee	3 out of 3
Stephen Wilcox (from 14 March 2025)	Independent Member	1 out of 1
Dr Philip Xiu MRCGP	College Member	2 out of 2

The Audit and Risk Committee assists the Board in overseeing and monitoring financial reporting, internal controls systems and risk management systems.

The committee reviews and scrutinises the Strategic Risk Register before submission to Trustee Board; maintains a programme of internal audits; conducts deep dives into specific risks identified through the Strategic Risk Register; receives reports from the Health and Safety Committee; receives reports on any legal issues and risks; and reviews the Annual Report and Accounts and auditors' report before submission to Trustee Board for approval.

The College commissioned RSM to work on revising the risk management strategy policy and framework in light of the approval of the new Corporate Plan by the Board. This will be implemented for the start of the 2025–2026 financial year.

RSM provide internal audit services on behalf of the college, and the committee approves an internal audit plan, receives internal audit reports, and monitors implementation of agreed management actions that follow from audits.

During year, the committee received five internal audit reports – 30 Euston Square; Data Management and Governance; Critical Incident Management (advisory); Faculty Governance; and a follow up audit on progress on implementing agreed actions.

Crowe UK LLP is the College's external auditors, and the committee agreed in 2024 to continue with Crowe LLP with a new audit partner.

The Committee approved the 2024–2025 external audit plan, the methodology used, the scope of the audit, the risks, and areas of focus as well as the materiality threshold for the Group and the threshold for reporting unadjusted differences.

Based on all evidence presented, the Committee satisfied itself that the external audit has been conducted independently and effectively with the appropriate rigour and level of testing.

Planning and Resources Committee

Purpose: Oversees the financial and resource management of the College, including budget planning and monitoring, investment decisions, HR, IT and digital, and property management.

Activity: Met four times in 2024/2025.

Dr Steve Mowle MBE FRCGP	Honorary Treasurer (<i>Chair</i>)	2 out of 2
Ian Wilson	Independent Trustee (<i>Chair</i>)	2 out of 2
Dr Sonali Kinra MRCGP	Council Trustee	4 out of 4
Chris Lake	Senior Independent Trustee	4 out of 4
Marc Leppard	Independent Member	4 out of 4
Michael Patton	Independent Member	4 out of 4
Dr Onyinye Okonowo	Council Trustee	2 out of 2
Dr Yvonne Umebuani MRCGP	College Member	4 out of 4

The Trustee Board established an Oversight Group to advise on ensuring the charity achieves best value for members from management of 30 Euston Square as a Charity asset. The group reports to the Planning and Resources Committee.

Remuneration Committee

Purpose: Approves the Executive Pay Policy and ensures remuneration arrangements are made in line with this; considers remuneration and related matters for those clinicians employed by the College; and considers remuneration and related matters for College Officers.

Activity: Met twice in 2024–2025.

Alan Wells, OBE	Independent Chair of Remuneration Committee (Chair)	2 out of 2
Chris Lake	Senior Independent Trustee	2 out of 2
Professor Mike Holmes FRCGP	Chair of Trustee Board	2 out of 2
Prof Johnny Lyon-Maris FRCGP	Council Member	2 out of 2
Dr Steve Mowle FRCGP (until 30 November 2024)	Honorary Treasurer	1 out of 1
Dr Thomas Patel Campbell FRCGP (from 30 November 2024)	Vice Chair Finance and Member Value	1 out of 1
Rupert Terry	Independent Member	2 out of 2

During the year, the committee met twice to agree remuneration or payment arrangements for executive staff, clinical staff, Officers and clinicians receiving a sessional rate.

The committee commissioned an external consultant, Reward Connected; to carry out a market pay review for all members of their Executive Team (ET) in order to ascertain whether their current levels of reward are competitive when compared to the market within which they operate. This formed part of the discussions on establishing the senior pay award for 2024.

Remuneration Committee also received a report from a Trustee Board established Short Life Working Group on Officer Remuneration, which followed a Council motion calling for fairness and equity in Officer remuneration. The work resulted in a establishing a set annual allowance for Officer remuneration.

Governance Committee

Purpose: Responsible for monitoring and developing the governance of the College (including its committees, and the Companies and any other bodies controlled by it) and to provide oversight and guidance on governance policies and matters.

Activity: Met four times in 2024/2025.

Dr Michael Mulholland FRCGP	Honorary Secretary (Chair)	4 out of 4
Elizabeth Blease	Independent Member	4 out of 4
Dr Oluwaseun Babalola	Council Member	1 out of 1
Prof Martyn Hewett FRCGP	College Member	4 out of 4
Dr David Mummary MRCGP	College Member	3 out of 4
Dr Kate Neden FRCGP	College Member	3 out of 4
Dr Heather Ryan	Council Trustee	2 out of 2
Vicky Sandry (from 18 November 2023)	Independent Trustee	4 out of 4
Claire Sunderland Hay	Independent Member	3 out of 4

The focus of the Governance Committee over the past year has been oversight of the Governance Review and to make recommendations for governance reform to Trustee Board. The Committee has also reviewed a number of Governance policies including the Declaration of Interest and Safeguarding policies.

Nominations Committee

Purpose: The committee leads the process for, and makes recommendations to Trustee Board, for all appointed positions to Trustee Board and the Board committees using rigorous and transparent procedures; reviews skills of the Board and Committees to ensure their combined skills meet the needs and support the long-term strategic objectives of the business; and oversees a diverse succession pipeline

Activity: Met four times in 2024/2025.

Maria Coulson	Independent Trustee (Chair)	4 out of 4
Lisa Charles Jones	Independent Member	4 out of 4
Lisa Condrón	Independent Member	4 out of 4
Dr Sonali Kinra MRCGP (until 1 January 2025)	Member Trustee	3 out of 3
Dr Waqar Ahmed MRCGP (from 24 February 2025)	Member Trustee	0 out of 0
Dr David Shackles MRCGP	College Member	4 out of 4

Key Activities 2024

Appointments

Nominations Committee ensures that all College appointments use open advertising and/or the services of external advisers to facilitate the search; consider candidates from a wide range of backgrounds; and consider candidates on merit and against objective criteria, having due regard to the benefits of the Trustee Board and committee having an appropriate balance of skills, knowledge, experience and cognitive and diversity in its widest sense, and taking care that appointees have enough time available to devote to the position.

The committee undertook recruitment for a number of independent Board and committee roles, which were advised via Nurole, an external agency specialising in recruiting Trustees and NEDs in the charity and membership body sector:

- Nick Whitaker, Chair of Audit and Risk Committee
- Stephen Wilcox, Independent Member of Audit and Risk Committee
- Rupert Terry, Independent Member of Remuneration Committee

Reviewed and recommended two current Independent Trustees – Ian Wilson and Chris Lake – for reappointment for a second, three-year term of office. Approved by the Trustee Board and ratified by Council.

Appointed college members to Board committee roles via internal recruitment among the College membership:

- Dr David Shackles, College Member of Nominations Committee
- Dr Philip Xiu, College Member of Audit and Risk Committee
- Dr Oluwaseun Babalola, College Member of Governance Committee
- Prof Jonny Lyons-Maris, College Member of Remuneration Committee

Composition of the Board

The committee considered the report and recommendations of the board effectiveness review undertaken by external consultant, RSM. The committee recommended to Trustee Board that the number of independent Trustees be increased by two – from four to six – one of these to include the Chair of the Audit and Risk Committee. This would result in continuing to have a member majority on Trustee Board, including the Chair. The Board proposed an additional one (rather than two) independent Trustees (the Chair of Audit and Risk). Ultimately, this was rejected by the members at the Annual General Meeting. The Chair of Audit and Risk – now an independent, subject matter expert, would continue to be a permanent observer attending Board.

Oversight of Elected Roles

A number of elections took place in the College this year for Council Officers and officers in devolved nation Councils. The committee discharged their role in reviewing and approving role descriptions, reviewing eligibility criteria and setting – and then assessing potential candidates against – appropriate person specifications to ensure those standing for elected roles had the necessary skills and experience to undertake their duties. All elections are conducted in partnership with our independent election partner, Civita.

Following a review, the College has decided to discontinue the process of assessing candidates for elected posts against a person specification and will now move to an ‘open’ nominations process provided candidates are properly nominated and meet the basic eligibility criteria. Council and devolved nation Councils have been asked to review basic eligibility criteria and ensure it is appropriate.

Key Activities for 2025/2026

- Review and improve succession planning that supports a diverse pipeline of talent
- Review Board committee skills and effectiveness
- Review induction, training and development for Board and committee members.

Equality, Diversity and Inclusion

The committee believes that a diverse and inclusive culture is a strategic imperative. Appointed roles are filled using open advertising or the services of external advisers to facilitate the search. Candidates are considered from a wide range of backgrounds and appointment is based on merit and against objective criteria, having due regard to the benefits of the Trustee Board and committees of having an appropriate balance of skills, knowledge, experience and cognitive and diversity in its widest sense.

The committee is committed to its role in furthering the College's commitment to equality, diversity and inclusion and will support the measures contained in the Corporate Plan 2025–2028.

Commercial Subsidiaries

In addition, there are three subsidiary companies each with their own Board – RCGP Conferences Ltd, RCGP Enterprises Ltd and RCGP International Ltd.

The RCGP Superannuation Fund Trust Company Ltd is the trustee of the Pension and Life Assurance Plan of RCGP, a now closed defined benefit pension scheme.

Trustee Board Effectiveness

There have been four main areas of focus this year.

Development of a new Corporate Plan

This is the first College wide Corporate Plan providing a comprehensive high-level narrative for the next three years, backed by a financial projection by which the Executive Management Team can assure organisational impact and progress against key indicators.

The Plan provides transparency on the scale of ambition for core activities based on the College risk appetite and sets out clear priorities which are readily understood by the Board, Committees and staff.

Leadership, accountability and independent challenge

The Board has strengthened the role of independent expertise in the work of committees. The Chairs of Audit and Risk Committee and Planning and Resources are now independent experts who are not routinely involved in matters which come to the Committee.

This is intended to strengthen oversight and scrutiny functions of committees and similar change will be made for the Governance Committee next year – all Trustee Board committees will be led by independent trustees and experts.

Clear and modern nomenclature has been introduced so that roles can be more easily understood – ‘lay’ trustees have been retitled ‘independent’ trustees and ‘council’ trustees have become ‘member’ trustees.

The second ‘summit’ of Board and Committee members meeting with the Officers and Senior Management Team took place in January 2025. This focussed on *making a reality of the new Corporate Plan and Governance, leadership and members/stakeholders in partnership*. The summits are now embedded as a key leadership event for progressing College priorities.

Risk Framework

External consultants have carried out a review of current risk policies and processes. The work has comprised:

- A workshop with the senior management team to review risk management processes and priorities for new policy framework
- A new College risk management framework
- A refreshed Strategic Risk Register aligned to the new Corporate Plan with clearer reporting mechanism and emphasis on risk appetite.

The work will be completed later this year and then adopted as part of the new College processes for managing operational and strategic risks.

Communications

We have continued to build on last year’s work to strengthen communication and engagement with members, including promoting greater awareness of College governance.

There is a new website in place for the governance review and new digital engagement tools. A number of online workshops have taken place throughout the year to discuss key governance changes – these will continue during next year.

Policies and procedures for the induction of Trustees

Upon appointment each Trustee is provided with an induction process that includes the following:

- Governance overview of the RCGP’s charitable object and the focus on public benefit.
- Attendance at the annual Council member induction to ensure that the roles of Council and Trustee Board are understood as well as gaining insight into the wider College structures and projects.

- An information folder that includes a declarations of interest policy and form; information security policy; Equality, Diversity & Inclusion policy; previous minutes from Trustee Board meetings; indemnity insurance information; College strategy and the Annual Report & Accounts of the previous year; and
- Access to external Trustee training as required.

Performance reporting to the Trustee Board

The Executive Management Team provide regular updates to the Trustee Board on priorities set out in the strategic plan. These are quality assured by:

- Using a consistent framework for the collation of data that allowed Trustees to compare performance and targets; and
- Quality assurance processes preceding finalisation of reports to ensure that information contained in the reports was accurate.

Council committees

There are five committees which report to Council to support its work. They are:

- Fellowship and Awards Committee
- Committee on Medical Ethics
- Patient and Carers Partnership Group
- Scientific Foundation Board
- Speciality Training Board

Fellowship and Awards Committee

Chair: Dr Richard Vautrey

Membership: Officers of Council, PCPG representative, Faculty Fellowship Committee representative, three College fellows, a Devolved Nations representative.

Purpose: Sets criteria for Fellowship, considers and recommends to Council the conferment of College fellowships, awards and honours.

Activity: Met two times in 2024–2025.

The Committee on Medical Ethics

Chair: Dr John Spicer (from November 2023)

Membership: Honorary Secretary, two Council members, two College members, three lay academic members and three additional members with special expertise in ethics, philosophy, medical ethics, medico-legal or bio-medical issues, observer members including representatives from the AiT Network, the Devolved Nations and the RCGP.

Purpose: To explore principles, values and beliefs informing decisions and provide advice to Council and to College and its members on medical ethics issues.

Activity: Met four times in 2024–2025.

Patient and Carers Partnership Group

Chair: Owen Richards (until November 2024), Brenda Allan (from November 2024)

Membership: Vice-chair (External Affairs), a Council member, two College members elected by Council, up to eleven lay members one of whom shall be elected Lay Chair.

Purpose: To represent to the College patient perspectives and experience, inputting into College strategy and policy.

Activity: Met three times in 2024–25.

Scientific Foundation Board

Chair: Professor Richard Neal (until June 2024), Professor Sophie Park (from June 2024)

Membership: Vice Chair Finance and Member Value, RCGP Clinical Lead for Research, Chair of the Society of Academic Primary Care (SAPC), Chair of RCGP Research Paper of the Year award, Vice-Chair External Affairs, one lay representative.

Purpose: To award grants for research specific to general medical practice undertaken within the UK.

Activity: Met once in 2024–2025.

Specialty Training Board

Chair: Professor Johnny Lyon-Maris. Medical Director for Training and Registration

Membership: Vice Chair Professional Development and Standards, one Council representative Associate in Training, First5 and RCPG representatives, Medical and Clinical leads relating to training and the curriculum, senior staff leads for training, standards and the examinations, and the Chief Examiner.

Purpose: To develop and oversee College strategy and policy in all areas of work relating to general practice training and the standards set for assessment and registration, and return to, independent practice, and to support the College's work to influence and advise ministers and statutory bodies about that strategy.

Activity: Meets three times per year.

Council transparency

Several actions this year have been taken towards improving Council transparency for College members. These include making the declarations of interests for all Council members available to view for College members and publishing Council minutes to our web pages for College members.

General Meetings

Two general meetings took place during 2024–25.

A Special General Meeting took place on 17 July 2024 to discuss a number of business items including propose constitutional changes.

All proposed changes were approved:

- Changing the terminology of Council and Lay Trustees to Member and Independent Trustees.
- Changing references in the documents of "Honorary Treasurer" to reflect the new title approved by Council of "Vice Chair Finance and Member Value".
- Incorporate a requirement of Trustee Board to have a Senior Independent Trustee.
- Confirm the procedure for members of Trustees Board to seek from Council, a second, three year term of office.

The Annual General Meeting took place on 13 November 2024 to discuss a number of business items including propose constitutional changes.

The following changes were approved:

- Change of nomenclature of President and Chair of Council to Provost and President.
- Reference to "Associates in Training" changed to reference "GP Registrars" to reflect change in internal terminology used.

A proposal to amend the composition of Trustee Board to add additional external, independent, subject matter experts, to assist in the Board's role in organisational administration and management of the College, did not pass.

Governance Changes in 2024–25

Governance Review

Changes to modernise Officer roles started to take effect this year. The Honorary Treasurer role has changed to Vice Chair Finance and Member Value with a clear focus on strengthening member engagement.

There is now codification of maximum Officer terms and a review of Officers expenses and remuneration arrangements is being introduced for 2025 elections.

The Trustee Board agreed Officer appointment terms should change from contractor to employee in light of a changing legal landscape and a desire to promote greater equity and this change will also take effect for 2025 elections.

The main workstream is a major change to the College Governing Documents to clarify the role of Trustee Board as the College governing body and Council as the most senior member representative body. Detailed drafting changes will be explained in communications to members culminating in a vote at a General Meeting in late 2025.

New Chief Executive Officer

The Chief Executive Officer, Chris Askew OBE has announced his resignation and will leave College employment in July 2025. Mark Thomas has been appointed the interim CEO and recruitment to appoint a new CEO is underway.

Serious Incidents

There have been no serious incidents to report.

Risk management

The Audit and Risk Committee provides scrutiny of the risk management processes in place across the College and advises the Trustee Board on strategic risks. The Trustee Board retains overall responsibility for risk management and reviews the strategic risk register at each meeting.

A comprehensive review of the College Risk Framework Guidance, risk appetite and strategic risk register has been led by RSM UK. This has included workshops and senior management engagement to determine priorities aligned to the new Corporate Plan. This will be approved at the Trustee Board in July 2025.

There have been five Internal Audits carried out in 2024/2025 on:

- Data management and governance
- 30 Euston Square
- Critical Incident Management (advisory)
- Faculty governance
- In addition, a follow-up report on implementation of previous internal audit recommendations was produced.

Strategic Risks

A transition to a new strategic risk register is underway. Risks which have been the focus of scrutiny during 24–25 are:

30 Euston Square

Continued progress on adapting an increase of floorspace with the potential for commercial use and improved member facilities.

New exam arrangements

The new Simulated Consultation Assessment (SCA) went live in November 2023 replacing the Recorded Skills Assessment (RSA) introduced as an interim measure during Covid-19. This online assessment is a major innovation allowing trainees to sit the exam in their practice. The key risks are the reliance on remote infrastructure which was subject to rigorous pre-testing. Despite this, a European-wide platform outage significantly disrupted the second diet of the new exam. Mitigations based on the learning review from the incident and ongoing learning from the new exam arrangements are in place and regularly reviewed.

Operational Delivery and Effective Advocacy of General Practice

This strategic risk recognises the critical role RCGP plays to encourage, foster and maintain the highest possible standards in general practice which creates a high demand on College time and resources. The new Corporate Plan enables us to prioritise our response to the increasingly challenging environment for GPs.

Governance Processes

Addressing a lack of clarity in the governing documents concerning accountability and ownership of duties. The Governance Review is a key mitigation.

Pensions Accounting

Detail on the pension can be found in the financial section and is currently in a neutral position (2024: £28k deficit). Under risk management the pension deficit if any, is mitigated through effective budgeting and forecasting which takes into account payments, including deficit payments, in relation to the pension plan.

Reference and administrative details

Principal Address

30 Euston Square
London
NW1 2FB

Patron

His Majesty King Charles III

Principal Advisers

Bankers

Barclays Bank PLC
1 Churchill Place
Level 28
Canary Wharf
London
E14 5HP

Solicitors

The College uses various firms of solicitors based on their speciality

External Auditor

Crowe U.K. LLP
55 Ludgate Hill
London
EC4M 7JW

Internal Auditor

RSM LLP
25 Farringdon Street
London
EC4A 4AB

Investment Managers

Royal London Asset Management
55 Gracechurch Street
London
EC3V 0RL

Financial review for the year

Results for the year

The consolidated statement of financial activities shows the College's total incoming resources for the year have increased to £53.7m (2024: £51.5m), while total resources expended increased to £50.8m (2024: £46.6m).

This year there were losses on the revaluation of investments of £0.2m (2024: loss of £1m).

This year there was a gain on revaluation of the fixed assets of £0.2m (2024: £2.8m).

The actuarial loss on defined benefit pension scheme was £1m (2024: loss of £0.6m). The pension scheme deficit decreased to £0m (2024: £0.03m).

The funds balances at the yearend are represented by unrestricted funds £72.7m (2024: £70.7m), restricted funds £1.1m (2024: £1.2m).

The College has net current assets of £6.9m (2024: £3.9m) at the year end. The improvement on the previous financial year is a result of an improvement in income streams.

The principal funding sources for the College remain membership subscriptions, examinations income and surplus generated by its trading subsidiaries.

Reserves policy

The College has £72.7m (2024: £70.7m) held in general funds. These funds represent the accumulated surpluses from general business activities and are available for use at the discretion of the Trustees.

General funds include unrestricted funds, designated project funds and a designated property reserve.

Fund	Total 2025 £(m)	Total 2024 £(m)
Unrestricted funds	17.9	16.8
Designated project funds	1.0	1.0
Designated property reserve	53.8	52.9
Total General Funds	72.7	70.7

Designated project funds

These are funds that have been assigned to particular projects the College is undertaking. For more detail on individual designations see Note 31 on page 74.

Designated property reserve

This reserve represents funds invested in the property owned by the College, 30 Euston Square, London and other fixed assets less the amount repayable on the loan for the building.

Pension deficit

The College has a pension deficit which remains a risk. This is being managed with an effective budgeting and forecasting process in place that takes into account payments, including deficit payments, in relation to the pension plan.

Where further actions are being taken in terms of plans for the future of the scheme or discussions with pension Trustees this is also being included.

Free reserves

The Trustees consider all unrestricted funds and designated project funds to be free reserves and readily realisable. As at year end these totalled £18.9m.

Trustees have reviewed key risks, as outlined in Risk Management. Where possible these risks have been quantified in order to assess the optimal level of free reserves required.

Following this review Trustees have agreed a target range for the level of free reserves of 3 to 6 months operational expenditure (£12m to £25m).

Currently, the College holds free reserves totalling £18.9m which is within the agreed range. Trustees have reviewed a 3-year plan which intends to keep reserves stable and within the range agreed by Trustees.

Going concern

Trustees have considered several factors in concluding that the adoption of a going concern basis in the preparation of these financial statements is appropriate. These factors have included a summary of the key risks and uncertainties in the context of the College's operations and a review of the budgets and forecasts for the next three years. The forecasts consider both immediate liquidity and longer-term solvency, together with the impact on reserves.

For the period to 31 March 2028, the Board has considered the impact of a series of scenarios, detailing what is considered to be an assumed position against a 'best case' and 'worse case' scenario. Material differences between the scenarios result from assumptions relating to commercial use of the Head Office, member numbers and inflation.

Working capital requirements are met through income received from business activities. The College has the ability to drawdown against funds held within the College's investment portfolio if required. The College has a loan facility in place with Barclays Bank as detailed in note 29 to the financial statements.

Having regard to the financial models for the period to 2028 and the assumptions on which those are based, the Trustees believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

Subsidiary and related companies (subsidiaries)

The College has three subsidiary undertakings which are consolidated in these accounts:

- RCGP Enterprises Limited – which manages commercial activity in 30 Euston Square.
- RCGP Conferences Limited – which manages the College’s annual conference and various other activity on behalf of the College.
- RCGP International Limited – which manages commercial activities overseas.

Investment policy

The investment objective of the portfolio, as set by the Trustee Board, is an total return strategy which aims to maintain the capital value of the portfolio in real terms and achieve positive returns.

The Charity’s ethical investment policy precludes direct or indirect investment in companies that generate more than 10% of revenues from:

- a) alcohol
- b) tobacco-related business activities
- c) adult entertainment services
- d) weapons systems, components, and support systems and services
- e) gambling-related business activities.

Investment is also precluded in companies which:

- a) have an ICB sector classification of Oil & Gas producers and a sub-sector classification either of Integrated Oil & Gas or of Exploration & Production
- b) have an ICB sector classification of Mining and a sub-sector classification of Coal
- c) manufacture cluster munitions systems, components or delivery platforms
- d) manufacture landmines
- e) are involved in the production of depleted uranium weapons, ammunition or armour
- f) manufacture biological or chemical weapons.

The College’s investment portfolio is held in two managed funds with Royal London Asset Management Ltd and CCLA. The investment portfolio valuation as of 30th June 2025 was £10.9m, £0.4m higher than at year end.

Fundraising policy

The College is a member of the Fundraising Regulator. The College does not currently undertake specific fundraising activities, but it supports the Code of Fundraising Practice, and any future fundraising activity would be carried out in line with its recommendations.

Grant making policy

The Scientific Foundation Board (SFB) awards grants for research whose findings will be of direct relevance to the care of patients in general practice and primary care. Any GP, primary healthcare professional or university-based researcher may apply for a grant for scientific research to be undertaken in the UK. The SFB’s definition of research is it views research in its broadest sense, including experimental and descriptive studies, both quantitative and qualitative methods. All applications are judged on the quality of the project proposal. It should be noted that the Board does not fund audit projects or guideline development.

The SFB gives a high priority to submission from practising GPs and other members of primary care teams. The SFB has no research priorities of its own but does encourage applications that address the College's strategic objectives or clinical priorities. In the event of applications of equal merit being received, the SFB will accord the following priority (with the prime consideration being scientific quality):

- Practising GPs.
- Early career researchers or experienced Primary Care practitioners with minimal research experience including trainees.
- Post PhD primary care researcher.
- Research projects that may demonstrate a shorter-term (<5yr) impact on patient outcomes or service delivery.
- Applicants who have not previously been funded by the SFB.
- Short-term projects which will normally last up to 18 months.

The SFB offers two forms of research funding: annual research grants of up to £30,000 and Practitioner Allowance Grants of up to £2,000. Applications for annual research grants are reviewed by members of the SFB, and at the annual meeting of the SFB, the Board decides where research grants will be awarded. Practitioner Allowance Grants have a limited amount of funding available (up to £6,000 in total for 25/26). Applications are open for several months at the start of the financial year, but funding will be rolled over into subsequent application windows throughout the year if this is not fully allocated. PAGs are awarded following review by the Chair and at least one other member of the SFB.

Employment

The College is committed to equity and inclusion in its employment practices and aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of age, disability (including physical and mental health conditions), gender identity (including gender reassignment), marriage and civil partnership, pregnancy and maternity, race (including colour, nationality and ethnic or national origin), religion or belief, sex or sexual orientation.

Individuals are first selected, and then treated during their employment, based on their skills, experience and performance, and according to the requirements of the job.

Pay policy for staff

Senior staff

The Executive Management Team are the most senior management in the College and their pay is determined by the Remuneration Committee. An external reward consultancy undertakes an extensive benchmarking exercise triennially and produces a report which is then considered by the Remuneration Committee, who makes a final decision on the Executives pay. Our Executive Pay Policy sets out our approach to pay and is underpinned by the following principles: to pay a fair salary and reward package to attract and retain skilled and expert senior leaders for the College and to ensure our salaries and benefits are competitive within the sector, proportionate to the complexity of each role and responsibility, as well as affordable.

All staff

RCGP operates the Reward Connected Job Evaluation scheme (JESS), which determines the College's pay structure. The median market rate for each grade determines the minimum salary for each of those pay grades. To ensure RCGP salaries continue to reflect median market rates, a market review is conducted triennially by an external consultancy and the findings are provided to the College and any amendments to the pay and grading are considered by the Executive team. Separately to the benchmarking exercise, the

College determines any general uplift to existing rates of pay for College employees on an annual basis. The College recognises the union Unite and negotiates with them on pay.

Statement of trustees' responsibilities

The Trustees are responsible for preparing the Report and Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales and Scotland requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the of the College and the group and of the incoming resources and application of resources of the College and the group for that year.

In preparing the financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently.
- observe the method and principles in the Charities Statement of Recommended Practice.
- make judgements and accounting estimates that are reasonable and prudent.
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group will continue its operations.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the College's and group's transactions and disclose with reasonable accuracy at any time the financial position of the group and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and the Charity's constitution. They are also responsible for safeguarding the assets of the group and taking reasonable steps for the prevention and detection of fraud and other irregularities.

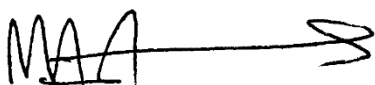
The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor

Crowe U.K. LLP were re-appointed as auditor during the year and have indicated their willingness to continue in office.

The Trustees who held office at the date of the Report of the Trustee Board confirm that there is no relevant audit information of which the College's auditors are unaware. Each Trustee has taken the necessary steps to ensure they are aware of any relevant audit information and to establish that the College's auditors are aware of that information.

Approved by the Trustee Board and signed on its behalf by:



Professor Mike Holmes
Chair of Trustee Board



Dr Thomas Patel-Campbell
Vice-Chair Finance and Member Value

Approved on 24 July 2025

Independent auditor's report to the members of the Royal College of General Practitioners

Opinion

We have audited the financial statements of the Royal College of General Practitioners ('the parent charity') and its subsidiaries ('the group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the College and Group Balance Sheets, the Consolidated Cash Flows Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 March 2025 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement 41 the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011, and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation, Health and Safety legislation, Taxation legislation and employment legislation. We also considered compliance with local legislation for the group's overseas operations.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Crowe U.K. LLP
Statutory Auditor
London

Date:

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Crowe U.K. LLP is eligible for appointment as auditor of the charity under regulation 10(2) of the Charities Accounts (Scotland) Regulations by virtue of its eligibility under section 1212 of the Companies Act 2006.

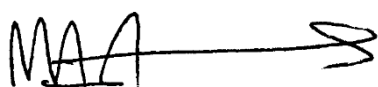
Consolidated statement of financial activities

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total £'000	2024 £'000
Income from:					
Voluntary					
Donations		140	–	140	–
Charitable activities					
Project income		4,810	764	5,574	6,540
Examination fees		10,224	–	10,224	9,554
Membership income		22,617	–	22,617	22,381
Courses & events		2,369	12	2,381	1,943
Other income		421	(5)	416	421
Other trading activities					
Trading income from subsidiaries		11,213	–	11,213	9,569
Investment income		1,122	–	1,122	1,071
Total income		52,916	771	53,687	51,479
Expenditure on:					
Raising funds					
Trading expenditure		7,684	–	7,684	6,609
Investment management fees		59	–	59	60
		7,743	–	7,743	6,669
Charitable activities					
Future of general practice		5,092	68	5,160	4,977
GP education		18,889	2	18,891	17,706
Supporting membership		11,020	717	11,737	8,116
Voice of General Practice		7,312	–	7,312	9,091
		42,313	787	43,100	39,890
Total expenditure	20	50,056	787	50,843	46,559
Net income/(expenditure) before gains		2,860	(16)	2,844	4,920
Net loss on investments	25	(184)	–	(184)	(953)
Net gains on revaluation of fixed assets		213	–	213	2,833
Net gains on disposal of fixed assets		–	–	–	–
Net income / (expenditure)		2,889	(16)	2,873	6,800
Transfers between funds	31, 32	68	(68)	–	–
Actuarial losses	34	(974)	–	(974)	(597)
Net movement in funds		1,983	(84)	1,899	6,203
Balances at 1 April 2024		70,729	1,203	71,932	65,729
Balances at 31 March 2025		72,712	1,119	73,831	71,932

Balance sheet

	Note	College 2025 £'000	College 2024 £'000	Group 2025 £'000	Group 2024 £'000
Fixed assets					
Tangible assets	24	57,044	58,937	57,044	58,937
Investments	25	18,081	19,919	18,081	19,919
		75,125	78,856	75,125	78,856
Current assets					
Stocks		3	6	51	55
Debtors	26	6,335	4,491	4,616	2,995
Short term investment		6,484	6,150	6,484	6,149
Short term deposits	27	3,480	4,618	3,480	4,618
Cash at bank and in hand	27	4,245	3,834	8,670	7,819
		20,547	19,099	23,301	21,636
Creditors:					
amounts falling due within one year	28	(13,611)	(15,231)	(16,365)	(17,768)
Net current assets/(liabilities)		6,936	3,868	6,936	3,868
Total assets less current liabilities		82,061	82,724	82,061	82,724
Creditors:					
amounts falling due after one year	29	(8,230)	(10,764)	(8,230)	(10,764)
Net assets excluding pension liability		73,831	71,960	73,831	71,960
Defined benefit pension scheme liability	34	0	(28)	0	(28)
Net assets including pension liability		73,831	71,932	73,831	71,932
Represented by:					
Unrestricted funds		17,849	16,856	17,849	16,856
Designated funds	31	54,863	53,901	54,863	53,901
Pension deficit	34	0	(28)	0	(28)
General funds		72,712	70,729	72,712	70,729
Restricted funds	32	1,119	1,203	1,119	1,203
Funds		73,831	71,932	73,831	71,932

Approved by the Trustee Board and signed on its behalf by:



Professor Mike Holmes
Chair of Trustee Board
Approved on 24 July 2025



Dr Thomas Patel-Campbell
Vice-Chair Finance and Member Value

Consolidated cash flow statement

	2025 £'000	2024 £'000
Cash flow statement		
Net cash inflow from operating activities	2,527	7,032
Returns on investments and servicing of finance:		
Interest received	934	903
Dividends received	188	168
Net cash inflow from returns on investments	1,122	1,071
Payments to acquire tangible fixed assets	(1,439)	(1,051)
Purchase of investments	(1,335)	(9,177)
Proceeds from disposal of investments	3,028	-
Net cash outflow from investing activities	254	(10,228)
Pension deficit repayments	(980)	(980)
Capital repayment of secured loan	(2,533)	(2,533)
Interest payable on secured loan	(297)	(365)
Interest rate swap liability	(379)	(286)
Net cash outflow from financing activities	(4,189)	(4,164)
Cash inflow / (outflow) before use of liquid resources	(286)	(6,289)
Increase / Decrease in cash	(286)	(6,289)
	2025 £'000	2024 £'000
Reconciliation of incoming resources to operational cashflow		
Net incoming resources	2,873	6,799
Adjustment for investments	125	(992)
Revaluation of fixed assets	(213)	(2,833)
Revaluation of investment property	498	2,290
Adjustment for pension	(22)	(4)
Losses on disposal of fixed assets	-	-
Depreciation	2,733	3,286
Interest payable on secured loan	297	365
Investment income and bank interest receivable	(1,122)	(1,071)
Decrease in stock	3	-
Decrease in debtors	(1,621)	1,685
Increase / (Decrease) in creditors	(1,024)	(2,493)
Net cash inflow from operating activities	2,527	7,032

	2025 £	2024 £
Reconciliation of movement in net debt		
Increase/(Decrease) in cash	(286)	(6,289)
Cash outflow from bank loan	2,533	2,533
Movement in net debt in the period	2,247	(3,756)
Net debt at 1 April 2024	(860)	2,896
Net debt at 31 March 2025	1,387	(860)
	2025 £	2024 £
Analysis of net debt		
Cash at bank and in hand (note 27)	8,670	12,437
Short term deposits	3,480	–
Bank loan due within one year (note 28)	(2,533)	(2,533)
Bank loan due after one year (note 29)	(8,230)	(10,764)
Net debt at 31 March 2025	1,387	(860)

1. Charity information

The Royal College of General Practitioners is a Chartered Corporation and a registered charity, administered in accordance with its Royal Charter, Ordinances and Byelaws. The Charter was granted to the College in 1972. The Charity Registration Numbers are 223106 (England) and SC040430 (Scotland). The registered address is 30 Euston Square, London, NW1 2FB.

2. Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice 2005 which has since been withdrawn.

The Royal College of General Practitioners meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Trustees have considered several factors in concluding that the adoption of a going concern basis in the preparation of these financial statements is appropriate. These factors have included a summary of the key risks and uncertainties in the context of the College's operations and a review of the budgets and forecasts for the next three years. The forecasts consider both immediate liquidity and longer-term solvency, together with the impact on reserves.

For the period to 31 March 2028 the Board has considered the impact of a series of scenarios, detailing what is considered to be an assumed position against a 'best case' and 'worse case' scenario. Material differences between the scenarios result from assumptions relating to commercial use of the Head Office, member numbers and inflation.

Working capital requirements are met through income received from business activities. The College has the ability to drawdown against funds held within the College's investment portfolio if required. The College has a loan facility in place with Barclays Bank as detailed in note 29 to the financial statements.

Having regard to the financial models for the period to 2028 and the assumptions on which those are based, the Trustees believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements

The consolidated accounts comprise the results of the College and its wholly owned subsidiary companies, RCGP Conferences Limited (company number 03896012 (England and Wales)), RCGP Enterprises Limited (company number 01984344 (England and Wales)) and RCGP International Limited (company number 12033221 (England and Wales)), made up to the balance sheet date. Accounts of all three companies will be filed with the Registrar of Companies.

A separate statement of financial activities for the College is not presented as permitted by the SORP. The College has taken advantage of the exemption available to a qualifying entity in FRS102 from the requirement to present a College only cash flow statement.

3. Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably

Membership/Examination income is credited to the statement of financial activities (SoFA) in the year to which it relates.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

Government grants are recognised on the accruals basis, when there is reasonable assurance that the College will comply with the conditions attaching to the grant and the grant will be received.

Legacy income is recognised when it can be measured or estimated with sufficient reliability. Legacy income classified as receivable within with one year should not be discounted by the time value of money.

4. Expenditure and the basis of apportioning costs

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Expenditure comprises the following:

- a) The costs of generating funds include the salaries, direct costs and overheads associated with generating income and the fees paid to the investment managers in connection with the management of the College's investments portfolio.
- b) Charitable activities comprise expenditure on the College's primary charitable purposes as described in the Report of the Trustee Board on pages 5 to 47. Such costs include grants payable which are included within the SoFA when approved and when the intended recipient has either received the funds or has been informed of the decision to make the grant and has satisfied all related conditions. Grants approved but not paid at the end of the financial year are accrued for.
- c) Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the College it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment. These costs are allocated out to the activities they are supporting on the basis of the number of employees and are described in note 20.

5. Investments

Listed investments are included in the balance sheet at their open market value at the end of the financial period. Realised and unrealised gains or losses are recorded in the SoFA in the year in which they arise.

Investment property is revalued annually using a discounted cash flow approach to rental income.

Investments in subsidiary companies are included at cost.

6. Stocks

All stocks are stated at the lower of cost and their net realisable value.

7. Tangible fixed assets

All assets costing more than £5,000 and with an expected useful life expectancy exceeding one year are capitalised. The College also capitalises items of less than £5,000 which are part of the capital replacement programme.

Freehold properties, comprising freehold buildings and freehold land owned by the College are stated in the accounts at cost.

Freehold buildings which, following professional advice, are deemed to equate to 85% of the total cost of the freehold properties are depreciated over 50 years, on a straight-line basis.

Finance costs and interest payments associated with the acquisition of fixed assets are not capitalised.

No depreciation is charged on freehold land.

Improvements to property are depreciated on a straight-line basis over five years.

Furniture and equipment (other than computer equipment) are capitalised and depreciated on a straight-line basis over two or five years determined by the useful life of the asset.

Computer equipment, software and network systems are capitalised and depreciated over three years with the exception of servers and website which are depreciated over five years both on a straight-line basis.

The new CRM system will be in place in November 2025 and will replace the existing CRM, therefore the depreciation has been accelerated to reflect the remaining useful life.

Website and Revalidation capitalisation – Design and content development costs have been capitalised only to the extent that they lead to the creation of an enduring asset delivering future economic benefits at least as great as the amount capitalised. The useful life has been determined to be five years with exception of software costs which have a three-year life and are both depreciated on a straight-line basis. The carrying value of the asset will be subject to annual impairment reviews.

8. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. The trade debtors are valued at the net receivable amount after providing for bad debts. Prepayments are valued at the amount prepaid net of any trade discounts due.

9. Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

10. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

11. Financial instruments

The College only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. Included in creditors is a total of £0.7m (2024: £1m)

relating to the interest rate swap on the College's loan. This is a derivative financial instrument which has been measured at fair value through the SoFA.

Other basic financial instruments held by the college include investments measured at fair value through statement of financial activities, total value £18.1m (2024: £19.9m).

12. Fund accounting

Restricted funds comprise monies raised for, or have their use restricted to, a specific purpose, or contributions subject to donor-imposed conditions.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

General funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the College's charitable objects.

13. Councils and faculties

Transactions, assets and liabilities of the Scotland, Wales and Northern Ireland Councils and the individual faculties of the College are included in the SoFA and balance sheet of the College.

14. Pension costs

The College operates two pension schemes for or on behalf of eligible staff:

i) Group personal pension plan

All staff are eligible to contribute to this scheme on joining the College. The College contributes 8% and employees contribute 4%, based on eligible employees' pensionable earnings, which is payable to employees' personal pension plans. Contributions by the College are recognised in the SoFA in the period to which they relate.

ii) Defined benefit pension plan

The College contributes to a defined benefits pension scheme providing benefits based on final pensionable salary, which closed on 30 June 2006. Pensionable contributions are paid into the scheme in accordance with the recommendations of actuaries.

The scheme is funded, with the assets of the scheme held separately from those of the College.

Current service costs, past service costs, gains and losses on settlement and curtailments, interest on pension scheme liabilities and the expected return on pension scheme assets are charges to resources expended, allocated on the basis of the number of employees.

Actuarial gains and losses are recognised immediately as other recognised gains and losses, after "net incoming/ (outgoing) resources for the year".

As detailed in note 34, pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained triennially and are updated at each balance sheet date. The resulting defined benefit pension scheme liability is presented separately after "net assets excluding pension liability" on the face of the balance sheet.

15. Termination payments

Termination payments are recognised as an expense in the SoFA when incurred.

16. Leased assets: Lessor

Rentals applicable to operating leases are charged to the SoFA on a straight-line basis over the period of the lease.

17. Leased assets: Lessee

Rentals applicable to operating leases are charged to the SoFA on a straight-line basis over the period of the lease.

18. Related Party Transactions

During the year the entity received invoices to the value of £24,104 from Haxby Group Practice, where Prof Mike Holmes is a partner. At year end there is a balance of £24,104 outstanding to Haxby Group Practice.

During the year the entity made payments for services of £94,087 to NHS England of which Professor Mike Holmes, Dr Onyinye Okonkwo and Dr Steve Mowle are employees. Steve Mowle was wholly seconded to RCGP. At year end, there are no balances owing between the charity and this entity.

During the year the entity made payments for expenses of £291 to Dr Michael Holmes Ltd, of which Prof Mike Holmes is a director. At year end, there are no balances owing to this entity.

The entity paid WONCA, where Dr Steve Mowle is a Treasurer, £92,780 for membership dues. At year end, there are no balances owing between the charity and this entity.

During the year the entity made the payments for services of £84,843 to Unity Health, Princes Risborough of which Dr Michael Mulholland is a partner.

There are no amounts outstanding between the charity and this entity at year end.

The entity paid Swansea University, of which Professor Kamila Hawthorne is an employee, £141,609 for services rendered during the year. At year end, there is a balance of £23,829 owing to Swansea University.

St George's University London, where Dr Imran Rafi is employed, received an invoice from the entity for £2,000 during the year for publishing. At year end, St George's University owed the entity £2,000.

During the year the entity received invoices to the value of £24,104 from Haxby Group Practice, where Dr Thomas Patel-Campbell is a partner. At year end there is a balance of £24,104 outstanding to Haxby Group Practice.

The entity paid University of Birmingham, where Dr Onyinye Okonkwo works, £11,329 during the year for conferences & events. At year end, there are no balances owed to University of Birmingham.

University of Birmingham, where Dr Onyinye Okonkwo is employed, received an invoice from the entity for £3,200 during the year for publishing. At year end, University of Birmingham owed the entity £3,200.

The entity paid OTM Associates Ltd, where Dr Onyinye Okonkwo is a director, £26,657 for services rendered. At year end, there are no balances owed to OTM Associates Ltd.

The entity paid Law Debenture Corporation, where Mark Thomas currently holds shares valued at £42k, £14,400 for professional trustee services for the RCGP Superannuation Fund Trust Company Ltd. At year end, there are no balances owed to Law Debenture Corporation.

19. Critical accounting judgements and estimates

The preparation of the Group financial statements requires the use of certain judgements, estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenses, including the assumptions associated with the College's pension scheme liability and the estimates used to revalue the Investment property. Estimates and judgements are continually evaluated and are based on historical

experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Changes in accounting estimates may be necessary if there are changes in the circumstances on which the estimate was based or as a result of new information or more experience, for example with the actuarial assumptions used for the pension scheme.

20. Expenditure

	Direct costs £'000	Support costs £'000	Total 2025 £'000	Total 2024 £'000
Cost of generating funds				
Commercial expenditure	7,684	–	7,684	6,609
Investment management	59	–	59	60
Charitable expenditure				
Future of general practice	4,455	705	5,160	4,976
GP education	13,515	5,376	18,891	17,707
Supporting membership	6,274	5,463	11,737	8,117
Voice of General Practice	4,451	2,861	7,312	9,090
Total	36,438	14,405	50,843	46,559

Support costs total £14.4m (2024: £13.9m) for the year. These include property services, finance, IT, HR and other governance costs. These are allocated on a headcount basis as below. Included is £54.1k (2024: £56.5k) for audit fees.

	2025 £'000	2024 £'000
Support costs		
Finance & procurement	2,439	2,553
Property costs (including depreciation)	6,194	5,624
IT costs	4,793	5,020
HR (including pension costs)	826	564
Governance	153	136
	14,405	13,897

21. Grants payable

During the year six (2024: four) grants were payable to individuals totalling £77k (2024: £68k). These grants were made in accordance with the policy outlined in the Trustees report.

22. Employee information

	2025 £'000	2024 £'000
Wages and salaries	12,454	11,366
Social security costs	1,353	1,231
Childcare Vouchers	6	12
Group personal pension plan costs	1,659	1,501
	15,472	14,110

The average number of employees during the year was as follows:

	2025	2024
Cost of generating funds, charitable activities and governance	247	232
Support function	41	40
Total	288	272

At year end the number of employees whose emoluments exceeded £60k was:

	2025	2024
£60,001-£70,000	22	26
£70,001-£80,000	16	7
£80,001-£90,000	8	8
£90,001-£100,000	5	2
£100,001-£110,000	-	1
£120,001-£130,000	2	2
£130,001-£140,000	1	1
£180,000-£190,000	1	-
	55	47

During the year the College paid salaries, including Employer's NI and pension, totalling £820,458 (2024: £701,033) to key management personnel as listed on page 7.

During the year the College made redundancy payments of £Nil (2024: £24,459) and there were no balances outstanding at year end (2024: £Nil).

Employer pension contributions totalling £664k (2024: £554k) were made in respect of fifty five employees (2024: 57) who earned total emoluments in excess of £60,000.

23. Trustees' and council members' expenses

Three ex-officio trustees are in Officer posts which are supported in line with RCGP's remuneration policy and governing documents. It includes payments to the officers' employers and practices which enable them time off from their regular employment to carry out their Officer duties. These are included in payments detailed under related party declarations. No other Trustees or members of Council received any remuneration in respect of their services in those roles during the year (2024: none).

Expenses in the year were paid to 80 Trustees and members of council (2024: 63) and comprised the following:

	2025 £'000	2024 £'000
Locum fees	73	53
Travel and subsistence	114	75
	188	128

24. Tangible fixed assets

	Freehold properties	Furniture and equipment	Computer and network systems	Revalidation system and website	College and Group Total
Cost (£'000)					
At 1st April 2024	67,755	5,015	7,280	960	81,010
Additions	-	754	685	-	1,439
Disposals	(773)	-	(349)	-	(1,122)
At 31st March 2025	66,982	5,769	7,616	960	81,327
Depreciation (£'000)					
At 1st April 2024	12,274	3,186	5,927	686	22,073
Charge for the year	1,119	521	901	192	2,733
Disposals	(174)	-	(349)	-	(523)
At 31st March 2025	13,219	3,707	6,479	878	24,283
Net book values (£'000)					
At 31st March 2025	53,763	2,062	1,136	83	57,044
At 31st March 2024	55,481	1,829	1,353	274	58,937

Assets under construction costing £0.84m are included in Furniture and Equipment (£0.22m) and Computer and Network systems (£0.62m)

£1.01m of assets under construction have been completed in the year and transferred to Furniture and equipment (£0.95m) and Computer and network systems (£0.06m).

£0.8m disposal of Freehold property relates to the change in use from tangible fixed assets to investment property of the third floor of 30 Euston Square.

Freehold property includes 30 Euston Square, London and in the opinion of the Trustee Board the market value of the property is considerably in excess of their cost.

25. Investments

	College		Group	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Listed investments				
Market value at 1 April 2024	9,657	8,665	9,657	8,665

Additions at cost	1,000	–	1,000	–
Net unrealised investment gains/(losses)	(125)	992	(125)	992
Market value at 31 March 2025	10,532	9,657	10,532	9,657
Other investments				
Fixed Term deposits (>1year)	–	3,028	–	3,028
Investment property	7,549	7,234	7,549	7,234
Total	18,081	19,919	18,081	19,919

*Net loss on investments of £0.2m (2024: £1m) recognised in the SOFA includes the loss of £0.1m (2024: gain £1m) on investments, a loss on revaluation of investment property of £0.5m (2024: £2.3m) and a gain of £0.4m (2024: £0.3m) on the revaluation of the interest rate swap detailed in Note 28.

	RCGP Enterprises Ltd		RCGP Conferences Ltd		RCGP International Ltd	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Turnover	7,702	7,445	3,923	2,338	–	88
Cost of sales	(6,003)	(5,792)	(2,781)	(1,615)	–	(63)
Gross profit	1,699	1,653	1,142	723	–	25
Administrative expenses	(48)	(69)	(51)	(67)	–	(3)
Operating profit	1,651	1,584	1,091	656	–	22
Interest receivable and similar income	111	107	22	24	3	3
Gift aid to parent	(1,762)	(1,691)	(1,113)	(680)	(3)	(25)
Net profit for year	–	–	–	–	–	–
Assets	4,070	3,904	2,220	1,375	–	117
Liabilities	(4,070)	(3,904)	(2,220)	(1,375)	–	(117)
Net assets	–	–	–	–	–	–

The College owns the entire share capital of RCGP Enterprises Limited, RCGP Conferences Limited and RCGP International Limited, all registered in England and Wales. All three entities traded in the year, RCGP Enterprises Limited providing catering and event income from room hire at 30 Euston Square, RCGP Conferences Limited the annual conference and other events and RCGP International Limited providing consultancy services for overseas customers. At year-end RCGP Enterprises Limited, RCGP Conferences Limited and RCGP International Limited had net assets of £1 (2024: £1).

During the year RCGP Enterprises made £0.5m sales of room hire and catering services to the College (2024: £0.4m). At year-end there is a balance of £1.8m owing from RCGP.

During the year RCGP Conferences made no sales of publishing services to the College (2024: £Nil) and received no marketing services from the College (2024: £Nil). At year end there is a balance of £1.9m (2024: £1.2m) owing from RCGP Conferences Limited to the College.

RCGP International made no sales of consultancy services to the College (2024: £Nil). At year end there is a balance of £Nil (2024: £0.01m) owing from RCGP International Limited to the College.

The balance included in investments for investment property is the valuation applied to the area of 30 Euston Square available for rental to 3rd parties. The valuation has been independently valued by a valuer who is qualified for the purposes required using a discounted cashflow model based on forecast yields.

26. Debtors

	College		Group	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Trade debtors	637	652	2,348	1,684
Other debtors	2	7	16	224
Accrued income	1,347	398	1,388	480
Amount due from RCGP Conferences Limited	1,852	1,203	-	-
Amount due from RCGP Enterprises Limited	1,684	1,543	-	-
Amount due from RCGP International Limited	-	114	-	-
Prepayments	813	574	864	607
	6,335	4,491	4,616	2,995

27. Cash at bank and short term deposits

Cash at bank

	College		Group	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Current accounts	4,245	3,834	8,670	7,819
	4,245	3,834	8,670	7,819

Short term deposit

Cash of £3.5m (2024: £4.6m) is held on short term deposits to take advantage of the current higher interest rates.

28. Creditors

	College		Group	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Trade creditors	2,557	3,737	2,962	3,943
Income received in advance	4,135	4,454	6,256	6,562
Accruals	2,757	2,668	2,878	2,713
Taxation and social security	550	369	653	547
Barclays Loan due within one year	2,533	2,533	2,533	2,533
Other creditors	409	422	414	422
Amount due to RCGP International Ltd	1	-	-	-
Interest rate swap	669	1,048	669	1,048
	13,611	15,231	16,365	17,768

The interest rate swaps are valued at the present value of future cash flows estimated and discounted based on the applicable yield curves derived from quoted interest rates.

Reconciliation of deferred income	College		Group	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Balance brought forward	4,454	5,366	6,562	7,181
Released to SoFA	(4,440)	(5,366)	(6,548)	(7,181)
Deferred in year	4,120	4,454	6,242	6,562
Balance carried forward	4,134	4,454	6,256	6,562

29. Creditors: amounts falling due after more than one year

	College		Group	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Bank loan due between 2 & 5 years	8,230	10,764	8,230	10,764
	8,230	10,764	8,230	10,764

The College has entered into an agreement with Barclays Bank plc for a development and term loan facility of up to £32m. The bank loan is secured by way of a first legal charge over the College's headquarters (that is, 30 Euston Square, London, NW1 2FB)

The College's exposure to interest rate fluctuations on the loan has been managed by using two interest rate swaps. An agreement was signed in July 2016 to fix the interest costs on the loan at 2.662%. A further agreement was signed in December 2021 to fix the interest on the unhedged portion of the loan due to a loan holiday taken during COVID.

30. Operating leases

	College		Group	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Operating lease due within 1 year	231	230	231	230
Operating lease due within 2 to 5 years	726	681	726	681
Operating lease due over 5 years	426	545	426	545
	1,383	1,456	1,383	1,456

Operating leases relate to IT equipment and property leases. Renewals for IT equipment are at the option of the lessee. The annual lease cost is £231k (2024: £230k)

31. General and designated funds

	At 1 April 2024 £'000	Income £'000	Expenditure £'000	Realised and unrealised gains/(loss) £'000	Transfers £'000	At 31 March 2025 £'000
International	97	-	-	-	-	97
Special measures & other projects	929	193	(58)	-	(128)	936
Fixed Assets Designated Fund	52,875	-	-	(285)	1,240	53,830
Total Designated Funds	53,901	193	(58)	(285)	1,112	54,863
General funds	16,856	52,722	(50,019)	314	(2,024)	17,849
Pension funds	(28)	-	22	(974)	980	0
Total Unrestricted funds	70,729	52,915	(50,055)	(945)	68	72,712

International Fund: This fund was set up following the introduction of the MRCGP International programme to support the development of general practice/family medicine world-wide and in raising standards of the discipline, being of equivalent academic rigour to the MRCGP in the UK. A new category of International Member was created, and the designation MRCGP [INT] will be in addition to the qualification awarded by the relevant national bodies in the countries concerned, which fund the accreditation process. These are expected to be utilised over the next few years.

Special measures and other projects: This is project funding relating to work the College does that concentrates on the development and establishment of educational resources, tools and guidance to enhance and develop the skills of healthcare professionals to support positive patient outcomes. It includes funding to help accredited practices as veteran friendly, for doctors working in secure environments and help practices offer the best end of life care programmes. It is anticipated the funds will be spent over the life span of the projects which is normally a year.

Fixed Asset Designated Fund: The charity has established a separate reserve to reflect a proportion of the value of the College's building assets and other assets to prevent the general reserves being overstated by the inclusion of assets which are part of its permanent operating structure. This reserve is different from

other reserves as it cannot be realised for cash purposes (e.g. as in charging any other fees or costs that are payable by means of cash going out – this is what we normally do for most designated funds). Transfers represent the net effect of additions to the assets, depreciation on the asset and repayment of the loan secured against the building.

32. Restricted funds

	At 1 April 2024 £'000	Income £'000	Expense £'000	Realised and unrealised gains/(loss) £'000	Transfers £'000	At 31 March 2025 £'000
Kuenssberg Prize	109	-	-	-	-	109
Other secretariat funds	49	-	(2)	-	-	47
Other international funds	170	128	(155)	-	-	144
OLE & educational	128	35	(2)	-	(68)	93
Research Projects	124	-	(1)	-	-	123
Other Scottish funds	50	392	(386)	-	-	55
Northern Ireland funds	-	34	(32)	-	-	2
Welsh funds	53	105	(94)	-	-	64
Special measures & other projects	225	76	(67)	-	-	234
Faculties funds	295	1	(48)	-	-	248
Total Restricted Funds	1,203	771	(787)	-	(68)	1,119

Kuenssberg prize: This is awarded to those who have had an impact on clinical excellence or patient safety in general practice.

OLE & educational: These relate to projects the College is undertaking delivering education programs for General Practice, primarily in e-learning on specific topics. These will be spent over the development of the various projects, which is normally 1 year. Restricted funds also include funds for the ongoing maintenance and development of the online learning platform.

Research projects: These funds represent grant project income for clinical innovation and research. The balance is £123k for research into Adolescent special interest groups.

Scottish fund: This includes funding that relates to the Scottish Deep End Group which receives funding to carry out its work from the Scottish Government. RCGP holds and disburses the funds for project activity and provides administrative support.

Faculties funds: These funds are grants held by individual faculties for a range of purposes.

33. Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total 2025 £'000
Tangible fixed assets	57,043	–	57,043
Investments	16,962	1,119	18,081
Net current assets	6,936	–	6,936
Amounts falling due after one year	(8,230)	–	(8,230)
Net assets excluding pension liability	72,711	1,119	73,830
Pension liability	–	–	–
Net assets including pension liability	72,711	1,119	73,830

34. Pension commitments

As described in Note 14, the College operates two pension schemes, one of which is a defined benefits scheme. The assets of this scheme are held separately from those of the College, being invested with a range of investment managers via an investment platform provided by Mobius Life Limited.

The last formal actuarial valuation was at 1 April 2023. Pension deficit funding contributions was agreed at £1.0m per annum payable monthly to 31 March 2025 when the funding deficit is expected to be eliminated.

The level of funding at 1 April 2023 was 92%, and the market value of the fund at the time of the last valuation was £22.6m. The pension contribution for the year was £1.0m (2024: £1.0m), and no amounts were outstanding at the year end.

Financial Reporting Standard 102 (FRS102) requires the surplus or deficit on the Scheme as at 31 March 2025, calculated in accordance with the requirements of the FRS102, to be included on the balance sheet.

For the purpose of FRS102, the assets of the Scheme have been taken at market value and the liabilities have been calculated by a qualified independent actuary. The major assumptions used by the actuary were:

	2025 %	2024 %	2023 %	2022 %	2021 %
Rate of increase in salaries	2.15	2.30	2.45	3.05	2.65
LPI pension increases (based on RPI subject to a maximum of 5% p.a.)	3.05	3.20	3.30	3.65	3.30
Discount rate	5.70	4.80	4.70	2.75	2.00
RPI Inflation assumption	3.15	3.30	3.45	3.85	3.45
CPI Inflation assumption	2.15	2.30	2.45	3.05	2.65

The underlying mortality assumption is based upon the standard table known as S3PA Light year of birth tables, with CMI_2023 improvement factors, and a long term annual rate of improvement of 1.25% p.a., standard smoothing factor and no initial addition improvement (2023: same but with CMI_2022 future improvement factors). This gives the following life expectancies in years at 60, for members aged either 45 or 60 at 31 March 2025 (with comparative figures based on mortality assumptions used at previous year end):

	2025 %	2024 %
Male currently aged 60	27.4	27.5
Female currently aged 60	29.3	29.3
Male currently aged 45	28.5	28.5
Female currently aged 45	30.4	30.8

The major categories of plan assets for the year ending 31 March 2025 (with comparative figures for the year ending 31 March 2024) are as follows:

	Value at 31 March 2025 £'000	%	Value at 31 March 2024 £'000	%
Equity and property	2,530	12	4,320	19
Bonds	8,434	40	-	-
GARS & LDI Funds	9,910	47	18,187	80
Cash	211	1	227	1
		100		100
Total market value of assets	21,085		22,734	
Present Value of Scheme Liabilities	(20,196)		(22,762)	
Net Pension Liability	889		(28)	
	2025 £'000	2024 £'000		
Movement in deficit during year				
Deficit at 1 April	(28)	(415)		
Contributions	980	980		
Other finance costs	22	4		
Actuarial gain/(loss)	(974)	(597)		
Surplus/(Deficit) at 31 March	(0)	(28)		

	2025 £'000	2024 £'000
Analysis of amount charged to Statement of Financial Activities		
Other finance cost	22	4
Total operating charge	<u>22</u>	<u>4</u>
Analysis of net return on pension scheme		
Expected return on pension scheme assets	1,087	1,058
Interest on pension liabilities	<u>(1,065)</u>	<u>(1,062)</u>
Net return	<u>(22)</u>	<u>(4)</u>
Actual return on Scheme assets	<u>(1,476)</u>	<u>(70)</u>
Amounts recognised as Pension Scheme gains and losses		
Actual return less expected return on pension scheme assets	(2,563)	(1,136)
Experience gains and losses arising on scheme liabilities	(162)	(34)
Change in financial and demographic assumptions underlying scheme assets	2,640	573
Adjustment for non-recoverable surplus	<u>(889)</u>	<u>-</u>
Actuarial gain/(loss) recognised in the Statement of Financial Activities	<u>(974)</u>	<u>(597)</u>
Cumulative amount of actuarial gains and losses recognised for the year ending 31 March 2025 are as follows:		
Cumulative actuarial (loss) at beginning of the period	(11,069)	(10,472)
Recognised during the period	<u>(974)</u>	<u>(597)</u>
Cumulative actuarial (loss) at end of the period	<u>(12,043)</u>	<u>(11,069)</u>
(Deficit) in Scheme at the beginning of year	(28)	(415)
Expenses recognised in profit and loss	22	4
Contribution paid by the College	980	980
Actuarial gain/(loss)	<u>(974)</u>	<u>(597)</u>
(Deficit) in Scheme at the end of the year	<u>(0)</u>	<u>(28)</u>
Changes in the present values of the Scheme liabilities for the year ending 31 March 2025 are as follows:		
Present value of Scheme liabilities at the beginning of period	22,762	22,963
Interest cost	1,065	1,062
Actuarial losses/(gains)	(2,478)	(539)
(Gains)/Losses on plan changes	-	-
Benefits paid	<u>(1,153)</u>	<u>(724)</u>
Present value of Scheme liabilities at end of period	<u>20,196</u>	<u>22,762</u>

Changes in the present values of the Scheme assets for the year ending 31 March 2025 are as follows:	2025	2024
	£'000	£'000
Market value of Scheme assets at the beginning of period	22,734	22,548
Expected return	1,087	1,066
Actuarial gains	(1,153)	(724)
Benefits paid	(2,563)	(1,136)
Contributions paid by the College	980	980
Market value of Scheme assets at the end of period	21,085	22,734

Group Personal Pension Plan

On 1 July 2006, the College established a Group Personal Pension Plan with Aviva into which it contributes a maximum of 8% of basic annual salary provided the employee also contributes a minimum of 4%. In order to comply with legislation, a Stakeholder Plan was also established but no employer contribution is paid into this arrangement and, to date, nobody has joined.

The assets of the Group Personal Pension Plan are held separately from those of the College and are invested by Aviva. The total employer contribution for the year was £0.7m (2024: £0.6m) The pension contribution outstanding at 31 March 2025 was £0.1m (2024: £0.1m).

35. Prior year financial information

	Note	Unrestricted Funds £'000	Restricted Funds £'000	2024 Total £'000
Income from:				
<i>Charitable activities</i>				
Project income		5,923	617	6,540
Examination fees		9,554	–	9,554
Membership income		22,381	–	22,381
Courses & events		1,935	8	1,943
Other income		419	2	421
<i>Other trading activities</i>				
Trading income from subsidiaries		9,569	–	9,569
Investment income		1,071	–	1,071
Total income		50,852	627	51,479
Expenditure on:				
<i>Raising funds</i>				
Trading expenditure		6,609	–	6,609
Investment management fees		60	–	60
		6,669	–	6,669
<i>Charitable activities</i>				
Future of general practice		4,856	121	4,977
GP education		17,673	33	17,706
Supporting membership		7,613	503	8,116
Voice of General Practice		9,091	–	9,091
		39,233	657	39,890
Total expenditure	20	45,902	657	46,559
Net income / (expenditure) before gains		4,950	(30)	4,920
Net gains/(loss) on investments	25	(953)	–	(953)
Net gains on revaluation of fixed assets		2,833	–	2,833
Net income / (expenditure)		6,830	(30)	6,800
Transfers between funds	31, 32	44	(44)	–
Actuarial gains/(losses)	34	(597)	–	(597)
Net movement in funds		6,277	(74)	6,203
Balances at 1 April 2023		64,452	1,277	65,729
Balances at 31 March 2024		70,729	1,203	71,932

36. Restricted funds

	At 1 April 2023 £'000	Income £'000	Expense £'000	Realised and unrealised gains/(loss) £'000	Transfers £'000	At 31 March 2024 £'000
Kuenssberg Prize	109	-	-	-	-	109
Other secretariat funds	50	-	(1)	-	-	49
Other international funds	148	101	(79)	-	-	170
OLE & educational	135	49	(14)	-	(42)	128
Research Projects	101	-	(1)	-	24	124
Other Scottish Funds	155	186	(290)	-	(1)	50
Welsh funds	49	120	(116)	-	-	53
Special measures & other projects	222	166	(139)	-	(24)	225
Faculties funds	308	4	(17)	-	-	295
Total Restricted Funds	1,277	626	(657)	-	(43)	1,203

37. Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total 2024 £'000
Tangible fixed assets	58,937	-	58,937
Investments	18,716	1,203	19,919
Net current assets	3,868	-	3,868
Amounts falling due after one year	(10,764)	-	(10,764)
Net assets excluding pension liability	70,757	1,203	71,960
Pension liability	(28)	-	(28)
Net assets including pension liability	70,729	1,203	71,932

38. General and designated funds

	At 1 April 2023 £'000	Income £'000	Expenditure £'000	Realised and unrealised gains/(loss) £'000	Transfers £'000	At 31 March 2024 £'000
International	97	-	-	-	-	97
Education	169	-	-	-	(169)	-
Special measures & other projects	675	302	(67)	-	19	929
Fixed Assets Designated Fund	52,034	-	-	542	299	52,875
Total Designated Funds	52,975	302	(67)	542	149	53,901
General funds	11,892	50,551	(45,840)	1,338	(1,085)	16,856
Pension funds	(415)	-	4	(597)	980	(28)
Total Unrestricted funds	64,452	50,853	(45,903)	1,283	44	70,729

Accounts

Annual report and accounts 2023–2024



Royal College of
General Practitioners

Charity Registration Number 223106

Scottish Charity Registration Number SC040430

Contents

Introduction from the Chair of the Trustee Board, Chair of Council and the Chief Executive Officer	1
Our vision, purpose and values	4
Strategic plan 2023 - 2026	6
Highlights of our activities and achievements during 2023-24	7
Environmental Social Governance	18
Reference and administrative details	37
Financial review for the year	38
Independent Auditor's report	44
Consolidated statement of financial activities	48
Balance sheet	49
Consolidated cash flow statement	50

Introduction from the Chair of the Trustee Board, Chair of Council and the Chief Executive Officer

Professor Mike Holmes, Chair of Trustees

The past 12 months have been a period of transition for the RCGP's leadership. Following an extensive recruitment process, we appointed Chris Askew as our new Chief Executive Officer in May 2023. Chris took up his role at the start of October 2023, joining us from Diabetes UK, and brings a wealth of experience from leadership roles across the charitable sector. Having already made a positive impact in a short amount of time, I look forward to working with him alongside Council Chair, Kamila Hawthorne, as part of the College's Triumvirate leadership structure.

I would like to thank the Executive Management Team of Mark Thomas, Fiona Erasmus, Ben Clacy and Harriet Jones, Trustee Board and College Officers for their leadership during this year, and for the welcome and support they have provided to our new CEO. Special thanks must go to Mark Thomas who diligently held the fort as Interim Chief Operating Officer whilst continuing to carry out his own responsibilities as Executive Director of Policy and Engagement.

The challenges facing general practice are no less acute than when I last wrote in this report a year ago. Since then, we have launched the RCGP's new strategy 'Building a Sustainable Future for General Practice' and it has been encouraging to see the brilliant work and progress being made against each of the four priority areas. My thanks to Council, Kamila and all the Officers for the direction and advice they provide as we all work to achieve these priorities.

Trustee Board directly enables and supports the delivery of the strategy through governing the College to the highest possible standards. I must acknowledge the commitment of my colleagues on Trustee Board to the college, all of whom are aware of our joint responsibilities to safeguard the organisation and ensure that it functions optimally. Our duties encompass governance, financial stewardship, the management and mitigation of risk in all potential forms, and in playing a crucial role in supporting our staff and setting the RCGP's culture. Our ultimate aim is to ensure that all parts of the organisation work symbiotically towards the College's Charitable Object – "To encourage foster and maintain the highest possible standards in General Medical Practice."

I would like to thank Simon Gregory and Ian Jeffrey who demitted as Trustees earlier this year and whose contributions were hugely valued. Equally, I am delighted to welcome Thomas Patel-Campbell and Vicky Sandry to the Board and look forward to working with them.

Trustee Board continues to lead the work on delivering the College's Governance review, which was commissioned in 2021. I am pleased to report that we are making significant progress and look forward to communicating and consulting with our members throughout 2024-25 as we approach the deadline set by the Charity Commission for completion of the review.

In the past 12 months, and as they do every year, the College's staff have worked tirelessly to put our members at the heart of everything the College does. Whether finding new ways to deliver value for our

membership or influencing government policy to help alleviate the pressures on General Practice, I never cease to be impressed by the work they do and offer a heartfelt thank you to all RCGP staff.

My final thanks go to our members for your continued support of the RCGP. Please rest reassured that the College will continue to do everything it can to advocate on your behalf and ensure delivery against its charitable object.



Chris Askew, Chief Executive Officer

I write this foreword at the end of my first six months as Chief Executive of the College and first want to take the opportunity to thank the Executive Management Team of the College for their leadership during the interim period. My thanks also to the Chairs of Trustee Board and Council for supporting my arrival into the College and our Officer team for all their guidance as I have settled into my role. Finally, thank you to the staff team and to all those members who I have had the chance to meet so far, for their warm welcome.

This initial period has been an opportunity for me to listen and learn from colleagues and members about the RCGP; I have travelled across the UK attending our flagship events, visiting our offices and joining discussions which span the College's work. Always evident in these visits and conversations has been the shared passion for general practice and drive to advance the profession, but also the clear focus in all our work to support and deliver value to members.

This commitment has shone through in the work that has been delivered in this financial year and I would like to thank all colleagues for their tireless efforts on behalf of the College. There has been great progress against our four strategic priorities since their launch, and I must give mention to a few major organisational projects:

- The development of the Simulated Consultation Assessment (SCA) by the Exams team, which launched in November 2023 and replaces the Recorded Consultation Assessment (RCA).
- The ongoing work on the Member Value Proposition and the launch of the Your Professional Home branding in May 2023, resulting from a coordinated effort across teams in the Membership Development & Engagement directorate.
- The delivery of an excellent, well attended, in-person Conference in Glasgow.
- The ongoing work on a necessary review of the College's governance structures and procedures.
- The creation of a new Members' Lounge on the ground floor of 30 Euston Square; an inviting flexible space that we hope will make RCGP's headquarters feel more like your professional home.

Looking ahead to next year, I see wide possibilities to extend and augment the College's work and impact as I continue to hear from our members, work with our Board of Trustees and engage with my colleagues within the staff group. We have begun the development of a corporate plan for the RCGP to define and monitor the College's operational progress ahead and work against the strategy will continue apace in what will be an important year for the profession following the general election.

Despite the obvious challenges facing general practice, it has been heartening to see both member and staff enthusiasm undimmed. I am looking forward to working with you all to work to build a sustainable future for the College and the profession.



Professor Kamila Hawthorne, Chair of Council

The 75th Anniversary of the NHS was marked on 5 July 2023. I was honoured to attend a commemorative service at Westminster Abbey on behalf of the College and, in observing this milestone, it was a reminder of how far the NHS has come and how much there is still to do to ensure the health service is fit for the future.

We launched our new RCGP strategy in April 2023, titled '*Building a Sustainable Future for General Practice*' and in which we outlined four priorities: to tackle the workload and workforce crisis, to ensure the College is the Professional Home of General Practice, to reduce the increasing gap in health inequalities, and to respond to the climate emergency. Reflecting on the first year's activity against these priorities, I am proud of what has already been accomplished but I am aware that there is still much to do.

As an Officer team, we continue to build relationships with key external stakeholders and, alongside College staff, work hard to keep general practice front of mind and at the top of the news agenda. Whilst I cannot list all that has been achieved in the past 12 months, highlights have included:

- Our successful campaign to challenge tier two visa restrictions faced by international medical graduates which resulted in a four-month extension for graduates on that visa.
- The hard-won commitment from NHS England to increase general practice training places by 50% in their Long -Term Workforce Plan.
- The launch of the RCGP manifesto '*Seven Steps to Save General Practice and Safeguard our NHS*' at the RCGP Annual Conference in October 2023 and subsequent cross-party engagement at our parliamentary reception in January 2024.
- Joining up with devolved nation colleagues to host two UK wide summits with external stakeholders to do a policy deep dive on health inequalities and planetary health.

I am also pleased that we have been able to remain responsive to issues that have arisen for the profession in the past year alongside the ongoing work on our priority areas. I am grateful to staff and Council for their input and guidance on these often complex issues, most notably on the Physician Associate paper to Council and update to the College's position statement.

The RCGP engaged with the major political parties during the election campaign in each of the four nations to ensure that they commit to building a brighter future for primary care as part of their manifesto pledges. It may be too much to hope that our manifesto asks will be adopted in full by the new government, but we will continue to work hard on your behalf to influence them to achieve the best outcomes for the profession in line with our strategy.

My thanks to my Officer team, to Council and to College staff for their unstinting work to advance the profession and help our membership. We would be unable to do this without the support of our members and it has been a pleasure getting to know so many of you through RCGP events and the faculty listening exercise in the last 12 months. Thank you for sharing your stories and expertise with the College and I look forward to meeting more of you in the coming year. It continues to be a privilege to represent the RCGP and, despite the challenges facing the profession, I will continue to persevere on your behalf to build a sustainable future for general practice.



Our vision, purpose and values

The Royal College of General Practitioners was founded in 1952 and granted a Royal Charter in 1972 with the objective:

“To encourage, foster and maintain the highest possible standards in general medical practice and for that purpose to take or join with others in taking any steps consistent with the charitable nature of that object which may assist towards the same”

Our vision

Excellence in general practice for patients worldwide.

Our purpose

To promote the best possible quality of health and healthcare for the population by:

- setting the highest standards for general practice.
- ensuring that GPs have the best possible training.
- supporting GPs throughout their professional lives to deliver the best possible service.
- leading the profession and demonstrating the value of general practice.
- developing general practice as the foundation of effective and sustainable primary care worldwide.
- using resources efficiently to support our members and develop the College sustainably.

Our values

Our values describe the principles that guide our work. We strive to demonstrate:

Compassion – for our patients, the populations we serve, our members, our colleagues and ourselves.

Inclusivity – we value diversity as part of our community and treat each individual with equal respect.

Sustainability – we look to the future and care about the long-term wellbeing of our members, our profession, our patients and the world around us.

Accountability – we take responsibility for the results of our actions and continuously strive to be the best that we can be.

Integrity – we are honest, open, ethical, just and fair.

Public benefit

The College provides public benefit, and the advancement of health and of education, through:

- developing professional standards which help to ensure that patients are treated by fully trained, competent general practitioners.
- encouraging professional development by developing and providing educational resources to enable general practitioners to maintain and develop their skills.
- support to individuals as general practitioners.
- promotion of the profession as fundamental to integrated primary health care.

The Trustees have referred to the Charity Commission's guidance on public benefit when reviewing its aims and objectives and in planning its future activities to ensure that the activities the College undertakes are in line with its charitable objects and aims.

This Trustees Report also sets out how we have implemented the principles of good governance and ensured sound financial management of our resources.

Strategic plan 2023 - 2026

In April 2023, our new strategy *Building a Sustainable Future for General Practice* came into effect. It is rooted in the priorities of our hardworking GPs who continue to make exceptional efforts to give the best possible standards of care to patients despite the pressures of a persistent and growing gap between workforce capacity and patient need, and political and economic uncertainty. The new strategy contains the following four priorities:

1. Tackle the workload and workforce crisis.
2. Ensure the College is the Professional Home of General Practice.
3. Reduce the increasing gap in health inequalities.
4. Respond to the climate emergency.

Highlights of our activities and achievements during 2023-24

1. Tackling the workload and workforce crisis

In the past financial year, we have continued to engage with Government, shadow Ministers and politicians to press for action to resolve the unprecedented pressures facing GPs who are now seeing more patients than ever. To support this work and in anticipation of the 2024 General Election, we launched the RCGP manifesto '*Seven Steps to Save General Practice and Safeguard our NHS*' in October 2023. The launch attracted national media reports around the headline '*Destruction and Demonisation of GPs must stop*'. Following the Shadow Health Minister's controversial opinion piece in The Times Red Box, which disputed the College's claims that none of the major political parties had come up with a plan for general practice, we placed the College's rebuttal alongside this opinion piece, restating the manifesto calls and the College's drive to ensure patient safety and protect GPs.

Following the launch, we encouraged our members and the wider public to share the manifesto with their MPs. 829 GPs and 111 members of the public have written to their MPs using our website tool. We also hosted a Parliamentary Reception at the House of Commons in January 2024, sponsored by Rachel Maskell MP, where we spoke directly to MPs and other key stakeholders on our manifesto asks and why it is critical that improving patient care and access to general practice is a key political priority.

More broadly, our press and campaigns work has led to high-profile articles and headlines across print publications and broadcast outlets, including articles where we have proactively shaped the news debate and enabled more members to articulate their experiences in the media. Our Chair of Council has appeared multiple times this past year on the BBC4 Today programme and appeared on the BBC One flagship '*Sunday with Laura Kuenssberg*' programme in January 2024, discussing the pressures facing general practice and the health service more widely, alongside the broadcaster Jane Moore and the Historian Lord Andrew Roberts.

Between April 2023 and March 2024, we generated 18,796 media mentions. 15,353 of those mentions were in online articles, 2,035 in broadcast coverage and 1,226 in print. Monthly volume peaked in May 2023 with 2,371 hits across all media.

Through the joint efforts of our press, policy, research, and campaigns teams, we have responded to consultations with robust evidence to support further investment in general practice and lobbied Government and the NHS across the four nations to influence policy. Most notably:

- Securing an extension to visas for newly qualified International Medical Graduates by four months.
- The commitment in the NHS England Long-Term Workforce Plan published in June 2023 to expand GP training places and their acknowledgement of the need for 12,000 more GPs by 2030/31.
- Calling on NHS England to reverse its decision to defund the national General Practice Fellowship and the Supporting Mentors schemes and to devolve decisions about the future of these programmes to individual Integrated Care Systems, along with the shift of any associated budgets into their baselines.

- Asking for prioritisation of GP retention in NHS England guidance to Integrated Care Boards.
- Requesting that NHS England allow greater flexibility in the Additional Roles Reimbursement Scheme (ARRS) funding to allow practices to use this to employ nurses and GPs.
- Working to influence the negotiations of the GP contract for 2024/25 to ensure the best outcomes for the profession.
- Influencing the roll out of the Pharmacy First scheme, highlighting the need for the full digital functionality and communications systems to be in place as soon as possible.
- Calling on Government to invest in the general practice capital estate.
- Participating in winter planning for primary care services and calling on NHS England to provide funding for Acute Respiratory Infection hubs.
- Providing recommendations to Government on how to reduce bureaucracy in general practice.
- Asking NHS England to introduce an Operational Pressures Escalation Levels (OPEL) Framework for General Practice to take a consistent and co-ordinated approach to managing pressures across all systems, securing exclusive coverage in The Guardian newspaper.

In addition to this, UK Council has worked to shape our ongoing policy work in this area in the past year. RCGP launched its definition of the role of the GP in October 2023. This definition was developed with input from members, patient groups, and with Council's guidance will direct the development and implementation of policy in relation to general practice, models of care and multidisciplinary team working. The definition has been welcomed by members and the wider profession and was included in the RCGP manifesto.

A paper was taken to November 2023 Council for discussion on how the College could work with other professional bodies to support the effective utilisation of the multi-disciplinary team (MDT) in general practice to provide safe, high quality patient care and alleviate GP workload. The outcome from this discussion was a decision that the RCGP should not develop plans to widen access to existing College products and services to MDT colleagues in 2023/24 and to focus our energies on enhancing our member value proposition for GPs.

The MDT plan has been revised to focus on exploring the possibility of working with other professional bodies to consider areas of collaboration, including the possibility of developing guidance on MDT roles and supervision in general practice.

In March 2024, Council voted to strengthen and update its position on the role and regulation of Physician Associates (PAs) working in general practice and for the delivery of a member consultation on PAs. A member survey has since been launched and the results will feed into the development of guidance on scope of practice and supervision of PAs in general practice.

On specialty and specialist (SAS) doctors working in general practice, the College has continued to engage with Government, NHS England, and other stakeholders on this topic. We are calling for action to address our concerns as permanent changes to the performers list regulations are implemented, clearly stating our UK Council agreed red lines.

An update paper on GP retention was taken to UK Council in March 2024, setting out ten recommendations developed and informed by a Freedom of Information Act request and workshops with members and stakeholders. Council gave its approval, and the next step will be to publish the paper as a report later in 2024.

After concluding support for two Welsh Health Boards (Betsi Cadwaladr and Swansea) and Leicester ICB in late 2023, in January 2024 the RCGP Primary Care Development team successfully won a tender to become one of five General Practice Improvement Programme delivery partners for NHS England as part of the Primary Care Access Recovery Plan. This programme aims to work with practices to implement supportive strategies to improve access to general practice services and realise benefits quickly through providing a hands-on package of support delivered over four to six months.

Participating practices will benefit from on-site support as well as group-based learning sessions to facilitate peer-to-peer learning and sharing of experiences across practices.

We continue to promote the College's policy and engagement work through the Chair of Council's fortnightly message to members, the faculty fortnightly newsletter, ongoing social media activity and direct emails on our campaign actions. In addition, we publicise this work in major college events and through conversations with faculties and members. The RCGP has also created a workforce and workload key statistics page on the website for its members to confidently talk to stakeholders about the challenges facing general practice.

In Scotland, we have continued to campaign for the asks in the RCGP Scotland Council paper 'Retaining our GP workforce in Scotland,' securing commitments on:

- Funding to reinstate Protected Learning Time. We continue to push for monitoring of uptake and argue for a national call handling service to provide cover support, rather than local arrangements.
- The delivery of a National Conversation. We discussed this with the RCGP Scotland Patient Forum and the Scottish Academy and continue to work with the Scottish Government on implementation.
- The redesign of retention schemes. We held a roundtable on the evaluation of retention schemes with participants from across GP career stages and practice circumstances and have made progress with the Scottish Government in implementing a more fit for purpose scheme.

The Scottish Chairs and deputies have continued to meet with the Cabinet Secretary for NHS Recovery, Health and Social Care on a quarterly basis with workforce and workload at the top of the agenda.

In Wales, following our campaigning on the issue, the roll-out of e-prescribing in Wales is continuing and is on schedule, with a pilot operational in North Wales. RCGP Wales' longstanding call for a shared patient record has been adopted by Digital Health and Care Wales as a priority to deliver, with considerable progress being made in preparation for the roll-out. Welsh Council approved a policy paper which highlighted the gulf in aspiration for technology in general practice and the reality on the ground. This is being worked up into a campaign for the next financial year.

Work on the RCGP Wales' Chair's safeguarding priority has continued, broadening its scope and now offering a programme of all-Wales peer support group webinars, hosted by Health Education and Improvement Wales' (HEIW's) Gwella portal, providing a safe and reflective sharing space, without concern of judgement. The Welsh Chair also produced a paper 'GP Role in Maximising School Attendance', which was submitted to and accepted by UK Council in June 2023.

During the two-year collapse of the NI Assembly and Executive, RCGP Northern Ireland (RCGPNI) consistently lobbied for the restoration of the devolved institutions. This was finally announced on 3 February 2024, with Robin Swann MLA returning as Health Minister.

As both the Chair of RCGPNI's priority and a UK-wide strategic priority, the future sustainability of the GP workforce has been a major focus of engagement with political decision-makers. Key activity under this priority over the past year has been the development of 'A Workforce Fit for the Future: RCGPNI Retention Strategy' with 17 recommendations based on face-to-face engagement with around 200 GPs from across Northern Ireland between May 2023 – March 2024. This report will be launched in early April 2024, with substantial local media coverage expected.

Since the restoration of the Executive, the College in Northern Ireland has also been engaging with political representatives on the Northern Ireland Assembly Health Committee both individually and collectively. The RCGPNI Chair will be giving evidence on pressures in general practice in early April 2024.

2. Ensure the College is the Professional Home of General Practice

In the past financial year, work on the Member Value Proposition (MVP) continued with the launch of the MVP Playbook and the *Your Professional Home* branding in May 2023. The handbook and updated branding enable the College to communicate clearly to our members 'who we are' and 'what we offer'. In

doing so, we are better demonstrating the benefits of membership, and how these benefits deliver positive outcomes for both individual members and the wider profession.

Membership

As of 31 March 2024, membership stands at 55,737 compared to 54,198 for the same period last year – this is the highest number of members achieved and is an increase of 2.84% on 2022-23.

The total number of new members joining since 1 April 2023 is 5,130 compared to 5,057 for the same period last year – an increase of 1.44%.

Overall, leavers stand at 5,790 compared to 5,650 for the same period last year – an increase of 2.41%. The overall retention rate is currently 92.5 % for this point in the year.

Fellowship

There are now 3,629 Fellows. In April 2023 we launched a new online application process to encourage a wider number of applications and boost efforts to increase diversity.

GP Training and Professional Development

The number of trainees completing training between 1 April 2023 and 31 March 2024 was 3792, compared with 3314 in the previous year.

Certificate of Eligibility for GP Registration (CEGPR) applications (for doctors from abroad wishing to work in the UK) increased from 16 in 2022 to 21 in 2023.

Combined Training (trainees combining previous medical training and experience with GP training) applications have decreased slightly, with 203 applications received from August 2023 starters (221 in 2022).

MRCGP

To become licensed to practise as a GP in the UK, doctors must pass the College's MRCGP examination, comprising:

- The Applied Knowledge Test (AKT).
- The Recorded Consultation Assessment (RCA) replaced in November 2023 by the new online Simulated Consultation Assessment (SCA).
- Workplace-Based Assessment (WPBA).

In 2023-2024, candidate numbers were:

AKT: 6277

RCA: 2437

SCA: 3297

MRCGP International

We are continuing partnerships to offer MRCGP[INT] accreditation in Cyprus, Dubai, Egypt, Kosovo, Kuwait, Malta and the entire South Asia subcontinent covering Bangladesh, India Pakistan and Sri Lanka. In addition, we have:

- signed a three-year extension of our Memorandum of Understanding (MoU) with the World Health Organisation in April 2023. RCGP is one of the very few non-governmental organisations in the world

to enjoy a MoU with WHO and its focus is on capacity building to strengthen healthcare cadre in healthcare systems in low- or middle-income countries.

- successfully bid for donor funding to enable philanthropic or donor funded work in Myanmar and South Africa.
- hosted a group of some 40 senior doctors from one of Brazil's largest health insurance providers, UNIMED, to deliver a five-day observational study tour to learn about primary care in the UK.
- delivered a 20-session training programme to the Beijing Huatong Guokang Foundation (BHGF) in China.

Online Learning Environment

The OLE has continued to grow with nearly 169,000 registered users – an increase of 7.1% from the previous year.

There are 19 Learning Hubs, over 470 resources including eLearning courses, bite-sized screencasts and podcasts, Essential Knowledge Updates (EKU) and Challenges and Hot Topics which enable members to test their knowledge of given topics. The podcast channel had over 158,832 listens over the past year, averaging 433 per day.

In addition, the eLearning team have been working closely on the Membership Value Proposition workstream plans, to ensure greater membership led CPD in 24/25.

Project Management Office

Following a commission in 2021 to establish and develop a virtual training organisation, the Personalised Care Institute (PCI), to set the quality standards for developing, endorsing and accrediting all personalised care education for health and care professionals in England, the team concluded the three-year contract from NHSE in March 2024, training over 51,000 Health and Care professionals. The PCI continues to be hosted within the RCGP and has over 70,000 active registrations on its learning management system with over 80,000 courses having been completed via the platform.

The team has worked hard to support NHS England's ambition for all Veterans in England to have access to a GP practice that has signed up to the RCGPs Veterans Friendly GP Accreditation scheme. Over 50% of all practices and over 91% of all PCNs had met these requirements by 31st March 2024.

Conferences and events

This year we organised over 580 Member events across the UK with 46,476 members registering to attend events. Over half of these events were free to members. 62% were held online and 38% were either hybrid or in-person.

These events consist of a mix of CPD, wellbeing, member, and student engagement, and MRCGP Preparation courses for our GP Trainees. Highlights have included:

All members

- Celebrating our RCGP volunteers at the Members Summit in March 2024, welcoming 158 members to 30 Euston Square for the one-day event.
- Hosting 11 New Members Ceremonies across the UK with a total of 3,188 attendees, of which 1,056 were members.
- The delivery of two one-day online conferences on clinical health inequalities.
- Delivery of a record 25 online One Day Essentials clinical conferences.

England

- The reintroduction of in-person Minor Surgery courses across England.
- The launch of online one-day adult and child safeguarding courses.

Scotland

- Successful delivery of four hybrid Annual Lectures.
- The launch of our Faculty in-person Learn and Connect events, and continuation of our Meet and Connects.

Wales

- Numerous events, including Rof Faculty's All Island Clinical Cases Presentation Competition for medical students in February 2024, and North Wales Faculty's series of in-person informal networking evenings for First5s.
- RCGP Wales leadership programme, 'Leaders for the Future', completed its eighth cohort, again producing a group of exceptional leaders who have already become involved with the College.

Northern Ireland

- Hosted a Primary Care Paediatric Conference Children in partnership with the Simulated Education team at the Royal Belfast Hospital for Sick Children, which was attended by 180 delegates and was RCGPNI's largest CPD learning day to date.
- Delivered the inaugural 'Thriving as a GP' member conference in February 2024 where the newly appointed health minister, Robin Swann MLA, gave his first major Ministerial address to the 90 GPs in attendance.

Annual Conference

The 2023 RCGP Annual Conference took place in Glasgow 19-20 October. Over 1,400 delegates attended, 81% of whom said that the conference met their objectives. 33% of delegates were AITs.

3. Reduce the increasing gap in health inequalities

Between April 2023 and March 2024, the College has worked to establish itself as a key voice on health inequalities. Central to this was the success of the RCGP Health Inequalities Summit in July 2023, where the College welcomed 50 key senior stakeholders from across the four nations to 30 Euston Square. Alongside guest speakers sharing work and perspectives from across the UK, the focus of the event was to take an in-depth look at what creates or exacerbates health inequalities and what actions, projects or campaigns could help reduce them.

Following the summit and in addition to the event outputs, a proactive programme of stakeholder meetings and discussions on a range of topics including links between homelessness and health inequalities ultimately fed into a paper submitted to the March 2024 Council meeting. The paper, which received excellent feedback, proposed several policy recommendations on how the College can support GP practices to take action to address health inequalities and explored social determinants of health.

The March 2024 Council paper is being developed into a report that will be launched at an election-focused roundtable event in May 2024. Addressing health inequalities is one of the seven asks of the next government put forward in the RCGP manifesto. We are calling on them to provide more support to patients in deprived communities through a review of funding streams to channel more spending to the areas of greatest need. Practices in areas with the poorest communities have on average 14.4% more patients per fully qualified GP than practices in wealthy areas, and they receive 7% less funding to cope with the additional needs of their local populations. Significant media coverage has been achieved both in relation to the manifesto and broader proactive press work related to health and social inequalities. We

also continue to raise health inequalities in our ongoing programme of engagement with politicians and policymakers.

The July 2023 summit also marked the start of a closer working relationship with RCGP Health Inequalities Standing Group (HISG). Having involved the group in the development of the event programme, we were grateful to them for sharing their expertise and time in inputting into the March 2024 Council paper and remain committed to involving them in any future events in this area.

Following the creation of the health inequalities area on the RCGP Members Forum in February 2024 to support growth of informal health inequalities networks across the College membership, the HISG are leading on managing and contributing to the area. Alongside the network building, we are exploring ways to capture health inequalities best practice from our members using the dedicated area on the forum. This would be with a view to sharing these case studies as part of our policy and influencing work and for possible inclusion on the RCGP Health Inequalities eLearning Hub.

There were 3168 views of the Health Inequalities eLearning Hub from 1 April 2023 – 31 March 2024. The RCGP is committed to growing this hub and, following the addition of links to two external toolkits, there has been a significant increase in views of the final quarter of this financial year.

The Professional Standards team has undertaken a gap analysis of existing health inequalities guidance and resources, and in collaboration with the eLearning team, is developing a podcast and a “10 in 10” resource on practical steps GPs and practices can take to address health inequalities, both to be made available on the hub in May 2024. There are plans to develop a visual introduction on how to make the best use of the hub and the resources available, as well as building a marketing plan for the hub.

Across the devolved nations, work on the Deep End Wales project has continued following the launch of the pilot in 2022. It aims to support general practice to play its part in tackling deep-rooted health inequalities and its work has been inspired by the progress of the Deep End scheme in Scotland which has led to many similar projects around the world. It is offering support to general practices situated in the 100 most socio-economically disadvantaged areas of Wales, in-partnership with Welsh Government. RCGP Wales co-chairs the NHS Confederation Health & Wellbeing Alliance Sub-Group on Health Inequalities which continues to act as a constructive, critical friend to Welsh Government on the topic of tackling health inequity.

RCGPNI has been leading on the development of a business case for a Deep End project, together with academic stakeholders. Initial discussions have taken place with the Department of Health in March 2024 following our annual meeting with the Chief Medical Officer, Professor Sir Michael McBride. Following the announcement in November 2023 that funding for primary care vasectomy services through GP Elective Care Services (GPECs) would be withdrawn by the Department of Health due to budget pressures, RCGPNI worked closely with political representatives to campaign for the reinstatement of this vital service. Our messaging highlighted the stark gender-based and socioeconomic inequalities in family planning resulting from this decision. It was announced in April 2024 that funding would be reinstated, with all vasectomy services transferred from secondary and into primary care on a permanent basis.

RCGP Scotland continued their work on reducing harms from drug and alcohol misuse. In addition to their support of the successful campaign for the continuation of Minimum Unit Pricing on alcohol, they have met with the former Minister for Drugs and Alcohol and held a roundtable in order to bring papers to UK and Scottish Councils calling for a harm reduction approach to drug misuse. They highlighted the impact of health inequalities in both the written and verbal evidence given to the first stage of the Scottish COVID-19 Inquiry, looking at ‘impact.’ RCGP Scotland also welcomed the former Cabinet Secretary for NHS Recovery, Health and Social Care to visit a Deep End practice to demonstrate the needs of GPs and their teams serving more deprived populations.

4. Respond to the climate emergency

During the 12 months of this reporting period, the focus has been on embedding a response to the climate emergency across the organisation. Action to reduce carbon emissions and increase resilience to the effects of climate change have been taking place at three levels: GP or practice level; Cluster, ICB and national level; RCGP level.

Progress against each of these tiers of action between April 2023 and March 2024 are detailed below.

At GP/practice levels:

Net Zero Primary Care Programme

The Net Zero Consultancy service launched in spring 2023, providing peer to peer support to practices to develop decarbonisation plans by understanding their current emissions baseline and actions they can take to reduce this.

Net Zero Hub

The RCGP launched its Net Zero Hub in collaboration with Greener NHS at the end of January 2023. The hub offers resources to practices in assessing their carbon footprint and developing an action plan to reduce their emissions. The Hub has produced new eLearning material to support practices in understanding their carbon emissions: 'Understanding non-clinical carbon and general practice'. Since its launch, 533 users have completed a course, with 2,095 visiting the Net Zero Hub since April 2023.

The RCGP's Green Impact for Health (GIFH) Toolkit & Awards

The Green Impact for Health Toolkit provides advice and practical steps for general practices to improve their sustainability through a series of actions, which are closely aligned with the UN Sustainable Development Goals. It is delivered by Students Organising for Sustainability (SOS-UK) and general practice volunteers, led by Dr Terry Kemple, and funded by the RCGP. The 125 actions cover clinical and non-clinical themes, including Prescribing, Food and Drink, Learning, Communications, Travel and Exercise, Energy, Waste and Recycling. 832 practice teams are registered on the Toolkit, and over 8000 actions were completed in 2023 alone. The toolkit also acts as a reward system, with 105 practices winning an award in 2023. They join over 1,500 practices who have taken more than 21,000 positive actions towards a net zero future for primary care. 400 practices are also 'pioneers' working towards their bronze award.

Planetary health in the RCGP curriculum

In 2022, the RCGP developed a new professional topic guide for the RCGP curriculum on population and planetary health. The new topic guide expands on the previous guide, which related to population health, to include reference to planetary ecosystems. The guide contains tips and advice for learning, assessment and continuing professional development, including guidance on the knowledge relevant to this area of general practice.

Faculty Climate and Sustainability Leads

Our growing network of Climate and Sustainability Faculty Leads (22 out of 31 Faculties have leads in post) gather regularly to facilitate the flow of ideas, concerns and information on the climate emergency and its health consequences and link into the national Greener Practice network. Throughout 2023-24, there was a 10% improvement on 2022-23 with 7 events delivered with 168 attendees. Faculty events have included webinars such as 'I'm a GP, what's climate change got to do with me?', and wellbeing events.

In Scotland, climate and sustainability representatives have been recruited in every Scottish faculty, and a Greener Practice Group has been started in the North-East Scotland faculty. The RCGP Scotland Edinburgh office recycling efforts saved the equivalent of an HGV truck driving 75 miles.

At cluster/ICB/national level:

Policy influencing strategy and green prescribing

Our initial policy thinking on this priority area was shared in a paper to UK Council in November 2023. Titled Responding to the climate emergency, it explored how we would take forward our policy influencing work and set some boundaries on the areas we would address. The paper was well received by Council.

Building on this, we held a successful Planetary Health Summit event in March 2024 which took a UK-wide approach and brought together key stakeholders alongside RCGP sustainability faculty and devolved nation leads. The focus of the event was to do a policy deep dive on green prescribing. In addition, the agenda also explored realistic/prudent medicine principles and the voice of healthcare on wider climate change issues.

Using the learnings and outputs from this event, teams within the Policy and Engagement directorate are working together to produce a policy influencing plan. A paper on planetary health will be submitted to June 2024 Council meeting, where these plans will formally be outlined, and Council will have a chance to input into our next steps in this area.

Separately, it was determined that the RCGP's policy influencing work around reducing the carbon footprint derived from physical general practice estates will need significantly more research than initially anticipated. This work will be returned to once our policy influencing work on and around green prescribing has been established.

UK Health Alliance on Climate Change (UKHACC)

RCGP is a founding member of UKHACC which includes 32 leading health organisations, representing around a million health professionals campaigning for responses to climate change that protect and promote public health. The College is an active member and is represented on the Council and its Executive, and a full list of the UKHACC campaign and policy actions we have supported publicly can be accessed on our website. Following the RCGP's contribution to The Lancet Countdown's UK policy briefing, Vice-Chair of External Affairs, Dr Victoria Tzortziou-Brown, has been invited to sit on a panel at a UKHACC and The Lancet parliamentary event in April 2024.

Scotland

RCGP Scotland Council approved the second iteration of its Climate and Sustainability Action Plan in March 2024. This Action Plan covers the period of 2024-2026 and includes ambitious actions to be carried out by the RCGP Scotland Officers and the Joint Clinician Representatives for Climate and Sustainability. It also seeks to include the Faculty Board Climate and Sustainability representatives, and to engage the wider membership. It covers themes of climate impact on health, health co-benefits, healthcare impacts on climate, and GPs as trusted messengers.

Action this year has included:

- Hosted a reception in the Scottish Parliament on sustainable prescribing with the Royal Pharmaceutical Society.
- Submitted a response to a Scottish Government consultation on the Scottish National Adaptation Plan 3 on Climate Change, calling for stronger action to protect infrastructure, the natural environment, and housing, all of which impact on personal and societal health, as well as support to adapt practice premises and education in climate health impacts.
- Developed a joint statement with Royal College of Paediatrics and Child Health and the Royal College of Physicians Edinburgh for air quality targets, to be released on Clean Air Day in June 2024.

Wales

RCGP Wales continues to be represented on the Greener Primary Care Wales Expert Group and supports a review of the Greener Primary Care Framework and Award Scheme in 2023, which was developed jointly with Public Health Wales and inspired by RCGP's Green Impact for Health project. We have also contributed to the Royal College of Nursing's report on potential environmentally driven cost savings within the NHS and signed up to the Bevan Commission's 'Let's not waste' project.

Northern Ireland

RCGPNI 'General Practice: Go Greener' online event took place on 26 October 2023, co-hosted by sustainability lead Dr Blathnaid Carlin and Dr Ursula Mason.

The College has also continued its advocacy for implementation of Electronic Transfer of Prescribing in NI, including representation on ETP Project Board organised by Department of Health. This is also listed as recommendation under RCGPNI Workforce Retention Strategy.

At RCGP level:

Climate and Health Scorecards

RCGP ranked joint first amongst participating royal colleges by the Climate and Health Scorecard Initiative. The scorecards recognise the significant progress that we have made across the organisation on our strategic priority to respond to the climate emergency, ranging from how we are reducing emissions within our internal operations, how we educate staff and members about planetary health, alongside our wider advocacy and policy work.

Heat Decarbonisation Plan

Consultants, Buro Happold, were appointed to develop a Heat Decarbonisation Plan for RCGP's main office, 30 Euston Square. The purpose of this has been to understand what actions can feasibly be taken for demand reduction and deep retrofit, so that a net zero carbon target can be set.

Please see the section 'RCGP's voluntary Streamlined Energy and Carbon Reporting (SECR)' for a detailed breakdown of RCGP's Scope 1-3 emissions for 2023-24 compared to baseline and previous years.

Travel

RCGP has set a target to achieve a 75% reduction in emissions from short haul flights on College business by 2026, alongside a 50% reduction in carbon emissions arising from non-air travel compared to the baseline year of 2019-20. In 2023-24:

- The total emissions from all flights (short and long haul) were 86.4t CO₂e, with short haul flights making up 36.66 t CO₂e. This represents an 87.3% decrease in total flight emissions compared to the baseline year.
- Emissions from trains were 18.6t CO₂e, which is an 80.3% reduction compared to the baseline year.
- Emissions from cars for business travel were 10.91t CO₂e which is a 41.6% decrease since the baseline year.
- Emissions from business hotel stays were 7.2t CO₂e, representing a 60.2% reduction compared to the baseline year.

Issues with train strikes and flooding have resulted in some unexpected short-haul flight journeys and car travel to meet essential activities, such as the Annual Conference. Overall, we are on track for meeting the carbon reduction target for travel.

Waste

This year waste data has been included within the set of voluntary scope 3 emissions. All waste thrown away at 30ES remains within the UK and 0% goes to landfill. General waste gets incinerated, generating energy to feed into the national grid, and food waste goes to either a composting or anaerobic digestion facility.

In 2023-24, the following actions were taken to improve recycling:

- Segregated recycling 'SlimJim' bins were introduced into the main kitchen to make it easier to recycle food waste.
- Recycling bins for the commercial areas where needed.
- Carried out 2 bin dive analyses to investigate the habits of recycling at RCGP.
- Improved recycling bin signage.

2024-25 will have a greater focus on waste prevention, as per the top of the waste hierarchy.

Events

To further embed sustainability considerations across the numerous and diverse events that are delivered by the College, a 'greening events' checklist has been developed and is currently being piloted, following feedback received from colleagues and Faculty Sustainability and Climate representatives. The checklist contains actions on various areas of sustainability, including waste prevention, travel, climate adaptation and catering. The aim in 2024 is to provide this to events colleagues and faculty advocates to assist with events for our members.

Digital

Alongside updates to the RCGP sustainability webpages, we are taking active steps to minimise the carbon footprint of each of our websites and systems by:

- Making considered design and coding choices to ensure our websites or systems are as efficient and lightweight as possible from the outset.
- Reducing the usage of redundant or large images or media content.
- Using sustainable hosting - our websites are hosted by Microsoft Azure cloud computing which is more energy-efficient than on-premises solutions. Azure is working towards using 100% renewable energy by 2025, and zero-waste certification by 2023.
- Pursuing greener web training.

As of April 2024, Website Carbon Calculator rated our homepage as cleaner than 84% of pages tested, with a grade A rating and page emissions of 0.16g CO₂.

Environmental Social Governance

Streamlined Energy and Carbon Reporting (SECR)

RCGP is not required to report under The Companies (Director's Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulation 2018 (the 2018 Regulations). However, the college chooses to generate this report on a voluntary basis and has aligned itself with the minimum reporting requirements.

During the reporting year of 2023-24, RCGP saw a reduction in total Scope 1, 2, and 3 market-based emissions. Specifically, emissions decreased by 23% compared to the previous year (2022-23). This significant reduction is primarily attributed to decreased gas consumption. Furthermore, when compared to the baseline year of 2019-20, there is an overall reduction of 46%.

Greenhouse gas emissions and energy use data for the period 1 April 2023 to 31 March 2024 are shown below:

UK Greenhouse gas emissions and energy use data for the period 1 April 2023 to 31 March 2024	Current reporting year 2023/24	Comparison reporting year 2022/2023	Baseline Year 2019/2020
Scope 1 Direct GHG emissions			
Gas combustion /tCO ₂ e	406.85	611.22	557.39
F-Gas losses	63.83	0	0
Scope 2 Energy indirect emissions			
Purchased electricity /tCO ₂ e (location-based)	202.26	203.59	342.07
Purchased electricity /tCO ₂ e (market-based)	10.86	17.20	–
Total gross Scope 1 & Scope 2 emissions /tCO ₂ e (location-based)	672.94	814.81	899.46
Total gross Scope 1 & Scope 2 emissions /tCO ₂ e (market-based)	481.54	628.42	899.46
Energy consumption used to calculate above emissions /kWh	3,200,884.95	4,401,244.17	4,372,699.24

UK Greenhouse gas emissions and energy use data for the period 1 April 2023 to 31 March 2024	Current reporting year 2023/24	Comparison reporting year 2022/2023	Baseline Year 2019/2020
Scope 3 Other indirect emissions			
Business travel - rental cars or employee-owned vehicles	11.09	7.43	18.68
Scope 3 Other indirect emissions (optional reporting)			
Business travel – flights	86.40	56.48	681.25
Business travel – train	18.56	14.60	94.57
Hotels	7.20	3.68	18.10
Homeworking	64.40	62.00	–
Total Scope 1, 2 & 3 emissions (location-based)	860.59	962.92	1728.99
Total Scope 1, 2 & 3 emissions (market-based)	669.19	776.52	1728.99
Intensity ratio tCO₂e (gross Scope 1 + 2)/ FTE	2.69	3.45	3.81
Water			
Water (supplied) / m ²	10,357.38	9,293.70	16,094.02
Waste			
Recycled / tonnes	23.82	–	–
Incinerated with energy recovery / tonnes	31.15	–	–
Food waste – anaerobic digester / tonnes	27.01	–	–

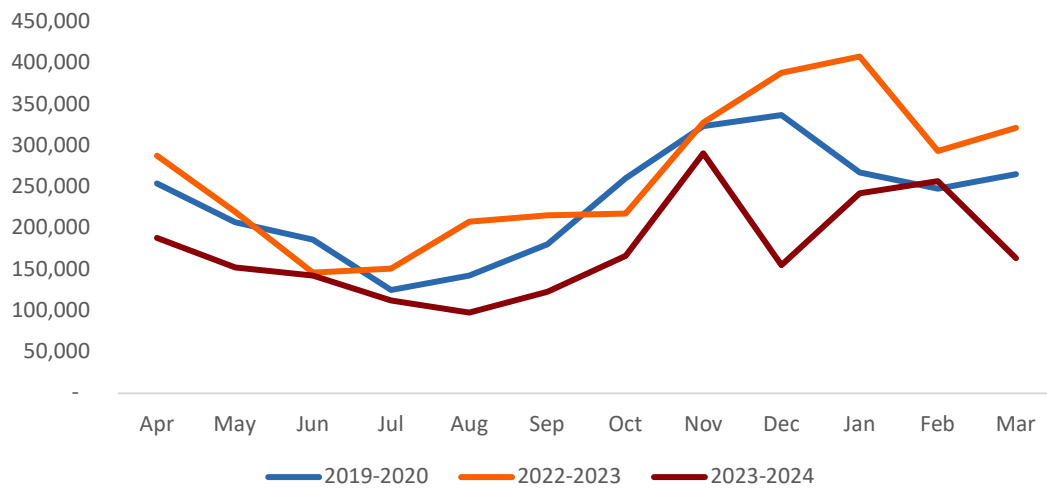
Gas usage in the reporting year was less than both the baseline year (2019-20) and the comparison year (2022-23). This decrease can be attributed to an upgrade from an old gas meter which was providing inaccurate readings, to a smart meter, which provides more accurate consumption data.

The consumption of electricity during the reporting year was lower than in the baseline year. However, it was largely similar to the levels recorded in the comparison year.

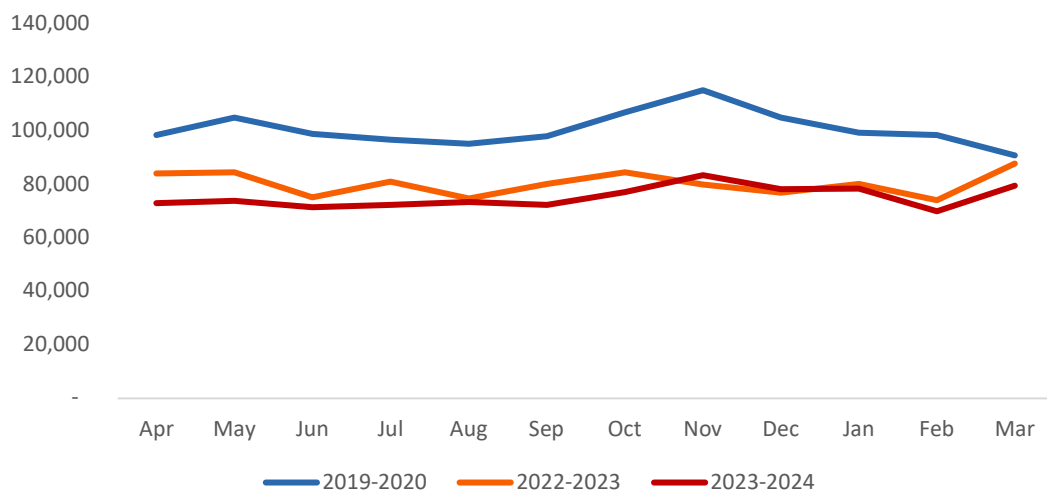
A leak was identified in one of the chillers, necessitating the addition of 49.1kg of refrigerant HFC-134a.

Total energy consumption for the regional offices has continued to decrease, primarily due to the closure of several offices since 2019.

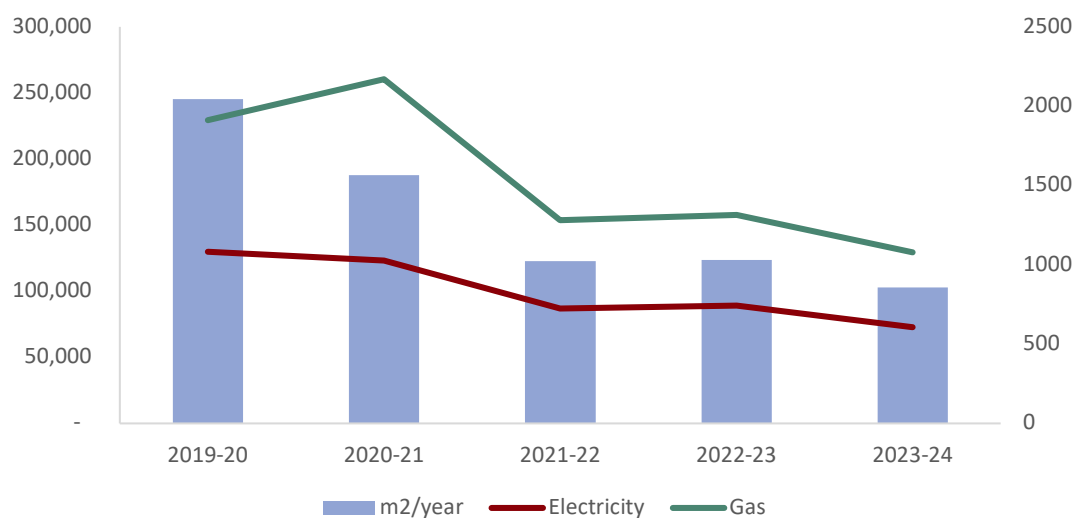
Gas Consumption (kWh) 30ES



Electricity Consumption (kWh) 30ES



Total energy Consumption (kWh) regional offices



Whilst there has been a slight increase in water consumption compared to 2022-23, which can be attributed to increased hotel occupancy and events, alongside two system flushes, there has been an overall decrease of 35.6% since the baseline year.

Reflected in our Scope 3 emissions are business travel, hotel stays during business trips, and emissions from homeworking. We have also expanded our Scope 3 reporting to include waste management data. This step aligns with the broader goal of accounting for indirect emissions that occur outside of our direct operational control. By widening the Scope 3 reporting, we aim to gain a comprehensive understanding of our carbon footprint, including the full extent of our environmental impact beyond our immediate operations. This will enable us to effectively target initiatives to reduce our emissions further.

Methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines and have also used the GHG Reporting Protocol – Corporate Standard. We have utilised the 2023 UK Government's Conversion Factors for Company Reporting.

The energy consumption for the headquarters at 30ES is calculated separately from our regional offices. The energy consumption data for 30ES is obtained from utilities invoices and monthly meter readings. Since not all the rented properties receive utility bills, the total consumption is calculated using the CIBSE Guide F benchmark for offices.

The waste tonnage data commences from June 2023, which is when the waste contractor was appointed. Consequently, the numbers provided cannot be used as reporting year figures or as a baseline but are for demonstration purposes only.

Equality, Diversity and Inclusion

In September of last year, the EDI Plan 2023-2026 was shared with UK Council, and it was met with a positive reception, which included constructive feedback. The plan is built upon four key objectives, 'Tackling Discrimination,' 'Leadership and Continuous Learning,' 'Transparency and Information Sharing,' and 'Awareness and Understanding.' EDI stakeholders convened at quarterly EDI Oversight and Steering Group Meetings to establish Key Performance Indicators (KPIs) to measure our EDI progress moving forward. Key actions have been identified to support the delivery of these KPIs.

A new Membership data report is in development, which is set to be published in June 2024, transparently sharing information about the demographic make-up of our decision-making bodies vs the general membership. Member characteristic declaration rates have risen, and areas of further focus have been identified. Implementation of the new EDI Plan will support further positive change.

Respect at Work Training has been implemented, with four sessions delivered from November 2023 - January 2024, which were attended by 48 individuals. Two more dates are scheduled later in 2024.

Gender pay gap monitoring and reporting continues with a new report due April 2024. Addressing the gender pay gap is also included in the new EDI Plan 2023-2026. The Digital Accessibility Working Group is well-established and will have valuable input into the sharing of the EDI Plan.

Following the implementation of the staff Menopause Policy, a Menopause Support Group has been introduced, bringing people together in scheduled meetings. A new Gender Identity and Expression policy has been introduced, outlining our commitment to providing an open, positive, inclusive, and supportive environment where all transgender, nonbinary and gender non-conforming staff are comfortable being their authentic selves. This replaces the Transgender Policy.

With SAC and EDI, working collaboratively, we are currently in the early stages of planning the introduction of Employee Network Lounges. These lounges are intended to provide a safe and welcoming environment for individuals to informally discuss topics related to their protected characteristic, background, or experience. The lounges will provide a relaxed platform for the sharing of experiences, ideas, and opinions while raising awareness of issues within the wider organisation. Upon agreement of lounge guests, selected topics and feedback gathered from the lounge will aid in informing the Equality, Diversity and Inclusion plan to positively improve experiences for our people.

An Equality, Diversity and Inclusion workshop was held at the All Staff Conference In June 2023; this was well received and raised vital EDI awareness and encouraged open conversation among employees and an EDI Member event held In September 2023 was well received, offering members the opportunity to come together to share lived experiences.

Awareness activities have taken place, including influential speakers sharing lived experiences and opening up important discussions, including around Black History Month, Neurodiversity, LGBTQ+ History Month, Time to Talk—the nation’s biggest mental health conversation, and Men’s Mental Health and Wellbeing.

We acknowledge that more needs to be done to promote diversity and inclusivity at senior leadership levels and are actively working to adopt practices that encourage wider participation.

Gender Pay Gap

We collected our gender pay data on the snapshot date of 5 April 2023. The data shows a median gender pay gap of 28.8%, and a mean gender pay gap of 21.3%. Our mean bonus gender pay gap is -3.3% and median bonus gender pay gap is 0%.

The median gender pay gap for the whole economy (according to the October 2023 ONS ASHE figures) is 14.3%. The College’s median figure is higher than the national average by 13.5%.

Living Wage Employer

We ensure that all of our suppliers that have staff working on our sites are contractually obligated to pay, as a minimum, the national living wage, and in London the London Living Wage.

Modern Slavery Statement

We have published our statement.

Our Governance

This Governance Statement sets out the governance, risk management and internal control arrangements for the Royal College of General Practitioners. It applies to the financial year 1 April 2023 to 31 March 2024 and includes key areas of best practice as identified in the Charity Governance Code 2020.

The Constitution of the College

The Royal College of General Practitioners was founded in 1952 and granted a Royal Charter in 1972. It is a Chartered Corporation and a registered charity, administered in accordance with its Royal Charter, Ordinances and Byelaws.

The Charter, Ordinances and Byelaws of the College are the governing instruments of the College, and the Trustees are responsible for ensuring that the administration of the College is in accordance with those instruments as well as the College’s charitable objectives.

Governance structure

RCGP Trustee Board

The Trustee Board is responsible for the management and administration of the College and its status as a charity. It met six times in the 2023-2024 year.

The Trustee Board Chair and the four Council Member Trustees are elected by Council via ballot. The remaining three Council Trustees are Council Officers appointed *ex officio* to the Trustee Board following

election by Council and comprised the Chair of Council, the Honorary Treasurer and the Honorary Secretary.

The four independent Lay Trustees are sought through open public advertisement, short listing and interview by a panel appointed by the Nominations Committee. Their appointment is ratified by resolution of Council on the recommendation of the Trustee Board based on the review by the Nominations Committee of their expertise and experience.

To ensure proper communication and accountability, the Chair of the Audit and Risk Committee also attends the Trustee Board as an observer.

The Chief Executive Officer and Executive Directors also attend the Trustee Board as observers.

RCGP Council

Council is responsible for shaping College strategic policy for the GP profession, general practice and professional standards and development. It meets four times a year.

The RCGP is unique amongst the medical Royal Colleges in having both a President and a Chair of Council. The Chair of UK Council leads the officer team and has responsibility for representing the RCGP at the highest levels with Government and other national bodies. They are elected by Council via ballot and serve a single three-year term of office.

The President is a ceremonial figurehead. They are an ex-officio member of Council with voting rights. The President is an elected position by ballot of the whole membership and serves a single two-year term.

Additional to the Chair and President, there are four Officers of Council elected by Council via ballot. RCGP Council comprises Officers, Chairs of the Devolved Nation Councils, 18 nationally elected representatives, representatives of the 32 RCGP Faculties, Chairs of College Networks and Committees and members appointed under Byelaws 33 and 40.

It has several standing observers as detailed further below.

Executive Management Team

The Executive Management Team (EMT) is responsible for implementing the policies of the College and managing the day-to-day business. It comprises the Chief Executive Officer and until 1 March 2024 included four Executive Directors. Following the departure of the Executive director for Planning and Resources, two interim Executive Directors have been appointed. The EMT meets weekly throughout the year.

Officer and Executive Group

Each month Council Officers, Devolved Council Chairs and the Executive Management Team meet to co-ordinate the operational delivery of College's strategic priorities. This group was formerly known as the Leadership Team but has been redefined and refreshed its Terms of Reference as part of our commitment to clearer and simpler governance processes.

Our People

Trustee Board

Trustee Board held four scheduled and two additional meetings during the year. The below table shows the number of meetings attended by each Trustee.

Professor Mike Holmes FRCGP	Chair of Trustees	6 out of 6
Professor Kamila Hawthorne MBE FRCGP	Chair of Council (<i>ex officio</i> Trustee)	6 out of 6
Dr Steve Mowle MBE FRCGP	Honorary Treasurer (<i>ex officio</i> Trustee)	6 out of 6
Dr Michael Mulholland FRGCP	Honorary Secretary (<i>ex officio</i> Trustee)	5 out of 5
Maria Coulson	Lay Trustee	6 out of 6
Ian Jeffery FRGCP (Hon) (Until 18 November 2023)	Lay Trustee	5 out of 5
Chris Lake	Lay Trustee Senior Independent Trustee	6 out of 6
Vicky Sandry (From 18 November 2023)	Lay Trustee	1 out of 1
Ian Wilson	Lay Trustee	5 out of 6
Dr Waqar Ahmed MRCGP	Council Trustee	6 out of 6
Dr Thomas Patel Campbell MRCGP (From 18 November 2023)	Council Trustee	1 out of 1
Professor Simon Gregory MBE DL FRCGP (Until 18 November 2023)	Council Trustee	3 out of 5
Dr Sonali Kinra MRCGP	Council Trustee	3 out of 6
Dr Imran Rafi FRCGP	Council Trustee	3 out of 6

Council Officers

Council met four times in 2023-2024. The attendance of Officers is shown below.

Chair	Professor Kamila Hawthorne MBE FRCGP	4 out of 4
President	Dame Professor Clare Gerada MBE FRCPsych FRCGP (until 11 November 2023)	2 out of 2
	Dr Richard Vautrey (from 11 November 2023)	2 out of 2
Vice-Chair (External Affairs)	Dr Victoria Tzortziou-Brown OBE FRCGP	4 out of 4

Vice-Chair (Professional Development & Standards)	Dr Margaret Ikpoh FRCGP	4 out of 4
Honorary Secretary	Dr Michael Mulholland FRCGP	4 out of 4
Honorary Treasurer	Dr Steve Mowle MBE FRCGP	4 out of 4

Chairs of Devolved Nation Councils

RCGP Northern Ireland	Dr Ursula Mason FRCGP	4 out of 4
RCGP Scotland	Dr David Shackles MRCGP (role share until 11 November 2023)	2 out of 2
	Dr Chris Williams MRCGP (role share until 11 November 2023)	2 out of 2
	Dr Chris Provan FRCGP (from 11 November 2023)	
RCGP Wales	Dr Rowena Christmas FRCGP	4 out of 4

Council Members

Nationally elected members

Dr Aaliya Goyal MRCGP (from 19 November 2022)

Dr Aarti Bansal MRCGP (until 11 November 2023)

Professor Aneez Esmail MRCGP (from 11 November 2023)

Dr Azza Elghonaimy MRCGP (from 11 November 2023)

Dr Carter Singh MBE (from 19 November 2022)

Dr Chaand Nagpaul CBE FRCGP (from 19 November 2023)

Dame Professor Clare Gerada MBE FRCPsych FRCGP (until 11 November 2023)

Dr Emma Wong MRCGP (from 11 November 2023)

Dr Gail Allsopp FRCGP (from 19 November 2022)

Dr Ginikachukwu Ilechukwu MRCGP (until 11 November 2023)

Dr Heather Ryan MRCGP (from 11 November 2023)

Professor Joanne Reeve (from 8 March 2023)

Dr Kirsty Alexander MRCGP

Dr Margaret Ikpoh FRCGP (until 11 November 2023)

Professor Mike Holmes FRCGP (until 8 March 2024)

Dr Mohana Ratnapalan MRCGP

Dr Nicholas Brown FRCGP (from 8 March 2024)

Dr Omon Imohi MRCGP (until 11 November 2023)

Dr Richard Vautrey MRCGP (until 8 March 2024)

Professor Sir Sam Everington OBE MRCGP (from 19 November 2022)

Dr Selvaseelan Selvarajah MRCGP (from 11 November 2023)

Dr Sonali Kinra MRCGP (until 11 November 2023)

Dr Stuart Blake MRCGP (from 8 March 2024)

Dr Susi Caesar FRCGP

Dr Tajvinder Grewal MRCGP

Dr Uwadiae Ima-Edomwonyi FRCGP

Dr Victoria Tzortziou Brown OBE FRCGP (until 8 March 2024)

Faculty Representatives

Dr Frances Cranfield FRCGP	Bedford & Hertfordshire
Dr Dornubari Lebari MRCGP	Cumbria
Dr Alice Cozens MRCGP	East Anglia
Dr Munro Stewart MRCGP	East of Scotland
Dr Sunil Gupta FRCGP	Essex
Dr Thomas Patel-Campbell MRCGP (until March 2024)	Humber and the Ridings
Dr Laura Douglas MRCGP (from March 2024)	
Dr Saqib Anwar FRCGP	Leicester
Dr Jonathan Griffiths FRCGP	Mersey
Dr Jamie Hynes FRCGP	Midland
Dr Onyinye Okonkwo FRCGP	(with additional member >5%)
Dr Andrew Dharman MRCGP	North & West London
Dr Sam Bethapudi FRCGP (until November 2023)	North East England
Dr Lily Lamb FRCGP (from November 2023)	
Dr Janakan Crofton MRCGP	North East London
Dr Christopher Provan FRCGP (until November 2023)	North East Scotland
Dr Margaret Denison FRCGP (from November 2023)	
Dr David Stephens FRCGP (until November 2023)	North of Scotland
Dr Chris Williams MRCGP (from November 2023)	
Dr Sioned Enlli MRCGP	North Wales

Dr Jane Wilcock FRCGP <i>Dr Robert West MRCGP</i>	North West England (with additional member >5%)
Dr Waqar Ahmed MRCGP	Northern Ireland
Dr Ide Delargy FRCGP	RoI
Dr Jill Wilson FRCGP	Severn
Dr Sian Tucker MRCGP	South East Scotland
Dr Kate Neden FRCGP	South East Thames
Dr Isolde Shore-Nye MRCGP	South East Wales
Dr David Mummery MRCGP (until November 2023) Dr Yasmin Rahman MRCGP (from November 2023)	South London
Dr Jaspreet Dhillon FRCGP	South West Thames
Dr Will Mackintosh FRCGP	South West Wales
Dr Janet Hall FRCGP	South Yorkshire and North Trent
Dr Nick Hodges FRCGP	Tamar
Dr Shamila Wanninayake MRCGP	Thames Valley
Dr Anjla Sharman FRCGP	Vale of Trent
Dr Johnny Lyon Maris MRCGP <i>Dr Karen O'Reilly FRCGP</i>	Wessex (with additional member >5%)
Dr Mary Anne Burrow FRCGP	West of Scotland
Dr Gwyn Elias MRCGP (until March 2024) Professor Vijay Kumar MRCGP (from March 2024)	Yorkshire
<i>Additional members</i>	
Chair – Trustee Board	Professor Mike Holmes FRCGP
Council Trustee (Byelaw 33 (6) member)	Professor Simon Gregory MBE FRCGP (until November 2023) Dr Thomas Patel-Campbell (from November 2023)
Chair – Committee on Medical Ethics (Byelaw 40 member)	Dr Andrew Papanikitas FRCGP (until November 2023) Dr John Spicer (from November 2023)
Chair – Associates in Training Network	Dr Khaled Zeidan AiT (until November 2023) Dr Akram Hussain (from November 2023)
Deputy Chair – Associates in Training Network	Dr Sahan Samaraweera AiT and Dr Jigisha Gaglani AiT (Joint Deputy Chair until November 2023) Dr Maryanna Tavener (from November 2023)

Chair – First 5 Network

Dr Emma Wong MRCGP (until November 2023)
Dr Toyosi Adeniji (from November 2023)

Council Observers

Mrs Jenny Aston

Allied Health Professionals representative

Dr Duncan Shrewsbury MRCGP
and Dr Rupert Payne MRCGP

Society for Academic Primary Care (SAPC)

Professor Rich Withnall FRCGP

RCGP Chief Examiner

Dr Peter Holden FRCGP (until November 2023)
Dr Paul Evans (from November 2023)
Dr Venothan Suri MRCGP

British Medical Association General Practitioners
Committee (BMA GPC)

Dr Chandra Kanneganti MRCGP
Dr Sanjiv Sinha MRCGP

British International Doctors Association (BIDA)
representative (Job Share)

Dr Euan Lawson FRCGP

Editor of the British Journal of General Practice
(BJGP)

Dr Fiona Sellens

Committee of General Practice Education
Directors (COGPED) representative

Surgeon Captain Dr Kate King FRCGP

Joint Armed Forces representative

Owen Richards

RCGP PCPG Chair

Executive Management Team

Chief Executive Officer

Chris Askew OBE
(From 3 October 2023)

Executive Director of Policy and Engagement
Interim Chief Operating Officer (until 3 October 2023)

Mark Thomas

Executive Director of Professional Training and Standards

Fiona Erasmus

Executive Director of Planning and Resources

Harriet Jones
(Until 1 March 2024)

Executive Director Membership Development and Education

Ben Clacy

Interim Executive Director, People & Organisational Development

Sharon Jager
(from 19 March 2024)

Interim Executive Director - Finance, IT, Digital, Property &
Sustainability

Dr Paul Clements
(from 28 February 2024)

Trustee Board

Attendance

When Trustees were not able to attend meetings, they received and reviewed the relevant meeting papers. Where they had comments or concerns on the matters to be discussed, they provided these to the Chair of Trustees or the governance team in advance of the meeting. The Chair of Trustees engaged with Trustees between Board meetings to discuss business and strategic issues. Trustees met, without the Executive Directors being present, at the end of every scheduled Board meeting. Comprehensive Board and Committee papers, comprising an agenda and formal reports and briefing papers are sent to Trustees in advance of each meeting. Trustees are also updated with written and verbal reports, from senior executives and external advisers during the meeting.

Matters considered

Each of the scheduled meetings includes a wide-ranging management report from the Chief Executive Officer and reports from the Executive Director Planning and Resources on the College's financial performance. Reports from the Committees and updates on major projects were also provided at each Board meeting.

Conflicts of interest

The College has a Conflicts of Interests Policy, published through the website, which all Trustees and members of Trustee Board committees, must adhere to. Trustees' Conflicts of Interests Forms are published online via the College website. The College's Executive Management Team also maintain a Register of Interests. The College has processes to manage and/or mitigate any actual or potential conflicts of interests.

Trustee Board Committees

There are five committees with specific responsibility to the Board of Trustees to support the collective decision making on the management and administration of the College and its status as a charity.

Audit and Risk Committee

Purpose: Responsible for ensuring that there is a framework for financial and risk accountability, for examining and reviewing all systems and methods of control, both financial and otherwise, including risk analysis and risk management. The committee ensures the College is complying with all aspects of the law (including compliance with data protection and equality legislation), relevant accounting and other regulations, and good practice.

Activity: Met four times in 2023-24

Professor Maureen Baker CBE FRCGP	Chair of Audit and Risk Committee (Chair)	4 out of 4
Dr Waqar Ahmed MRCGP	Council Trustee	2 out of 4
Dr Ken Lawton FRCGP	College Member	3 out of 4
Clifton Melvin	Independent Member	3 out of 4
Dr Sahadev Swain FRCGP	College Member	4 out of 4
Ian Wilson	Lay Trustee	3 out of 4

The Audit and Risk Committee assists the Board in overseeing and monitoring financial reporting, internal controls systems and risk management systems.

The committee reviews and scrutinises the Strategic Risk Register before submission to Trustee Board; maintains a programme of internal audits; conduct deep dives into specific risks identified through the Strategic Risk Register; receives reports from the Health and Safety Committee; receives reports on any legal issues and risks; and reviews the Annual Report and Accounts and auditors' report before submission to Trustee Board for approval.

RSM provide internal audit services on behalf of the college and the committee approved an internal audit plan and monitors implementation of agreed management actions that follow from audits.

Following a tender process, Crowe were appointed external auditors in 2016 for an eight-year cycle. A new tender process will be undertaken in time to start the audit in financial year 2024/2025.

The Committee approved the 2023-2024 audit plan, the methodology used, the scope of the audit, the risks, and areas of focus as well as the materiality threshold for the Group and the threshold for reporting unadjusted differences.

Based on all evidence presented, the Committee satisfied itself that the external audit has been conducted independently and effectively with the appropriate rigour and level of testing.

Planning and Resources Committee

Purpose: Oversees the financial and resource management of the College, including budget planning and monitoring, investment decisions, HR, IT and digital, and property management.

Activity: Met five times in 2023/2024

Dr Steve Mowle MBE FRCGP	Honorary Treasurer (Chair)	5 out of 5
Dr Sonali Kinra MRCGP	Council Trustee	3 out of 5
Chris Lake	Lay Trustee	5 out of 5
Marc Leppard	Independent Member	4 out of 4
Michael Patton	Independent Member	5 out of 5
Dr Imran Rafi FRCP	Council Trustee	4 out of 4
Dr Yvonne Umebuani MRCGP	College Member	2 out of 5

The Trustee Board established an Oversight Group to advise on ensuring the charity achieves best value for members from management of 30 Euston Square as a Charity asset. The group reports to the Planning and Resources Committee.

Remuneration Committee

Purpose: Approves the Executive Pay Policy and ensures remuneration arrangements are made in line with this; considers remuneration and related matters for those clinicians employed by the College; and considers remuneration and related matters for College Officers.

Activity: Met four times in 2023/2024

Alan Wells OBE	Independent Chair of Remuneration Committee (Chair)	3 out of 3
Chris Lake (From 25 January 2024)	Lay Trustee	1 out of 1
Professor Mike Holmes FRCGP	Chair of Trustee Board	3 out of 3

Ian Jeffery (Until 18 November 2024)	Lay Trustee	1 out of 1
Professor Johnny Lyon-Maris FRCGP (From 1 March 2024)	Council Member	1 out of 1
Dr Steve Mowle FRCGP	Honorary Treasurer	3 out of 3
Dr Thomas Patel Campbell MRCGP (Until 18 November 2023)	Council Member	0 out of 1
Rupert Terry (From 1 March 2024)	Independent Member	1 out of 1
Ian Wilder (Until 18 November 2023)	Independent Member	0 out of 1

Governance Committee

Purpose: Responsible for monitoring and developing the governance of the College (including its committees, and the Companies and any other bodies controlled by it) and to provide oversight and guidance on governance policies and matters

Activity: Met five times in 2023/2024.

Dr Michael Mulholland FRCGP	Honorary Secretary (Chair)	5 out of 5
Elizabeth Blease	Independent Member	4 out of 5
Professor Simon Gregory MBE DL FRCGP (Until 18 November 2023)	Council Trustee	3 out of 3
Professor Martyn Hewett FRCGP	College Member	4 out of 5
Dr David Mummery MRCGP	College Member	5 out of 5
Dr Kate Neden FRCGP	College Member	5 out of 5
Dr Thomas Patel Campbell MRCGP (From 18 November 2023)	Council Trustee	1 out of 1
Vicky Sandry (From 18 November 2023)	Lay Trustee	1 out of 1
Dr Carter Singh MBE FRCGP	Council Member	4 out of 5
Claire Sunderland Hay	Independent Member	4 out of 5

The focus of the Governance Committee over the past year has been oversight of the Governance Review and to make recommendations for governance reform to Trustee Board. The Committee has also reviewed a number of Governance policies including the Social Media Use and Donation policies.

Nominations Committee

Purpose: Oversight of the election and appointment of Council and Devolved Council Officers, Trustee Board, and Trustee Board committee members

Activity: Met three times in 2023/2024

Maria Coulson	Lay Trustee (<i>Chair</i>)	3 out of 3
Lisa Charles Jones	Independent Member	3 out of 3
Lisa Condron	Independent Member	3 out of 3
Dr Sonali Kinra MRCP	Council Trustee	2 out of 3

Nominations Committee ensures that all College appointments use open advertising or the services of external advisers to facilitate the search; consider candidates from a wide range of backgrounds; and consider candidates on merit and against objective criteria, having due regard to the benefits of the Trustee Board and committee having an appropriate balance of skills, knowledge, experience and cognitive and diversity in its widest sense, and taking care that appointees have enough time available to devote to the position.

All appointments to Trustee Board are subject to formal approval by Trustee Board and ratification by Council, which consists of representatives of the wider membership.

All elections are conducted in partnership with our independent election partner, Civica.

The committee is committed to the College's Equality, Diversity and Inclusion Plan.

In addition, there are three commercial Boards - RCGP Conferences Ltd, RCGP Enterprises Ltd and RCGP International Ltd.

Trustee Board Effectiveness

The priorities this year were:

Leadership

A new Senior Independent Trustee role has been created in line with good governance practice. The Board held its first 'summit' of Board and Committee members meeting with the Officers and Senior Management Team. This exercise will be an annual feature.

Decision-making

A refreshed Scheme of Delegation which includes practical tools to readily identify delegated authority for Committees and financial controls set out in College Financial Regulations. This has been supported by sessions with members and staff to strengthen awareness of governance responsibilities.

Board Effectiveness

A comprehensive review of Board composition based on an independent audit of required skills and experience reported in January 2024 with a proposed action plan.

Communications

Communication and engagement with members on governance matters is through regular updates to Council and the Annual General Meeting. Some members have contacted us to request more opportunities to engage directly on governance matters. More information is being made available to members through the website.

Policies and procedures for the induction of Trustees

Upon appointment each Trustee is provided with an induction process that includes the following:

- Governance overview of the RCGP's charitable object and the focus on public benefit.
- Attendance at the annual Council member induction to ensure that the roles of Council and Trustee Board are understood as well as gaining insight into the wider College structures and projects.
- An information folder that includes a declarations of interest policy and form; information security policy; Equality, Diversity & Inclusion policy; previous minutes from Trustee Board meetings; indemnity insurance information; College strategy and the Annual Report & Accounts of the previous year.
- Access to external Trustee training as required.

Performance reporting to the Trustee Board

The Executive Management Team provide regular updates to the Trustee Board on priorities set out in the strategic plan. These are quality assured by:

- Using a consistent framework for the collation of data that allowed Trustees to compare performance and targets.
- Quality assurance processes preceding finalisation of reports to ensure that information contained in the reports was accurate.

Council committees

There are five committees which report to Council to support its work. They are:

- The Fellowship and Awards Committee.
- The Committee on Medical Ethics.
- The Patient and Carers Partnership Group.
- The Scientific Foundation Board.
- The Speciality Training Board.

The Fellowship and Awards Committee

Chair: Dame Professor Clare Gerada, President (until November 2023), Dr Richard Vautrey (from November 2023).

Membership: Officers of Council, PCPG representative, Faculty Fellowship Committee representative, three College fellows, a Devolved Nations representative.

Purpose: Sets criteria for Fellowship, considers and recommends to Council the conferment of College fellowships, awards and honours.

Activity: Met three times in 2023-2024.

The Committee on Medical Ethics

Chair: Dr Andrew Papanikitas (until November 2023), Dr John Spicer (from November 2023).

Membership: Two Council members, two College members, three lay academic members and three additional members with special expertise in ethics, philosophy, medical ethics, medico-legal or bio-medical issues, observer members including representatives from the AiT Network, the Devolved Nations and the PCGP.

Purpose: To explore principles, values and beliefs informing decisions and provide advice to Council and to College and its members on medical ethics issues.

Activity: Met four times in 2023-2024.

The Patient and Carers Partnership Group

Chair: Owen Richards.

Membership: Vice-chair (External Affairs), two College members, up to eleven lay members one of whom shall be elected Lay Chair.

Purpose: To represent to the College patient perspectives and experience, inputting into College strategy and policy.

Activity: Met three times in 2023-24.

The Scientific Foundation Board

Chair: Professor Richard Neal.

Membership: Honorary Treasurer, seven additional members.

Purpose: To award grants for research specific to general medical practice undertaken within the UK.

Activity: Met once in 2023-2024.

The Specialty Training Board

Chair: Professor Johnny Lyon-Maris. Medical Director for Training and Registration.

Membership: Vice Chair Professional Development and Standards, Council, Associate in Training, First5 and PCPG representatives, Medical and Clinical leads relating to training and the curriculum, senior staff leads for training, standards and the examinations, and the Chief Examiner.

Purpose: To develop and oversee College strategy and policy in all areas of work relating to general practice training and the standards set for assessment and registration, and return to, independent practice, and to support the College's work to influence and advise ministers and statutory bodies about that strategy.

Activity: Meets three times per year.

Governance Changes in 2023-24

Governance Review

Work started in 2023 with schedule of works designed to update and clarify our governance policies and processes to encourage greater consistency and transparency of decision making.

The Review has identified areas where accountability for decision-making and clarity on roles require action. Legal advice, including a KC Opinion, has found that the governing documents need to be revised to bring additional clarity to the respective roles of the Trustee Board and the Council.

Changes proposed at the 2023 AGM aimed to strengthen accountability and remove confusion. The AGM meeting unfortunately overran, and some proposals were withdrawn to allow time for further communication to members.

Feedback was received about ways to improve the running of the AGM and better communicate governance changes. Pursuant to this:

- Members have been consulted about the optimal timing for Annual General Meeting.
- Additional information about the Governance Review is being made available through member web pages and expected to go live in Summer 2024.

- On-line events will take place in advance of key meetings to help frame the papers.

New Chief Executive Officer

Following the departure of the Chief Operating Officer to take up a new role, the Trustee Board agreed to reinstate the post of Chief Executive Officer. Chris Askew OBE was appointed on 3 October 2023.

Serious Incidents

There have been no serious incidents to report.

Risk management

The Audit and Risk Committee provides scrutiny of the risk management processes in place across the College and advises the Trustee Board on strategic risks. The Trustee Board retains overall responsibility for risk management and reviews the strategic risk register at each meeting.

Risk management is designed to achieve a proportionate balance between control, cost and risk-taking. The Trustee Board has approved a College Risk Appetite Statement which will be embedded into the risk framework during 2022-23.

There have been two Internal Audits carried out in 2023-24 on:

- membership groups.
- recruitment and retention.

In addition, a follow-up report on implementation of previous internal audit recommendations was produced.

Strategic Risks

30 Euston Square

The building has been adapted to increase floorspace with the potential for commercial use. In the meantime, demand for events has recovered in line with the wider post Covid-19 market. Improved facilities have been provided for the member room.

New exam arrangements

The new Simulated Consultation Assessment (SCA) went live in November 2023 replacing the Recorded Skills Assessment (RSA) introduced as an interim measure during Covid-19. This online assessment is a major innovation allowing trainees to sit the exam in their practice. The key risks are the reliance on remote infrastructure which was subject to rigorous pre-testing. Despite this, a European-wide platform outage significantly disrupted the second diet of the new exam. There has been no further recurrence of this event and further work is taking place to put in place mitigations based on the learning review from the incident.

Operational Delivery and Effective Advocacy of General Practice

This strategic risk recognises the critical role RCGP plays to encourage, foster and maintain the highest possible standards in general practice which creates a high demand on College time and resources. The new strategy enables us to prioritise our response to the increasingly challenging environment for GPs.

Governance Processes

An internal audit identified some areas where governance processes seemed unclear or overly reliant on custom and practice. Subsequent legal advice has demonstrated the need to address a lack of clarity in the governing documents concerning accountability and ownership of duties. The Governance Review is a key mitigation.

Pensions Deficit

Detail on the pension deficit can be found in the financial section but under risk management the pension deficit is mitigated through effective budgeting and forecasting which takes into account payments, including deficit payments, in relation to the pension plan.

Reference and administrative details

Principal Address

30 Euston Square
London
NW1 2FB

Patron

His Majesty King Charles III

Principal Advisers

Bankers

Barclays Bank PLC
1 Churchill Place
Level 28
Canary Wharf
London
E14 5HP

Solicitors

The College uses various firms of solicitors based on their speciality

External Auditor

Crowe U.K. LLP
55 Ludgate Hill
London
EC4M 7JW

Internal Auditor

RSM LLP
25 Farringdon Street
London
EC4A 4AB

Investment Managers

Royal London Asset Management
55 Gracechurch Street
London
EC3V 0RL

Financial review for the year

Introduction by Dr Steve Mowle, Honorary Treasurer

I am delighted to present the RCGP accounts for 2023 – 2024.

This is my last introduction to the College's accounts as I demit office as Honorary Treasurer in November this year. It has been a privilege to serve the College for the past nine years as Assistant Honorary Treasurer and Honorary Treasurer, and I am proud to have helped steer the RCGP through some of its most challenging financial periods. It has also been an honour to be part of the team leading the profession, setting standards for general practice, and providing professional support services for our members.

This year, the College has continued its recovery from the financial impact of the Covid-19 pandemic, continuing to rebuild its reserves to desired levels to ensure the RCGP's resilience against future financial shocks. This and the continuing growth in membership numbers year on average fee year has enabled the RCGP to fund our new strategic priorities following the launch of our new strategy in April 2023.

We have continued to invest in improvements to our headquarters at 30 Euston Square this year, improving the office space and reducing the College's overall footprint in the building. We have also created a new Members' Lounge on the ground floor of 30 Euston Square to offer a warmer welcome to the College for our members and a flexible space for them to use as they need. If you find yourself around Euston Square, I encourage you to come in and make use of this new space.

Finally, I would like to thank the staff, volunteers, and trustees that I have worked with in this role over the years for their invaluable contributions to the College. Also, and above all, a huge thank you to my colleagues on Council and the College's members. The challenges facing the profession may feel insurmountable, however the RCGP will never stop working to ensure a better and more sustainable future for General Practice.

Results for the year

The consolidated statement of financial activities shows the College's total incoming resources for the year have increased to £51.5m (2023: £46.2m), while total resources expended increased to £46.6m (2023: £42.5m).

This year there were losses on the revaluation of investments of £1m (2023: loss of £1.5m).

This year there was a gain on revaluation of the fixed assets of £2.8m (2023: £0).

The actuarial loss on defined benefit pension scheme was £0.6m (2023: loss of £1.3m). The pension scheme deficit decreased to £0.03m (2023: £0.4m).

The funds balances at the yearend are represented by unrestricted funds £70.7m (2023: £64.5m), restricted funds £1.2m (2023: £1.3m).

The College has net current assets of £3.9m (2023: £2.9m) at the year end. The improvement on the previous financial year is a result of higher cash balances due to the improved surplus mainly a result of an improvement in income streams including higher than budgeted interest rates on deposit accounts.

The principal funding sources for the College remain membership subscriptions, examinations income and surplus generated by its trading subsidiaries.

Reserves policy

The College has £70.7m held in general funds. These funds represent the accumulated surpluses from general business activities and are available for use at the discretion of the Trustees.

General funds include unrestricted funds, designated project funds, a designated property reserve and the pension deficit fund.

Fund	Total £(m)
Unrestricted funds	16.8
Designated project funds	1.0
Designated property reserve	52.9
Total General Funds	70.7

Designated project funds

These are funds that have been assigned to particular projects the College is undertaking. For more detail on individual designations see Note 31 on page 68.

Designated property reserve

This reserve represents funds invested in the property owned by the College, 30 Euston Square, London and other fixed assets less the amount repayable on the loan for the building.

Pension deficit

The College has a pension deficit which remains a risk. This is being managed with an effective budgeting and forecasting process in place that takes into account payments, including deficit payments, in relation to the pension plan.

Where further actions are being taken in terms of plans for the future of the scheme or discussions with pension Trustees this is also being included.

Free reserves

The Trustees consider all unrestricted funds and designated project funds to be free reserves and readily realisable. As at year end these totalled £17.8m.

Trustees have reviewed key risks, as outlined in **Risk Management**. Where possible these risks have been quantified in order to assess the optimal level of free reserves required.

Following this review Trustees have agreed a target range for the level of free reserves of 3 to 6 months operational expenditure (£11m to £23m).

Currently, the College holds free reserves totalling £17.8m which is within the agreed range. Trustees have reviewed a 3-year plan which intends to keep reserves stable and within the range agreed by Trustees.

Going concern

Trustees have considered several factors in concluding that the adoption of a going concern basis in the preparation of these financial statements is appropriate. These factors have included a summary of the key risks and uncertainties in the context of the College's operations and a review of the budgets and forecasts for the next three years. The forecasts consider both immediate liquidity and longer-term solvency, together with the impact on reserves.

For the period to 31 March 2027, the Board has considered the impact of a series of scenarios, detailing what is considered to be an assumed position against a 'best case' and 'worst case' scenario. Material differences between the scenarios result from assumptions relating to commercial use of the Head Office, member numbers and inflation.

Working capital requirements are met through income received from business activities. The College has the ability to drawdown against funds held within the College's investment portfolio if required. The College has a loan facility in place with Barclays Bank as detailed in note 29 to the financial statements. The College agreed a deferral of loan capital repayments for 12 months from June 2020 as part of the Finance Recovery Plan implemented in response to challenges presented by Covid. Repayment will be at the end of the loan term.

Having regard to the financial models for the period to 2027 and the assumptions on which those are based, the Trustees believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

Subsidiary and related companies (subsidiaries)

the College has three subsidiary undertakings which are consolidated in these accounts:

- RCGP Enterprises Limited – which manages commercial activity in 30 Euston Square.
- RCGP Conferences Limited – which manages the College's annual conference and various other activity on behalf of the College.
- RCGP International Limited – which manages commercial activity overseas.

Investment policy

The investment objective of the portfolio, as set by the Trustee Board, is an absolute return strategy which aims to maintain the capital value of the portfolio in real terms and achieve positive returns.

The Charity's ethical investment policy precludes direct or indirect investment in companies that generate more than 10% of revenues from:

- a) alcohol.
- b) tobacco-related business activities.
- c) adult entertainment services.
- d) weapons systems, components, and support systems and services.
- e) gambling-related business activities.

Investment is also precluded in companies which:

- a) have an ICB sector classification of Oil & Gas producers and a sub-sector classification either of Integrated Oil & Gas or of Exploration & Production.
- b) have an ICB sector classification of Mining and a sub-sector classification of Coal.
- c) manufacture cluster munitions systems, components or delivery platforms.
- d) manufacture landmines.
- e) are involved in the production of depleted uranium weapons, ammunition or armour.

- f) manufacture biological or chemical weapons.

The College's investment portfolio is held in a managed fund with Royal London Asset Management Ltd. The investment portfolio valuation as of 30th June 2024 was £9.7m, in line with the balance at year-end.

Fundraising policy

The College is a member of the Fundraising Regulator. The College does not currently undertake specific fundraising activities, but it supports the Code of Fundraising Practice, and any future fundraising activity would be carried out in line with its recommendations.

Grant making policy

The Scientific Foundation Board (SFB) awards grants for research whose findings will be of direct relevance to the care of patients in general practice and primary care. Any GP, primary healthcare professional or university-based researcher may apply for a grant for scientific research to be undertaken in the UK. The SFB's definition of research is it views research in its broadest sense, including experimental and descriptive studies, both quantitative and qualitative methods. All applications are judged on the quality of the project proposal. It should be noted that the Board does not fund audit projects or guideline development.

The SFB gives a high priority to submission from practising GPs and other members of primary care teams. The SFB has no research priorities of its own but does encourage applications that address the College's strategic objectives or clinical priorities. In the event of applications of equal merit being received, the SFB will accord the following priority (with the prime consideration being scientific quality):

- Practising GPs.
- Early career researchers or experienced Primary Care practitioners with minimal research experience including trainees.
- Post PhD primary care researcher.
- Research projects that may demonstrate a shorter-term (<5yr) impact on patient outcomes or service delivery.
- Applicants who have not previously been funded by the SFB.
- Short-term projects which will normally last up to 18 months.

The SFB offers two forms of research funding: annual research grants of up to £30,000 and Practitioner Allowance Grants of up to £2,000. Applications for annual research grants are reviewed by members of the SFB, and at the annual meeting of the SFB, the Board decides where research grants will be awarded. Practitioner Allowance Grants can be applied for at any time of the year and are awarded following review by the Chair and at least one other member of the SFB.

Employment

The College is committed to a policy of equality of opportunity in its employment practices and aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of race (including colour, nationality, ethnic or national origins), sex, sexual orientation or marital status, disability or of other conditions not justified in law or relevant to the performance of the job.

Individuals are selected, promoted and treated on the basis of their abilities and merits, and according to the requirements of the job.

Pay policy for staff

Senior staff

The Executive Management Team are the most senior management in the College and their pay is determined by the Remuneration Committee. An external reward consultancy undertakes an extensive benchmarking exercise triennially and produces a report which is then considered by the Remuneration Committee, who makes a final decision on the Executives pay. Our Executive Pay Policy sets out our approach to pay and is underpinned by the following principles: to pay a fair salary and reward package to attract and retain skilled and expert senior leaders for the College and to ensure our salaries and benefits are competitive within the sector, proportionate to the complexity of each role and responsibility, as well as affordable.

All staff

RCGP operates the Reward Connected Job Evaluation scheme (JESS), which determines the College's pay structure. The median market rate for each grade determines the minimum salary for each of those pay grades. To ensure RCGP salaries continue to reflect median market rates, a market review is conducted triennially by an external consultancy and the findings are provided to the College and any amendments to the pay and grading are considered by Trustees. Separately to the benchmarking exercise, the College determines any general uplift to existing rates of pay for College employees on an annual basis. The College recognises the union Unite and negotiates with them on pay.

Statement of trustees' responsibilities

The Trustees are responsible for preparing the Report and Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales and Scotland requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the of the College and the group and of the incoming resources and application of resources of the College and the group for that year.

In preparing the financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently.
- observe the method and principles in the Charities Statement of Recommended Practice.
- make judgements and accounting estimates that are reasonable and prudent.
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group will continue its operations.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the College's and group's transactions and disclose with reasonable accuracy at any time the financial position of the group and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and the Charity's constitution. They are also responsible for safeguarding the assets of the group and taking reasonable steps for the prevention and detection of fraud and other irregularities.

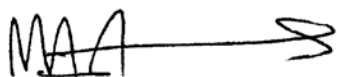
The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor

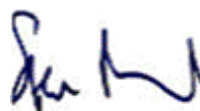
Crowe U.K. LLP were re-appointed as auditor during the year and have indicated their willingness to continue in office.

The Trustees who held office at the date of the Report of the Trustee Board confirm that there is no relevant audit information of which the College's auditors are unaware. Each Trustee has taken the necessary steps to ensure they are aware of any relevant audit information and to establish that the College's auditors are aware of that information.

Approved by the Trustee Board and signed on its behalf by:



Prof. Mike Holmes FRCGP
Chair of Trustee Board



Dr Steve Mowle FRCGP
Honorary Treasurer

Approved on 25th July 2024

Independent Auditor's report to the members of the Royal College of General Practitioners

Opinion

We have audited the financial statements of the Royal College of General Practitioners ('the parent charity') and its subsidiaries ('the group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the College and Group Balance Sheets, the Consolidated Cash Flows Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 March 2024 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement 41 the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011, and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation, Health and Safety legislation, Taxation legislation and employment legislation. We also considered compliance with local legislation for the group's overseas operations.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit

Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Crowe U.K. LLP
Statutory Auditor
London
Date: 22 August 2024

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Crowe U.K. LLP is eligible for appointment as auditor of the charity under regulation 10(2) of the Charities Accounts (Scotland) Regulations by virtue of its eligibility under section 1212 of the Companies Act 2006.

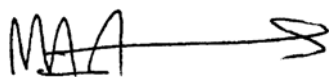
Consolidated statement of financial activities

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total £'000	2023 £'000
Income from:					
Charitable activities					
Project income		5,923	617	6,540	6,541
Examination fees		9,554	–	9,554	8,153
Membership income		22,381	–	22,381	21,245
Courses & events		1,935	8	1,943	1,311
Other income		419	2	421	712
Other trading activities					
Trading income from subsidiaries		9,569	–	9,569	8,025
Investment income		1,071	–	1,071	229
Total income		50,852	627	51,479	46,216
Expenditure on:					
Raising funds					
Trading expenditure		6,609	–	6,609	5,463
Investment management fees		60	–	60	54
		6,669	–	6,669	5,517
Charitable activities					
Future of general practice		4,856	121	4,977	5,837
GP education		17,673	33	17,706	12,494
Supporting membership		7,613	503	8,116	10,381
Voice of General Practice		9,091	–	9,091	8,258
		39,233	657	39,890	36,970
Total expenditure	20	45,902	657	46,559	42,487
Net income / (expenditure) before gains		4,950	(30)	4,920	3,729
Net gains/(loss) on investments	25	(953)	–	(953)	(1,506)
Net gains on revaluation of fixed assets		2,833	–	2,833	–
Net gains on disposal of fixed assets		–	–	–	(3)
Net income / (expenditure)		6,830	(30)	6,800	2,220
Transfers between funds	31, 32	44	(44)	–	–
Actuarial gains/(losses)	34	(597)	–	(597)	(1,253)
Net movement in funds		6,277	(74)	6,203	967
Balances at 1 April 2023		64,452	1,277	65,729	64,762
Balances at 31 March 2024		70,729	1,203	71,932	65,729

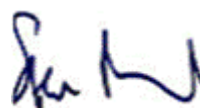
Balance sheet

	Note	College 2024 £'000	College 2023 £'000	Group 2024 £'000	Group 2023 £'000
Fixed assets					
Tangible assets	24	58,937	63,818	58,937	63,818
Investments	25	19,919	12,709	19,919	12,709
		78,856	76,527	78,856	76,527
Current assets					
Stocks		6	10	55	53
Debtors	26	4,491	5,605	2,995	4,680
Short term investment		6,150		6,149	
Short term deposits	27	4,618	11,111	4,618	11,111
Cash at bank and in hand	27	3,834	4,603	7,819	7,616
		19,099	21,329	21,636	23,460
Creditors:					
amounts falling due within one year	28	(15,231)	(18,415)	(17,768)	(20,546)
Net current assets/(liabilities)		3,868	2,914	3,868	2,914
Total assets less current liabilities		82,724	79,441	82,724	79,441
Creditors:					
amounts falling due after one year	29	(10,764)	(13,297)	(10,764)	(13,297)
Net assets excluding pension liability		71,960	66,144	71,960	66,144
Defined benefit pension scheme liability	34	(28)	(415)	(28)	(415)
Net assets including pension liability		71,932	65,729	71,932	65,729
Represented by:					
Unrestricted funds		16,856	11,892	16,856	11,892
Designated funds	31	53,901	52,975	53,901	52,975
Pension deficit	34	(28)	(415)	(28)	(415)
General funds		70,729	64,452	70,729	64,452
Restricted funds	32	1,203	1,277	1,203	1,277
Funds		71,932	65,729	71,932	65,729

Approved by the Trustee Board and signed on its behalf by:



Prof. Mike Holmes FRCGP
Chair of Trustee Board



Dr Steve Mowle FRCGP
Honorary Treasurer

Approved on 25th July 2024

Consolidated cash flow statement

	2024 £'000	2023 £'000
Cash flow statement		
Net cash inflow from operating activities	7,032	8,448
Returns on investments and servicing of finance:		
Interest received	903	109
Dividends received	168	120
Net cash inflow from returns on investments	1,071	229
Payments to acquire tangible fixed assets	(1,051)	(1,013)
Purchase of investments	(9,177)	-
Net cash outflow from investing activities	(10,228)	(1,013)
Pension deficit repayments	(980)	(980)
Capital repayment of secured loan	(2,533)	(2,533)
Interest payable on secured loan	(365)	(437)
Interest rate swap liability	(286)	872
Net cash outflow from financing activities	(4,164)	(3,078)
Cash inflow / (outflow) before use of liquid resources	(6,289)	4,586
Increase / Decrease in cash	(6,289)	4,586

	2024 £'000	2023 £'000
Reconciliation of incoming resources to operational cashflow		
Net incoming resources	6,799	2,220
Adjustment for investments	(992)	689
Revaluation of fixed assets	(2,833)	-
Revaluation of investment property	2,290	-
Adjustment for pension	(4)	(9)
Losses on disposal of fixed assets	-	3
Depreciation	3,286	2,613
Interest payable on secured loan	365	437
Investment income and bank interest receivable	(1,071)	(229)
Decrease in stock	-	(6)
Decrease in debtors	1,685	(265)
Increase / (Decrease) in creditors	(2,493)	2,995
Net cash inflow from operating activities	7,032	8,448

	2024 £	2023 £
Reconciliation of movement in net debt		
Increase/(Decrease) in cash	(6,289)	4,586
Cash outflow from bank loan	2,533	2,533
Movement in net debt in the period	(3,756)	7,119
Net debt at 1 April 2023	2,896	(4,222)
Net debt at 31 March 2024	(860)	(2,897)
	2024 £	2023 £
Analysis of net debt		
Cash at bank and in hand (note 27)	12,437	7,616
Short term deposits	-	11,111
Bank loan due within one year (note 28)	(2,533)	(2,533)
Bank loan due after one year (note 29)	(10,764)	(13,297)
Net debt at 31 March 2024	(860)	(2,897)

1. Charity information

The Royal College of General Practitioners is a Chartered Corporation and a registered charity, administered in accordance with its Royal Charter, Ordinances and Byelaws. The Charter was granted to the College in 1972. The Charity Registration Numbers are 223106 (England) and SC040430 (Scotland). The registered address is 30 Euston Square, London, NW1 2FB.

2. Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice 2005 which has since been withdrawn.

The Royal College of General Practitioners meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Trustees have considered several factors in concluding that the adoption of a going concern basis in the preparation of these financial statements is appropriate. These factors have included a summary of the key risks and uncertainties in the context of the College's operations and a review of the budgets and forecasts for the next three years. The forecasts consider both immediate liquidity and longer-term solvency, together with the impact on reserves.

For the period to 31 March 2027 the Board has considered the impact of a series of scenarios, detailing what is considered to be an assumed position against a 'best case' and 'worst case' scenario. Material differences between the scenarios result from assumptions relating to commercial use of the Head Office, member numbers and inflation.

Working capital requirements are met through income received from business activities. The College has the ability to drawdown against funds held within the College's investment portfolio if required. The College has a loan facility in place with Barclays Bank as detailed in note 29 to the financial statements. The College agreed a deferral of loan capital repayments for 12 months from June 2020 as part of the Finance Recovery Plan implemented in response to challenges presented by Covid. Repayment will be at the end of the loan term.

Having regard to the financial models for the period to 2027 and the assumptions on which those are based, the Trustees believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

The consolidated accounts comprise the results of the College and its wholly owned subsidiary companies, RCGP Conferences Limited (company number 03896012 (England and Wales)), RCGP Enterprises Limited (company number 01984344 (England and Wales)) and RCGP International Limited (company number 12033221 (England and Wales)), made up to the balance sheet date. Accounts of all three companies will be filed with the Registrar of Companies.

A separate statement of financial activities for the College is not presented as permitted by the SORP. The College has taken advantage of the exemption available to a qualifying entity in FRS102 from the requirement to present a College only cash flow statement.

3. Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Membership/Examination income is credited to the statement of financial activities (SoFA) in the year to which it relates.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

Government grants are recognised on the accruals basis, when there is reasonable assurance that the College will comply with the conditions attaching to the grant and the grant will be received.

4. Expenditure and the basis of apportioning costs

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Expenditure comprises the following:

- a) The costs of generating funds include the salaries, direct costs and overheads associated with generating income and the fees paid to the investment managers in connection with the management of the College's investments portfolio.
- g) Charitable activities comprise expenditure on the College's primary charitable purposes as described in the Report of the Trustee Board on pages 6 to 39. Such costs include grants payable which are included within the SoFA when approved and when the intended recipient has either received the funds or has been informed of the decision to make the grant and has satisfied all related conditions. Grants approved but not paid at the end of the financial year are accrued for.
- h) Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the College it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment. These costs are allocated out to the activities they are supporting on the basis of the number of employees and are described in note 20.

5. Investments

Listed investments are included in the balance sheet at their open market value at the end of the financial period. Realised and unrealised gains or losses are recorded in the SoFA in the year in which they arise.

Investment property is revalued annually using a discounted cash flow approach to rental income.

Investments in subsidiary companies are included at cost.

6. Stocks

All stocks are stated at the lower of cost and their net realisable value.

7. Tangible fixed assets

All assets costing more than £5,000 and with an expected useful life expectancy exceeding one year are capitalised. The College also capitalises items of less than £5,000 which are part of the capital replacement programme.

Freehold properties, comprising freehold buildings and freehold land owned by the College are stated in the accounts at cost.

Freehold buildings which, following professional advice, are deemed to equate to 85% of the total cost of the freehold properties are depreciated over 50 years, on a straight-line basis.

Finance costs and interest payments associated with the acquisition of fixed assets are not capitalised.

No depreciation is charged on freehold land.

Improvements to property are depreciated on a straight-line basis over five years.

Furniture and equipment (other than computer equipment) are capitalised and depreciated on a straight-line basis over two or five years determined by the useful life of the asset.

Computer equipment, software and network systems are capitalised and depreciated over three years with the exception of servers and website which are depreciated over five years both on a straight-line basis.

The new CRM system will be in place in May 2025 and will replace the existing CRM, therefore the depreciation has been accelerated to reflect the remaining useful life.

Website and Revalidation capitalisation - Design and content development costs have been capitalised only to the extent that they lead to the creation of an enduring asset delivering future economic benefits at least as great as the amount capitalised. The useful life has been determined to be five years with exception of software costs which have a three-year life and are both depreciated on a straight-line basis. The carrying value of the asset will be subject to annual impairment reviews.

8. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. The trade debtors are valued at the net receivable amount after providing for bad debts. Prepayments are valued at the amount prepaid net of any trade discounts due.

9. Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

10. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

11. Financial instruments

The College only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. Included in creditors is a total of £1m (2023: £1.3m) relating to the interest rate swap on the College's loan. This is a derivative financial instrument which has been measured at fair value through the SoFA.

Other basic financial instruments held by the college include investments measured at fair value through statement of financial activities, total value £19.9m (2023: £12.7m).

12. Fund accounting

Restricted funds comprise monies raised for, or have their use restricted to, a specific purpose, or contributions subject to donor-imposed conditions.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

General funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the College's charitable objects.

13. Councils and faculties

Transactions, assets and liabilities of the Scotland, Wales and Northern Ireland Councils and the individual faculties of the College are included in the SoFA and balance sheet of the College.

14. Pension costs

The College operates two pension schemes for or on behalf of eligible staff:

i) Group personal pension plan

All staff are eligible to contribute to this scheme on joining the College. The College contributes 8% and employees contribute 4%, based on eligible employees' pensionable earnings, which is payable to employees' personal pension plans. Contributions by the College are recognised in the SoFA in the period to which they relate.

ii) Defined benefit pension plan

The College contributes to a defined benefits pension scheme providing benefits based on final pensionable salary, which closed on 30 June 2006. Pensionable contributions are paid into the scheme in accordance with the recommendations of actuaries.

The scheme is funded, with the assets of the scheme held separately from those of the College.

Current service costs, past service costs, gains and losses on settlement and curtailments, interest on pension scheme liabilities and the expected return on pension scheme assets are charges to resources expended, allocated on the basis of the number of employees.

Actuarial gains and losses are recognised immediately as other recognised gains and losses, after "net incoming/ (outgoing) resources for the year".

As detailed in note 34, pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained triennially and are updated at each balance sheet date. The resulting defined benefit pension scheme liability is presented separately after "net assets excluding pension liability" on the face of the balance sheet.

15. Termination payments

Termination payments are recognised as an expense in the SoFA when incurred.

16. Leased assets: Lessor

Rentals applicable to operating leases are charged to the SoFA on a straight-line basis over the period of the lease.

17. Leased assets: Lessee

Rentals applicable to operating leases are charged to the SoFA on a straight-line basis over the period of the lease.

18. Related Party Transactions

During the year the entity made payments for services of £75,256 to Health Education England for the secondment of Dr Steve Mowle (ex-officio Trustee) to fulfil duties as Honorary Treasurer. Professor Simon Gregory is also an employee of health Education England.

The amount outstanding between the charity and this entities at year end was £75,256.

The entity made payments of £137,301 to Swansea University, of which Professor Kamila Hawthorne (ex-officio Trustee) is an employee.

There is no amount outstanding between the charity and this entity at year end.

The entity made the payments of £53,881 to Unity Health, Princes Risborough, of which Dr Michael Mulholland (ex-officio Trustee) is a partner.

There is no amount outstanding between the charity and this entity at year end.

During the year the entity made the payments for services of £26,577 to Holderness Health and Holderness Health, of which Margaret Ikpoh is a Trustee.

There is no amount outstanding between the charity and this entity at year end.

During the year the entity made the payments for services of £829 to St George's University London, of which Dr Imran Rafi is a partner GP.

There is no amounts outstanding between the charity and this entities at year end.

During the year the entity made the payments for services of £212 to Nottingham University Hospital NHS Trust, of which Professor Simon Gregory is an employee.

There is no amounts outstanding between the charity and this entities at year end.

During the year the entity made the payments for services of £15 to Dr Michael Holmes Limited, of which Dr Michael Holmes is a director.

There is no amounts outstanding between the charity and this entities at year end.

19. Critical accounting judgements and estimates

The preparation of the Group financial statements requires the use of certain judgements, estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenses, including the assumptions associated with the College's pension scheme liability and the estimates used to revalue the Investment property. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Changes in accounting estimates may be necessary if there are changes in the circumstances on which the estimate was based or as a result of new information or more experience, for example with the actuarial assumptions used for the pension scheme.

20. Expenditure

	Direct costs £'000	Support costs £'000	Total 2024 £'000	Total 2023 £'000
Cost of generating funds				
Commercial expenditure	6,609	–	6,609	5,463
Investment management	60	–	60	54
Charitable expenditure				
Future of general practice	4,243	733	4,976	5,837
GP education	12,532	5,175	17,707	12,494
Supporting membership	5,452	2,665	8,117	10,381
Voice of General Practice	3,766	5,324	9,090	8,258
Total	32,662	13,897	46,559	42,487

Support costs total £13.9m (2023: £13.8m) for the year. These include property services, finance, IT, HR and other governance costs. These are allocated on a headcount basis as below. Included is £56.5k (2023: £54.5k) for audit fees.

Support costs	2024 £'000	2023 £'000
Finance & procurement	2,553	1,856
Property costs (including depreciation)	5,624	6,208
Faculty & devolved council support	–	370
IT costs	5,020	4,599
HR (including pension costs)	564	606
Governance	136	100
	13,897	13,739

21. Grants payable

During the year four (2023: six) grants were payable to individuals totalling £68k (2023: £73k). These grants were made in accordance with the policy outlined in the Trustees report.

22. Employee information

	2024 £'000	2023 £'000
Wages and salaries	11,366	10,075
Social security costs	1,231	1,134
Childcare Vouchers	12	17
Group personal pension plan costs	1,501	1,356
	14,110	12,582

The average number of employees during the year was as follows:

	2024	2023
Cost of generating funds, charitable activities and governance	232	219
Support function	40	40
Total	272	259

At year end the number of employees whose emoluments exceeded £60k was:

	2024	2023
£60,001 - £70,000	26	19
£70,001 - £80,000	7	6
£80,001 - £90,000	8	3
£90,001 - £100,000	2	2
£100,001 - £110,000	1	-
£110,001 - £120,000	-	2
£120,001 - £130,000	2	1
£130,001 - £140,000	1	1
£160,001 - £170,000	-	-
	47	34

During the year the College paid salaries, including Employer's NI and pension, totalling £701,033 (2023: £697,019) to key management personnel as listed on page 7.

During the year the College made redundancy payments of £24,459 (2023: £9,599) and there were no balances outstanding at year end (2023: £Nil).

Employer pension contributions totalling £554k (2023: £375k) were made in respect of forty-seven employees (2023: 34) who earned total emoluments in excess of £60,000.

23. Trustees' and council members' expenses

Three ex-officio trustees are in Officer posts which are supported in line with RCGP's remuneration policy and governing documents. It includes payments to the officers' employers and practices which enable them time off from their regular employment to carry out their Officer duties. These are included in payments detailed under related party declarations. No other Trustees or members of Council received any remuneration in respect of their services in those roles during the year (2023: none).

Expenses in the year were paid to 63 Trustees and members of council (2023: 38) and comprised the following:

	2024 £'000	2023 £'000
Locum fees	53	75
Travel and subsistence	75	20
	128	95

24. Tangible fixed assets

	Freehold properties	Furniture and equipment	Computer and network systems	Revalidation system and website	College and Group Total
Cost (£'000)					
At 1st April 2023	71,467	3,999	7,865	960	84,291
Additions	1,370	1,017	35	–	2,422
Disposals	(5,082)	–	(621)	–	(5,703)
At 31st March 2024	67,755	5,016	7,279	960	81,010
Depreciation (£'000)					
At 1st April 2023	12,159	2,582	5,238	494	20,473
Charge for the year	1,180	604	1,310	192	3,286
Disposals	(1,065)	–	(621)	–	(1,686)
At 31st March 2024	12,274	3,186	5,927	686	22,073
Net book values (£'000)					
At 31st March 2024	55,481	1,830	1,352	274	58,937
At 31st March 2023	59,308	1,417	2,627	466	63,818

Assets under construction costing £0.41m are included in Furniture and Equipment.

£1.1m of assets under construction have been completed in the year and transferred to Furniture and equipment (£1m) and Computer and network systems (£0.1m).

£1.4m addition to Freehold property relates to the change in use from investment property to tangible fixed assets of the first floor of 30 Euston Square.

£5.0m disposal of Freehold property relates to the change in use from tangible fixed assets to investment property of the third and fourth floor of 30 Euston Square.

Freehold property includes 30 Euston Square, London and in the opinion of the Trustee Board the market value of the property is considerably in excess of their cost.

25. Investments

	College		Group	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Listed investments				
Market value at 1 April 2023	8,665	9,353	8,665	9,353
Additions at cost	-	-	-	-
Disposals at opening market value	-	-	-	-
Realised gains on disposal	-	-	-	-
Net unrealised investment gains/(losses)	992	(688)	992	(688)
Market value at 31 March 2024	9,657	8,665	9,657	8,665
Other investments				
Fixed Term deposits (>1year)	3,028	-	3,028	-
Investment property	7,234	4,044	7,234	4,044
Total	19,919	12,709	19,919	12,709

*Net loss on investments of £1m (2023: gain £1.5m) recognised in the SOFA includes the gain of £1.0m (2023: loss £0.7m) on investments, a loss on revaluation of investment property of £2.3m (2023: £0m) and a gain of £0.3m (2023: £0.9m) on the revaluation of the interest rate swap detailed in Note 28.

	RCGP Enterprises Ltd		RCGP Conferences Ltd		RCGP International Ltd	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Turnover	7,445	6,609	2,338	1,815	88	53
Cost of sales	(5,792)	(5,007)	(1,615)	(1,182)	(63)	(37)
Gross profit	1,653	1,602	723	633	25	16
Administrative expenses	(69)	(70)	(67)	(52)	(3)	(4)
Operating profit	1,584	1,532	656	581	22	12
Interest receivable and similar income	107	-	24	-	3	-
Gift aid to parent	(1,691)	(1,532)	(680)	(581)	(25)	(12)
Net profit for year	-	-	-	-	-	-
Assets	3,904	3,290	1,375	1,319	117	82
Liabilities	(3,904)	(3,290)	(1,375)	(1,319)	(117)	(82)
Net assets	-	-	-	-	-	-

The College owns the entire share capital of RCGP Enterprises Limited, RCGP Conferences Limited and RCGP International Limited, all registered in England and Wales. All three entities traded in the year, RCGP Enterprises Limited providing catering and event income from room hire at 30 Euston Square, RCGP Conferences Limited the annual conference and other events and RCGP International Limited providing consultancy services for overseas customers. At year-end both RCGP Enterprises Limited, RCGP Conferences Limited and RCGP International Limited had net assets of £1 (2023: £1).

During the year RCGP Enterprises made £0.4m sales of room hire and catering services to the College (2023: £0.4m). At year-end there is a balance of £1.5m owing from RCGP.

Enterprises Limited to College (2023: £1.5m owing from RCGP Enterprises Limited to College).

During the year RCGP Conferences made no sales of publishing services to the College (2023: £0.01m) and received no marketing services from the College (2023: £0.01). At year end there is a balance of £1.2m (2023: £1m) owing from RCGP Conferences Limited to the College.

RCGP International made no sales of consultancy services to the College (2023: £Nil). At year end there is a balance of £0.1m (2023: £0.08m) owing from RCGP International Limited to the College.

The balance included in investments for investment property is the valuation applied to the area of 30 Euston Square available for rental to 3rd parties. The valuation has been independently valued by a valuer who is qualified for the purposes required using a discounted cashflow model based on forecast yields.

26. Debtors

	College		Group	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Trade debtors	652	2,324	1,684	3,542
Other debtors	7	2	224	2
Accrued income	398	215	480	256
Amount due from RCGP Conferences Limited	1,203	1,015	-	-
Amount due from RCGP Enterprises Limited	1,543	1,466	-	-
Amount due from RCGP International Limited	114	77	-	-
Prepayments	574	506	607	880
	4,491	5,605	2,995	4,680

27. Cash at bank and short term deposits

Cash at bank

	College		Group	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Current accounts	3,834	4,158	7,819	7,171
Faculties' current and deposit accounts	-	445	-	445
	3,834	4,603	7,819	7,616

Short-term deposit

Cash of £4.6m (2023: £11.1m) is held on short term deposits to take advantage of the current higher interest rates.

28. Creditors

	College		Group	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Trade creditors	3,737	1,652	3,943	1,684
Income received in advance	4,454	5,366	6,562	7,181
Accruals	2,668	6,461	2,713	6,569
Taxation and social security	369	754	547	930
Barclays Loan due within one year	2,533	2,533	2,533	2,533
Other creditors	422	315	422	315
Interest rate swap	1,048	1,334	1,048	1,334
	15,231	18,415	17,768	20,546

The interest rate swap is valued at the present value of future cash flows estimated and discounted based on the applicable yield curves derived from quoted interest rates. It has an average fixed rate of 2.662%, the notional principal value is £13.299m and is shown at fair value of £1.0m.

Reconciliation of deferred income	College		Group	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Balance brought forward	5,366	5,534	7,181	6,677
Released to SoFA	(5,366)	(5,534)	(7,181)	(6,677)
Deferred in year	4,454	5,366	6,562	7,181
Balance carried forward	4,454	5,366	6,562	7,181

29. Creditors: amounts falling due after more than one year

	College		Group	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Bank loan due between 2 & 5 years	10,764	10,133	10,764	10,133
Bank Loan due after 5 years	-	3,164	-	3,164
	10,764	13,297	10,764	13,297

The College has entered into an agreement with Barclays Bank plc for a development and term loan facility of up to £32m. The bank loan is secured by way of a first legal charge over the College's headquarters (that is, 30 Euston Square, London, NW1 2FB).

The College's exposure to interest rate fluctuations on the loan has been managed by using an interest rate swap. An agreement was signed in July 2016 to fix the interest costs on the loan at 2.662%. A further agreement was signed in December 2021 to fix the interest costs on the unhedged portion of the loan due to a loan holiday taken during COVID.

30. Operating leases

	College		Group	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Operating lease due within 1 year	230	233	230	233
Operating lease due within 2 to 5 years	681	577	681	577
Operating lease due over 5 years	545	470	545	470
	1,456	1,280	1,456	1,280

Operating leases relate to IT equipment and property leases. Renewals for IT equipment are at the option of the lessee. The annual lease cost is £230k (2023: £231k).

31. General and designated funds

	At 1 April 2023 £'000	Income £'000	Expenditure £'000	Realised and unrealised gains/(loss) £'000	Transfers £'000	At 31 March 2024 £'000
International	97	-	-	-	-	97
Education	169	-	-	-	(169)	-
Special measures & other projects	675	302	(67)	-	19	929
Fixed Assets Designated Fund	52,034	-	-	542	299	52,875
Total Designated Funds	52,975	302	(67)	542	149	53,901
General funds	11,892	50,551	(45,840)	1,338	(1,085)	16,856
Pension funds	(415)	-	4	(597)	980	(28)
Total Unrestricted funds	64,452	50,853	(45,903)	1,283	44	70,729

International Fund - This fund was set up following the introduction of the MRCGP International programme to support the development of general practice/family medicine world-wide and in raising standards of the discipline, being of equivalent academic rigour to the MRCGP in the UK. A new category of International Member was created, and the designation MRCGP [INT] will be in addition to the qualification awarded by the relevant national bodies in the countries concerned, which fund the accreditation process. These are expected to be utilised over the next few years.

Education - These relate to projects the College is undertaking delivering education programs for General Practice, primarily in e-Learning. These have been spent in the current year.

Special measures and other projects - This is project funding relating to work the College does that concentrates on the development and establishment of educational resources, tools and guidance to enhance and develop the skills of healthcare professionals to support positive patient outcomes. It includes funding to help accredited practices as veteran friendly, for doctors working in secure environments and help practices offer the best end of life care programmes. It is anticipated the funds will be spent over the life span of the projects which is normally a year.

Fixed Asset Designated Fund - The charity has established a separate reserve to reflect a proportion of the value of the College's building assets and other assets to prevent the general reserves being overstated by the inclusion of assets which are part of its permanent operating structure. This reserve is different from other reserves as it cannot be realised for cash purposes (e.g. as in charging any other fees or costs that are payable by means of cash going out - this is what we normally do for most designated funds). Transfers represent the net effect of additions to the assets, depreciation on the asset and repayment of the loan secured against the building.

32. Restricted funds

	At 1 April 2023 £'000	Income £'000	Expenditure £'000	Realised and unrealised gains/(loss £'000)	Transfers £'000	At 31 March 2024 £'000
Kuenssberg Prize	109	-	-	-	-	109
Other secretariat funds	50	-	(1)	-	-	49
Other international funds	148	101	(79)	-	-	170
OLE & educational	135	49	(14)	-	(42)	128
Research Projects	101	-	(1)	-	24	124
Other Scottish Funds	155	186	(290)	-	(1)	50
Welsh funds	49	120	(116)	-	-	53
Special measures & other projects	222	166	(139)	-	(24)	225
Faculties funds	308	4	(17)	-	-	295
Total Restricted Funds	1,277	626	(657)	-	(43)	1,203

Kuenssberg prize – This is awarded to those who have had an impact on clinical excellence or patient safety in general practice.

OLE & educational – These relate to projects the College is undertaking delivering education programs for General Practice, primarily in e-learning on specific topics. These will be spent over the development of the various projects, which is normally 1 year. Restricted funds also include funds for the ongoing maintenance and development of the online learning platform.

Research projects – These funds represent grant project income for clinical innovation and research. Included in the balance is £124k for research into Adolescent special interest groups. Transfer into the fund represents reclassification of event income donated to the fund from unrestricted funds.

Scottish appeal fund – This appeal was established to develop the College in Scotland and included in the balance is a fund to investigate health inequalities in Scotland.

Faculties funds – These funds are grants held by individual faculties for a range of purposes.

33. Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total 2024 £'000
Tangible fixed assets	58,937	–	58,937
Investments	18,716	1,203	19,919
Net current assets	3,868	–	3,868
Amounts falling due after one year	(10,764)	–	(10,764)
Net assets excluding pension liability	70,757	1,203	71,960
Pension liability	(28)	–	(28)
Net assets including pension liability	70,729	1,203	71,932

34. Pension commitments

As described in Note 14, the College operates two pension schemes, one of which is a defined benefits scheme. The assets of this scheme are held separately from those of the College, being invested with a range of investment managers via an investment platform provided by Mobius Life Limited.

The last formal actuarial valuation was at 1 April 2023. Pension deficit funding contributions was agreed at £1.0m per annum payable monthly to 31 March 2025 when the funding deficit is expected to be eliminated.

The level of funding at 1 April 2023 was 92%, and the market value of the fund at the time of the last valuation was £22.6m. The pension contribution for the year was £1.0m (2023: £1.0m), and no amounts were outstanding at the year end.

The College is aware of the Virgin Media v NTL Pension Trustees II Limited Court of Appeal judgement which may give rise to adjustments to the Scheme. At present the legal process is incomplete and therefore we are unable to quantify any potential liabilities.

Financial Reporting Standard 102 (FRS102) requires the surplus or deficit on the Scheme as at 31 March 2023, calculated in accordance with the requirements of the FRS102, to be included on the balance sheet.

For the purpose of FRS102, the assets of the Scheme have been taken at market value and the liabilities have been calculated by a qualified independent actuary. The major assumptions used by the actuary were:

	2024 %	2023 %	2022 %	2021 %	2020 %
Rate of increase in salaries	2.30	2.45	3.05	2.65	2.05
LPI pension increases (based on RPI subject to a maximum of 5% p.a.)	3.20	3.30	3.65	3.30	2.80
Discount rate	4.80	4.70	2.75	2.00	2.30
RPI Inflation assumption	3.30	3.45	3.85	3.45	2.85
CPI Inflation assumption	2.30	2.45	3.05	2.65	2.05

The underlying mortality assumption is based upon the standard table known as S3PA Light year of birth tables, with CMI_2022 improvement factors, and a long-term annual rate of improvement of 1.25% p.a., standard smoothing factor and no initial addition improvement (2023: same but with CMI_2021 future improvement factors). This gives the following life expectancies in years at 60, for members aged either 45 or 60 at 31 March 2024 (with comparative figures based on mortality assumptions used at previous year end).

	2024 %	2023 %
Male currently aged 60	27.5	28.0
Female currently aged 60	29.3	29.8
Male currently aged 45	28.5	29.0
Female currently aged 45	34.5	30.8

The major categories of plan assets for the year ending 31 March 2024 (with comparative figures for the year ending 31 March 2023) are as follows:

	Value at 31 March 2024 £'000	%	Value at 31 March 2023 £'000	%
Equity and property	4,320	19	5,637	25
GARS & LDI Funds	18,187	80	16,686	74
Cash	227	1	225	1
		100		100
Total market value of assets	22,734		22,548	
Present Value of Scheme Liabilities	(22,762)		(22,963)	
Net Pension Liability	(28)		(415)	

	2024 £'000	2023 £'000
Movement in deficit during year		
Deficit at 1 April	(415)	(151)
Contributions	980	980
Other finance costs	4	9
Actuarial gain/(loss)	(597)	(1,253)
Surplus/(Deficit) at 31 March	(28)	(415)

	2024 £'000	2023 £'000
Analysis of amount charged to Statement of Financial Activities		
Other finance cost	4	9
Total operating charge	4	9
Analysis of net return on pension scheme		
Expected return on pension scheme assets	1,058	830
Interest on pension liabilities	(1,062)	(839)
Net return	(4)	(9)
Actual return on Scheme assets	(70)	(8,437)
Amounts recognised as Pension Scheme gains and losses		
Actual return less expected return on pension scheme assets	(1,136)	(9,285)
Experience gains and losses arising on scheme liabilities	(34)	(708)
Change in financial and demographic assumptions underlying scheme assets	573	8,740
Actuarial gain/(loss) recognised in the Statement of Financial Activities	(597)	(1,253)

Cumulative amount of actuarial gains and losses recognised for the year ending 31 March 2024 are as follows:	2024 £'000	2023 £'000
Cumulative actuarial (loss) at beginning of the period	(10,472)	(9,219)
Recognised during the period	(597)	(1,253)
Pension commitments (continued)		
Cumulative actuarial (loss) at end of the period	(11,069)	(10,472)
Movement in (deficit) during the year ending 31 March 2024 are as follows:		
(Deficit) in Scheme at the beginning of year	(415)	(151)
Expenses recognised in profit and loss	4	9
Contribution paid by the College	980	980
Actuarial gain/(loss)	(597)	(1,253)
(Deficit) in Scheme at the end of the year	(28)	(415)
Changes in the present values of the Scheme liabilities for the year ending 31 March 2024 are as follows:		
Present value of Scheme liabilities at the beginning of period	22,963	30,865
Interest cost	1,062	839
Actuarial losses/(gains)	(539)	(8,032)
(Gains)/Losses on plan changes	-	-
Benefits paid	(724)	(709)
Present value of Scheme liabilities at end of period	22,762	22,963
Changes in the present values of the Scheme assets for the year ending 31 March 2024 are as follows:		
Market Value of Scheme assets at the beginning of period	22,548	30,714
Expected return	1,066	848
Actuarial gains	(724)	(709)
Benefits paid	(1,136)	(9,285)
Contributions paid by the College	980	980
Market value of Scheme assets at the end of period	22,734	22,548

Group Personal Pension Plan

On 1 July 2006, the College established a Group Personal Pension Plan with Aviva into which it contributes a maximum of 8% of basic annual salary provided the employee also contributes a minimum of 4%. In order to comply with legislation, a Stakeholder Plan was also established but no employer contribution is paid into this arrangement and, to date, nobody has joined.

The assets of the Group Personal Pension Plan are held separately from those of the College and are invested by Aviva. The total employer contribution for the year was £1.5m (2023: £1.4m) The pension contribution outstanding at 31 March 2024 was £0.1m (2023: £0.1m).

35. Prior year financial information

Income from:	Note	Unrestricted Funds £'000	Restricted Funds £'000	2023 Total £'000
Charitable activities				
Project income		5,832	709	6,541
Examination fees		8,153	–	8,153
Membership income		21,245	–	21,245
Courses & events		1,305	6	1,311
Other income		678	34	712
Other trading activities				
Trading income from subsidiaries		8,025	–	8,025
Investment income		229	–	229
Total income		45,467	749	46,216
Expenditure on:				
Raising funds				
Trading expenditure		5,463	–	5,463
Investment management fees		54	–	54
		5,517	–	5,517
Charitable activities				
Future of general practice		5,788	49	5,837
GP education		12,390	104	12,494
Supporting membership		9,980	401	10,381
Voice of General Practice		8,251	7	8,258
		36,409	561	36,970
Total expenditure	20	41,926	561	42,487
Net income / (expenditure) before gains		3,541	188	3,729
Net gains/(loss) on investments	25	(1,506)	–	(1,506)
Net gains on disposal of fixed assets		(3)	–	(3)
Net income / (expenditure)		2,032	188	2,220
Transfers between funds	31, 32	13	(13)	–
Actuarial gains/(losses)	34	(1,253)	–	(1,253)
Net movement in funds		792	175	967
Balances at 1 April 2022		63,660	1,102	64,762
Balances at 31 March 2023		64,452	1,277	65,729

36. Restricted funds

	At 1 April 2022 £'000	Income £'000	Expense £'000	Realised and Unrealised gains/(loss) £'000	Transfers £'000	At 31 March 2023 £'000
Kuenssberg Prize	109	-	-	-	-	109
Other secretariat funds	52	-	(2)	-	-	50
Other international funds	125	27	(4)	-	-	148
OLE & educational	141	134	(99)	-	(41)	135
Research Projects	121	-	(1)	-	(19)	101
Other Scottish Funds	215	266	(326)	-	-	155
Welsh funds	25	89	(65)	-	-	49
Special measures & other projects	-	220	(45)	-	47	222
Faculties funds	314	13	(19)	-	-	308
Total Restricted Funds	1,102	749	(561)	-	(13)	1,277

37. Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total 2023 £'000
Tangible fixed assets	63,818	-	63,818
Investments	11,432	1,277	12,709
Net current assets	2,914	-	2,914
Amounts falling due after one year	(13,297)	-	(13,297)
Net assets excluding pension liability	64,867	1,277	66,144
Pension liability	(415)	-	(415)
Net assets including pension liability	64,452	1,277	65,729

38. General and designated funds

	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Realised and unrealised gains/(loss) £'000	Transfers £'000	At 31 March 2023 £'000
International	97	-	-	-	-	97
Education	88	82	(1)	-	-	169
Special measures & other projects	2,165	321	(191)	-	(1,620)	675
Fixed Assets Designated Fund	51,104	-	-	-	930	52,034
Total Designated Funds	53,454	403	(192)	-	(690)	52,975
General funds	10,357	45,064	(41,747)	(1,506)	(276)	11,892
Pension funds	(151)	-	9	(1,253)	980	(415)
Total Unrestricted funds	63,660	45,467	(41,930)	(2,759)	14	64,452

Accounts

Annual report and accounts 2022–2023



Royal College of
General Practitioners

Charity Registration Number 223106

Scottish Charity Registration Number SC040430

Contents

Introduction	1
Our vision, purpose and values	4
Activities and achievements during 2022–23	6
Environmental Social Governance	22
Reference and administrative details	41
Independent Auditor's report	48
Consolidated statement of financial activities	52
Balance sheet	53
Consolidated cash flow statement	54

Introduction from the Chair of the Trustee Board and the Interim Chief Operating Officer

Professor Mike Holmes, Chair of Trustees (Foreword to the report)

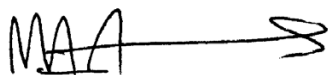
The ongoing crisis in general practice has dominated College work this year. I see this first hand in my own practice in York and whilst it is dispiriting, I am confident that the College is in a robust and excellent position to lobby Government and policy makers to secure a better deal for general practice and our members.

I am pleased to report that we have delivered the commitments set out in the 2019-22 Strategy 'Putting members at the heart of everything we do'.

Last year was the 70th anniversary of the RCGP which enabled us to reflect on the achievements of our founders. Their passion and spirit established the College as the home of general practice, leading to increased recognition of the importance of the profession and significant improvements in standards of patient care. We aim to honour their passion and commitment with ambitious objectives set out in our new strategy 'Building a Sustainable Future for General Practice'.

I would like to thank the Executive Management Team and College staff across the UK for their outstanding contribution. I would also like to thank my fellow trustees for their continuing commitment to raising standards and their insight and challenge which serves us so well.

Finally, thank you to our members for your inspirational work and support. You are the heart of the College, and we will continue to work hard on your behalf. Things will get better.



Professor Kamila Hawthorne, Chair of UK Council (Foreword to the report)

I was honoured and delighted to be elected Chair of UK Council in November last year. I was as clear then as I am now in my commitment to do everything I can to represent the views of frontline GPs across the UK at such a challenging time for general practice and the NHS.

Across the UK, GPs are continuing to leave the profession faster than they enter it and members are under enormous strain. Capacity in general practice just does not match patient demand, especially after the

effects of the pandemic, and societal challenges caused by the cost-of-living crisis and political uncertainty have added to the pressures which are taking their toll on the health of our patients – and our GP teams.

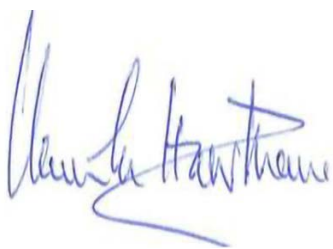
Our patients deserve excellent care, and our members deserve to work in an NHS that is appropriately funded, that values and supports them to do the best job they can and that protects their own health and wellbeing.

The College is consistently making the case for positive changes to address the crisis, set out in our vision for the future of General Practice 'Fit for the Future', and many of our 'asks' have now been listened to and are being actioned. However, the fundamental problem of there being far too few GPs is still a glaring issue for Primary Care.

Alongside the workforce crisis there is a crisis in health provision for the most vulnerable. Tackling health inequalities has long been a personal priority for me and I am proud to see this included as a priority in the new RCGP Strategy.

While the next few years will undoubtedly continue to be a tough environment for general practice and our patients, your College will continue to support you and advocate on your behalf at the highest levels of government, right across the UK. I want all politicians to appreciate the work that GPs do: the importance and quality of the care we deliver to our patients, and the immense contribution we make to the wider NHS. It is very likely that general practice (and the NHS) will be a battleground for the next General Election in 2024, so we are getting our stall ready to influence, lobby and advise where and how we can.

This report sets out the broad range of activities we do that make RCGP the professional home for general practice. I would like to thank all our members (AiTs, Members and Fellows, both UK and International) for your continued commitment to the College, our profession, and everything you do to support and care for your patients. It is a privilege to be your Chair and I will work my hardest to reverse the hard slog of general practice and make being a GP a fulfilling, stimulating and enjoyable career once again.



Mark Thomas, Interim Chief Operating Officer (Foreword to the report)

Since the departure of our Chief Operating Office in January 2023, I have had the pleasure of being appointed the interim staff lead in the College. Our staff feel an immense sense of pride – in supporting our members and general practice and I would like to thank them for their contributions.

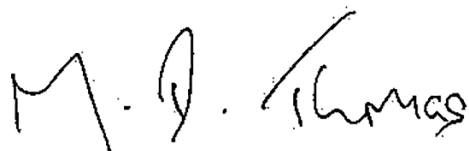
We have adjusted well to a post-Covid working model. Hybrid working provides significant flexible working opportunities and is now standard practice throughout the College.

Online events are enabling more members to participate and this is improving member engagement. Our Faculties are delivering more events, our members can access resources including lobbying for action to address the workforce crisis, and we now have over 700 member volunteers supporting College activities, which is a tremendous addition to our work.

In addition to delivering the wide range of objectives in the final year of our current strategy, we have stepped up our campaigning work and are implementing our new Member Value Proposition, creating a clear line of sight between our work and the value of being a member of the College as the 'professional home' for GPs.

We have also put sustainability principles into action and will carry these through into our new strategy for 2023-2026. Good examples of our commitment include our work to establish the Net Zero Hub for primary care and new remote assessment arrangements for the new clinical component of the MRCGP examination which have been widely welcomed.

Our new Fellows, Members and award ceremonies across the four nations at national and faculty levels are a fitting showcase for the inspirational work our members do, and it has been a pleasure to join a number of these. Whilst the operational environment remains challenging, it is important to celebrate those who work tirelessly to advance general practice.

A handwritten signature in black ink, reading "M. J. Thomas". The signature is written in a cursive, flowing style with a large initial 'M' and a long, sweeping underline.

Our vision, purpose and values

The Royal College of General Practitioners was founded in 1952 and granted a Royal Charter in 1972 with the objective:

“To encourage, foster and maintain the highest possible standards in general medical practice and for that purpose to take or join with others in taking any steps consistent with the charitable nature of that object which may assist towards the same”

Our vision

Excellence in general practice for patients worldwide.

Our purpose

To promote the best possible quality of health and healthcare for the population by:

- Setting the highest standards for general practice.
- Ensuring that GPs have the best possible training.
- Supporting GPs throughout their professional lives to deliver the best possible service.
- Leading the profession and demonstrating the value of general practice.
- Developing general practice as the foundation of effective and sustainable primary care worldwide.
- Using resources efficiently to support our members and develop the College sustainably.

Our values

Our core values are set out in our People Plan:

Compassion – for our patients, the populations we serve, our members, our colleagues and ourselves.

Inclusivity – we value diversity as part of our community and treat each individual with equal respect.

Sustainability – we look to the future and care about the long-term wellbeing of our members, our profession, our patients and the world around us.

Accountability – we take responsibility for the results of our actions and continuously strive to be the best that we can be.

Integrity – we are honest, open, ethical, just and fair.

Public benefit

The College provides public benefit, and the advancement of health and of education, through:

- Developing professional standards which help to ensure that patients are treated by fully trained, competent general practitioners.
- Encouraging professional development by developing and providing educational resources to enable general practitioners to maintain and develop their skills.
- Support to individuals as general practitioners; and
- Promotion of the profession as fundamental to integrated primary health care.

The Trustees have referred to the Charity Commission's guidance on public benefit when reviewing its aims and objectives and in planning its future activities to ensure that the activities the College undertakes are in line with its charitable objects and aims.

Strategic plan

This is the final year of the strategic plan 2020-2023 'Putting members at the heart of everything we do' and the report provides a summary of this year's work against each of the four main objectives:

- Deliver practical solutions to tackle workload pressures and sustain and equip GPs to provide the best possible patient care.
- Develop the College into a dynamic and inclusive membership community.
- Promote the contribution of general practice and the role of the GP.
- Ensure members place a high value on their College membership.

Work has now started on the new strategic plan 2023-2026 'Building a sustainable future for general practice' which has four priorities:

- Tackle the workload and workforce crisis
- Ensure the College is the professional home of General Practice
- Reduce the increasing gap in health inequalities
- Respond to the climate emergency

This Trustees Report also sets out how we have implemented the principles of good governance and ensure sound financial management of our resources.

Activities and achievements during 2022–23

Introduction

The worsening crisis in General Practice has been a regular feature in the national media. This, coupled with an unprecedented level of change at the top of Government (3 Prime Ministers and Health Secretaries in the year), has made for a challenging political environment. Accordingly, our work supporting members, promoting and defending hardworking GPs and their exceptional contribution has been a major part of our work this year.

Significant progress this year has been made on the development of a new Member Value Proposition and exam to replace the Recorded Consultation Assessment.

This is the final year of the current strategy which evolved against the backdrop of the Covid-19 pandemic. Its legacy and lessons learned are being reflected in the development of a new strategy for 2023-26

Deliver practical solutions to tackle workload pressures and sustain and equip GPs to provide the best possible patient care.

Our objective

By 2023 members will be able to access a range of practical resources to tackle workload pressures and deliver relationship-based care in new ways; and that the College will be the first port of call to meet members' professional development needs.

To achieve this aim we are:

- Providing a one-stop-shop for CPD throughout a GP's career, enabling them to record and reflect on their learning journey and to access high-quality CPD resources.
- Developing solutions to support GPs and their teams in implementing key elements of RCGP's Fit for the Future vision document, such as continuity of care and the digitally enabled practice.
- Working with practices to monitor workload and how it is impacted by new ways of working, including through the development of the Research and Surveillance Centre's workload observatory.
- Working with partners to develop new qualifications in family medicine for international doctors, and for UK-based members of the wider primary care team.

Progress and achievements:

GP Training

GP Specialist Applications

The number of trainees completing training in 2022 (calendar year) was 3247, compared with 3213 in 2021.

Certificate of Eligibility for GP Registration (CEGPR) applications (for doctors from abroad wishing to work in the UK), dropped from 25 in 2021 to 16 in 2022. Changes to the Medical Act have now been laid in parliament which will enable more flexibility in CEGPR pathway options from November 2023. There were 22 Portfolio Route applications for doctors returning from abroad.

Combined Training (trainees combining previous medical training and experience with GP training) applications have increased significantly, with 221 applications received from August 2022 starters (178 in 2021).

MRCGP

To become licensed to practise as a GP in the UK, doctors must pass the College's MRCGP examination, comprising:

- The Applied Knowledge Test (AKT).
- The Recorded Consultation Assessment (RCA) to test a trainees's ability to integrate and apply clinical, professional, communication and practical skills appropriate for general practice.
- Workplace-Based Assessment (WPBA).

In 2022–23, candidates sat 6,236 AKTs and 4,791 RCAs.

The RCA was introduced in 2021 at the start of the Covid-19 pandemic to replace the Clinical Skills Assessment which required attendance at an exam centre. In February 2022 RCGP Council agreed to develop a new Clinical Skills Assessment and significant progress has been made. This major programme has involved developing provision for a new IT platform, a role player service extensive stakeholder engagement and piloting arrangements. Work continues with the GMC to enable adoption by the end of the year.

MRCGP International

We are continuing partnerships to offer MRCGP[INT] accreditation in Cyprus, Dubai, Egypt, Kosovo, Kuwait, Malta and the entire South Asia subcontinent covering Bangladesh, India, Pakistan and Sri Lanka.

In addition we have:

- Agreed a 5-year Co-operation Agreement with the Government of Kosovo supporting collaboration on the development of postgraduate assessment.
- Delivered joint online events as part of our strategic partnership with World Health Organisation (WHO) and agreed a new 3-year Memorandum of Understanding (MoU) with WHO.
- Delivered the UK Foreign, Commonwealth & Development Office's (FCDO) Better Health Programme in Vietnam and Thailand.
- Developed and piloted a mentoring scheme in partnership with the Christian Medical College (CMC) Vellore enabling RCGP volunteers to deliver training and mentoring for those choosing family medicine as a speciality in India.
- Delivered online training for the Beijing Huatong Guokang Foundation (BHGF) in China reaching an average of 50 student doctors.

Revalidation

We presented a case to College Council, informed by our members, to support a new simplified model of appraisal focussing on wellbeing and reducing the burden for GPs, and developed new support around this.

Professional Pathways

The 'Leadership Pathway' eLearning course has received exceptionally positive feedback from members and has been accessed by over 1,577 individuals since its launch last summer.

The course supports the recently launched Northern Faculties 'Shaping the Future Programme' which offers group facilitated sessions, action learning sets and other opportunities, such as networking with local leaders and shadowing executive Faculty Board members. Our aim is to work with local Faculties to establish a national RCGP leadership offer.

Membership Programmes

Some notable successes from our work this year include:

We held a series of focus groups and listening exercises across the College to better understand the needs of International Medical Graduates (IMGs) who make up a third of our membership. Engagement has been incredibly high, and the insight gathered will now help to shape the development of a college-wide programme aimed at better supporting IMG members,

RCGP Mentoring was implemented in February 2021 with the aim of being the primary 'digital' channel for members to provide professional peer support to one another. We are reviewing the initiative to strengthen the career support it provides our members.

We have been developing a new Fellowship application system. User testing concluded in February, with an intended launch in April 2023. Several improvements have been made so the process is candidate led with simplified information requirements. We will monitor the changes which are intended to increase the number of members applying.

Since 2020 there has been a concerted effort to improve the diversity of fellowship applications and we are pleased to announce that positive movement. Since 2020, 47% all fellowship applications have come from women (currently 29% of fellows are women), 36% from BAME members (currently 15%), and 20% from IMGs (currently 10%).

Work is under way on a 'career companion' for GPs so that RCGP is the go to source of career support and information for members. This aims to provide practical support to confidently navigate career pathways. We are developing a series of career case studies that provide insight into the breadth and diversity of career options and will be published in Summer 2023.

Monitoring Workload

The College has consistently monitored and analysed NHS Digital appointments and workforce data over the last year, which has helped us to respond to and generate a range of media attention on the impressive work being delivered by GPs. We have recently created a 'key stats and insights' page on the RCGP website to highlight these and College work tackling the workload crisis.

Covid Resource Hub

The Covid-19 Resource Hub contains comprehensive resources to support GPs and the wider practice teams. It is freely available to anyone accessing the RCGP Online Learning Environment (OLE). The hub has been maintained and updated over the year with fewer newer resources added as the focus of primary care has shifted from crisis management. More resources and information has been added related to vaccination programmes.

Develop the College into a dynamic and inclusive membership community

Our aim with this priority:

Our aim is that by 2023 more members will be engaged in the College and its work, and that RCGP will be recognised as a responsive and inclusive organisation that better reflects the diversity and dynamism of the profession.

To achieve this aim we are:

- Supporting our Faculties to increase member engagement through implementation of the RCGP Faculty Strategy.
- Creating new opportunities for members to engage with the College digitally, including the College's MyRCGP App and online communities of interest.
- Providing better support and pathways to enable more members to become fellows and replace Membership by Assessment of Performance (MAP) with a more inclusive alternative for established GPs.
- Removing barriers to member participation and improving information and support to members taking on College leadership roles.

Progress and achievements

Membership

As of 31 March 2023, membership stands at 54,777 compared to 54,269 for the same period last year – an increase of 0.9%.

The total number of new members joining since 1 April 2022 is 5,057 compared to 5,180 for the same period last year – a decrease of 2.4%.

Overall, leavers stand at 5,650 compared to 6,655 for the same period last year – a decrease of 15.1%.

The overall retention rate is currently 89.9% for this point in the year.

Annual Conference

The 2022 RCGP Annual Conference took place in London during 29 June – 1 July 2022 at the Excel Centre in London. It was held in conjunction with WONCA Europe (the World Organisation of Family Doctors).

This was the largest ever conference hosted by the RCGP: 2,467 delegates attended in person with a further 324 attending remotely. 1,501 delegates came from the UK and overall 76 countries were represented. 88% of delegates rated the quality of the programme as 'good' or higher.

In addition, we held a free-to-member one day online conference on 27 October 2022 around the theme 'A Vision of the Future of General Practice'. 1,222 delegates attended. 96% said their objectives were met at the conference, and 98% rated sessions as 'good' or higher.

Conferences and Events

This year we organised over 520 Member events across the UK reaching 14,791 members. 63.7% of these events were free to members. 71% were held online and 25% were held in person.

These events consist of a mix of CPD, wellbeing, member and student engagement and MRCGP Preparation courses for our GP Trainees.

National events included:

- 19 One Day Essentials conferences on topics including Learning Disabilities, Mental Health, Neurodevelopmental Health, Men's Health, Sexual Health, and Women's Health.
- Three Essentials Webinars Series on Management of sexually transmitted infections in primary care, Gender-affirming care, and Diagnosis and management of Hepatitis B & C.
- 11 of the ever-popular Telephone Consultation & Triage Skills courses
- A webinar 'All that coughs is not Covid'
- Three Boehringer Ingelheim funded webinars and a one-day conference on diabetes, heart failure and chronic kidney disease.
- Two Thermo Fisher Scientific funded webinars on Gastrointestinal disorders: management of IBS in primary care and Investigating painful musculoskeletal presentations in primary care.
- Two Seqirus funded webinars on Flu season 2021/22: Lessons learnt and what to expect for 2022/23 and Challenges of influenza post COVID-19.
- Pfizer-funded series of three webinars on osteoarthritis
- Livi-funded a webinar on remote cancer diagnosis
- A fully subscribed inaugural Level 3 Adult & Child Safeguarding course
- Successful reintroduction of Minor Surgery entry-level and refresher courses in London, Birmingham and Liverpool

English Faculty events

- Essentials Webinar Series covering topics such as ophthalmology, gastroenterology, pathology, Effective out of hours practice, Dermatology and Common oral health problems in Primary Care.
- A successful inaugural One Day Essentials conference on Sports Medicine and Hot Topics in General Practice
- Local events on ENT, Child refugee health, Child mental health, and Mental health capacity
- Recorded Consultation Assessment (RCA) and Applied Knowledge Tests (AKT) preparation courses.
- 60 wellbeing events to provide a space for GPs to focus on their self-care, including online art workshops, cookery classes and social walks and cultural visits.
- 28 innovation events that enable Faculties to explore local interests and develop programmes of work, including conversations about greener practices, health inequalities and equality, inclusion and diversity in the workplace.
- 92 development events, enabling GPs to grow their professional skills and to form peer support networks, including face to face career conferences collaborating with training hubs, webinars discussing career options and career transitions, including preparing for retirement.
- 73 engagement events, enabling GPs to connect with each other, share experiences and form supportive links with their Faculty, including a series of local family fun days to allow GPs to socialise and celebration dinners to mark RCGP's 70th anniversary.

RCGP Northern Ireland events

Over the last year we held 23 events in total, 11 of which were clinical and 12 professional development.

Our events included:

- menopause,
- palliative care and paediatrics,
- cardiopulmonary resuscitation which was expanded due to demand.

- Practice finances,
- AKT preparation,
- A highly successful First5 Conference and
- A rolling programme of wellbeing events.

RCGP Wales events

We delivered 38 events for Welsh members. These included:

- CPD events including the one day joint injection course, 2 day minor surgery course, interpreting lab results, Safeguarding, Alcohol Misuse, Dementia Care and drugs misuse.
- Meet and Connect with First 5s event
- A Health Inclusion event
- Care Navigation at the GP Reception to support practice staff
- The Annual Schools event 'So you want to be a doctor' promoting General Practice as a career to school pupils

RCGP Scotland events

We delivered 37 events for Scottish members.

- CPD highlights included: minor surgery and joint injections in general practice, dermatology as an extended role in Primary Care and a practical guide to diagnosis and management of endometriosis.
- A series of events entitled 'Greener GPs' with topics such as the benefits of climate mitigation & greener respiratory care.
- An event series named PortrAiT aimed at bringing together local trainees to hear from a range of speakers.
- A range of events for practice staff to equip them to deal with the pressures they are currently facing including dealing with complaints and emotional situations at reception.
- An annual lecture series for the Scottish faculties providing an opportunity for local members to connect with peers and celebrate local success.
- The annual Welcome to First5 event, supplemented by a series of local in-person meet and connect events allowing trainees the opportunity to make connections with their peers.

Digital Engagement

The new RCGP website was launched in July after months of planning and consultation with members. The new site is compatible with phones, iPads and other mobile devices and there are significant improvements in digital accessibility.

We have hired a Social Media and Communities Manager who has reviewed our social media work to date and has begun working with teams across the College to provide more cohesive and member friendly social media content, tailored to each platform and in line with RCGP brand guidelines.

We have replaced the Weekly Digest email to members with a fortnightly Chair's message and 'Faculty fortnightly'. By dividing these two emails the scroll distance has been reduced dramatically allowing members to reach the content most of interest to them much faster.

Online Learning Environment

The aim of the OLE is to be the “place to go” for a GP’s CPD. During this year, it has continued to grow with nearly 160,000 registered users – an increase of almost 10% from the previous year.

There are over 17 Learning Hubs, 375 resources including eLearning courses, bite-sized screencasts and podcasts, Essential Knowledge Updates (EKU) and Challenges and Hot Topics which enable members to test their knowledge of given topics.

There are now over 6,000 regular visitors to the site each month – up from 5,000 last year. The monthly ECU Hot Topics have been accessed by over 29,200 unique users since their launch and the podcast channel had over 490,000 listens, averaging 341 per day.

RCGP Accreditation

The RCGP Accreditation scheme assures our members that external CPD training they access is of the highest quality, and to the standards the College expects. From April 2022 to the end of March 2023, we accredited a total of 7 courses with just over 60 hours of learning overall. We have 23 applications currently in the process of accreditation, and a further 13 planned.

Membership Pathways

From May 2021 any GPs who have been on the GMC GP register for a minimum of five years and have completed at least one revalidation cycle (or completed CEGPR) are now eligible to apply for membership via a new, inclusive route advertised on the RCGP website.

New Member and Fellowship Ceremonies

We’ve been proud to host a full year of New Member and Fellow Ceremonies in 8 locations across the UK. We’ve welcomed over 3,000 members and their guests to 12 sell-out ceremonies. We have integrated national awards into the ceremonies which celebrate the inspirational achievements of our hard-working members with excellent feedback.

Volunteers

We celebrated National Volunteers’ Week 1-7 June. This week-long campaign is our opportunity to extend our gratitude to our 700+ volunteers who give their time to support the College as representatives, advisers, trustees and office-holders.

Now in its third year, our Inspire Awards celebrate the annual achievements of our advocates and volunteers across the country. From 140 nominations, over 50 members were shortlisted in 16 categories.

Promote the contribution of general practice and the role of the GP

Our aim with this priority:

Our aim is that by 2023 members feel that because of the College’s efforts, the contribution of general practice and the role of GPs and their teams are more highly valued by patients, the public, politicians and opinion formers. We would also like to see general practice as the preferred destination for more students, doctors and other trainees and professionals considering their career options in the NHS.

To achieve this aim we are:

- Delivering a member and patient-led campaign to celebrate the value of general practice and promoting appropriate and sustainable use of the health service.
- Holding government and NHS decision-makers across the UK accountable for delivering the increased investment and workforce numbers that general practice needs.

- Developing the College as the go-to source of information and guidance about general practice as a career.
- Championing the contribution of general practice by hosting the 2022 WONCA Europe Conference.
- Maintaining the MRCGP as a world-class professional licensing assessment and work with educators and trainers in the UK and internationally to support medical students and trainees into the profession and beyond.

Progress and achievements

Celebrate the Value of General Practice

Our work continues to be dominated by the worsening crisis in general practice and workload pressures facing our hard working members. Our media strategy is designed to help the public understand these pressures, the pivotal role of general practice to the success of the NHS and the models of care needed to ensure the highest standards for our patients.

Research commissioned to assess the reach of our work shows we generated 13,084 media mentions in 2022. Monthly volume peaked at 2,069 articles in June. We carried 9,190 items on the internet.

Investment and workforce numbers - holding Governments to account

There has been with an unprecedented level of change at the top of government over the last year, with three different Prime Ministers and three Health Secretaries taking up office. Despite this, our policy and campaign teams across the UK have continued to use every possible opportunity to lobby for change and influence government to provide better resources and support for general practice. This includes the launch of a major ongoing 'Fit for the Future' campaign calling on politicians and NHS leaders to commit to a radical new plan addressing the workforce and workload crisis.

Our current and previous Chairs – Professor Kamila Hawthorne and Professor Martin Marshall – have directly made the case for this plan to each of the Secretaries of State for Health and Social Care and Ministers with responsibility for primary care through a wide range of letters and successful meetings. They have also met with the shadow cabinet counterparts, Wes Streeting and Feryal Clark on the scale of the workforce challenge and Labour's plans and attended a Health and Social Care event organised by the Liberal Democrats and chaired by Daisy Cooper MP.

Highlights of our work include:

- In June 2022, we launched a new report and campaign: 'Fit for the future: A new plan for GPs and their patients'. This set out the biggest challenges facing our members and the key solutions required from the Government, which we shared with all MPs in England. 4,623 GPs signed our subsequent open letter to the then Health Secretary (Sajid Javid). The report received widespread press coverage, leading to around 150 hits in regional and online outlets. The story was also discussed on flagship media programmes. We also hosted successful subsequent events at both Labour and Conservative party conferences on the campaign.
- We continued to lobby the Home Secretary to change the rules for all trainee GPs from overseas to stop them facing threats of deportation at the end of their speciality training. This included launching a report 'Fit for the Future: Opening the door to international doctors', highlighting the experiences of our IMG members, and sending an open letter signed by 4,367 GPs and 157 letters from the public. We had 7 meetings with MPs on this issue and had 8 parliamentary questions tabled about visas for international doctors. This helped to secure a commitment during parliamentary debate from Home Office Minister to consider umbrella bodies to sponsor GP visas.
- Over a very challenging winter in 2022, we ran a survey of our members to identify the key issues they were facing, which fed into a report launched in March 2023 highlighting the severe pressures GPs are under. We have facilitated 1600 GPs and supporters (as of early April 2023) to write to their MPs to raise these issues and to call on the Government to implement our proposed solutions

through their upcoming GP access recovery plan and Long Term Workforce plan. Our report also inspired 14 Parliamentary Questions from Feryal Clark, the Shadow Minister for Health and Social Care.

- Launched a policy report 'Fit for the Future: Retaining the GP workforce' providing evidence, analysis and solutions to the current workload crisis. The report was featured on the BBC Newsnight programme and helped to stimulate a review of all retention and recruitment initiatives by NHS England.
- Submission of oral and written evidence to the Health Select Committee (HSC) inquiry on the future of general practice. Following Martin Marshall's oral evidence in March 2022, in June, Margaret Ikpoh, our Vice Chair for Professional Development, spoke on the role of GPs in multidisciplinary teams, the partnership model, GP workloads and the extent to which education prepares new entrants for new models of general practice. The subsequent report from the HSC reflected many of our recommendations, which we were able to publicly welcome. We have also presented evidence to the Committee's expert reference group reviewing the Government's promises regarding the NHS workforce.
- Launched a new policy report on 'The Power of Relationships' exploring the change levers that can embed and strengthen the relational elements of care within the modern general practice landscape and making a number of key recommendations. We hosted events with key stakeholders to push for these to be implemented.
- Made the case for general practice at the No.10 'NHS Recovery Forum' chaired by the Prime Minister in January 2023, attended by Kamila Hawthorne.
- Continued high level engagement with CQC on concerns we raised on regulatory inequalities faced by ethnic-minority led practices and to try to make the case for proportionate regulation overall. It has since announced two reviews into its culture and practices to understand whether race or other protected characteristics have an impact on how it treats information of concern. Our work also helped to contribute to the announcement from the CQC that it would be reducing its inspections temporarily to help support general practice through current pressures.
- Submission of evidence to an initial information request as part of the UK Covid-19 Inquiry summarising the role of RCGP and our views of lessons to be learned for the UK healthcare systems.
- Submission of evidence to the Public Accounts Committee and Hewitt Review on the introduction of Integrated Care Systems (ICSs) with a strong message not to lose the voice of general practice and ensure sufficient support is provided.
- Continued engagement with NHSE over their Accelerating Citizen Access to GP Data programme to ensure sufficient time was given to enable guidance to be disseminated to practices. In October 2022 we published a response alongside the BMA, which helped to secure some further flexibility in the timeline for implementation for practices.
- Lobbying through the Destination GP campaign led to increased Government funding for medical student placements to achieve parity in funding between primary and secondary care.
- Influenced the implementation of the Health and Care Act, which received Royal Assent in April 2022.
- Inclusion of the 'triple aim' making specific reference to tackling inequalities, requiring NHS England to issue clearer guidance on how NHS bodies should collect, analyse and publish information on inequalities in access and outcomes.
- Commitment that NHS Guidance would stipulate that every Integrated Care Board (ICB) should have a primary care representative.
- Telemedical abortion care introduced as a temporary Covid-19 measure will now be a permanent arrangement.
- Ongoing lobbying to ensure that ICSs take a supportive approach to general practice.

Devolved Council Policy and Campaigning work

Health and Social Care is a responsibility of the devolved administrations. RCGP Scotland, RCGP Northern Ireland and RCGP Cymru Wales led policy and campaigning work within their health sectors. The following sections report the key achievements this year.

Scotland

The Officer team Dr Chris Williams, Dr David Shackles, and Dr Catriona Morton have led campaigning work around the urgency of action to retain GPs in the workforce and to improve data collection methods to accurately report on general practice workload and workforce. Our policy report 'Retaining our GP Workforce in Scotland' was published in November. It led to extensive media coverage across Scotland and featured on BBC Reporting Scotland.

The Cabinet Secretary for Health and Social Care, Humza Yousaf welcomed the report and met with the Joint Chairs to discuss the issues and made a visit to Dr Shackles' practice to see first-hand the reality of frontline general practice. In January, Dr Chris Williams attended a Scottish Labour Emergency NHS Roundtable, sharing the strain GPs are under and promoting both short- and longer-term solutions.

Reducing drug related harms is a policy priority in Scotland and this year we shared the UK wide statement on this with decision makers and met with Paul Sweeney MSP to support his Member's Bill on reducing drug deaths, notably by establishing overdose prevention centres. We continue to sit on the Scottish Government's National Mission on Drug Deaths Oversight Group and to deliver the Certificate in the Management of Drugs Misuse course to support primary care professionals based within Scotland help and care for people affected by drug use. We also lodged a response on behalf of RCGP UK to the Home Office consultation on new consequences for drug possession - 'Swift, Certain Tough' - in which we made the case for an evidence-based approach to drug policy based on public health principles.

Work on the priority area of climate change and sustainability has continued. We hosted the second roundtable on reducing the environmental impact of prescribing, which was attended by the Chief Medical Officer, and continue to lobby and meet with Government to encourage more action on improving energy efficiency of primary care premises.

To promote the direct connection between tackling fuel poverty and improving public health, we worked with Maurice Golden MSP to lodge a motion to the Scottish Parliament. This year we wrote a joint letter with the Deep End Steering Group and Energy Action Scotland to the Government, calling on greater action to protect the health of those living in cold homes.

This year we have responded to 25 consultations including:

- The new Mental Health and Wellbeing Strategy
- The Scotland Climate Emergency and Sustainability Strategy
- Abortion Services Safe Access Zones Bill
- The Health Social Care Strategy for Older People
- NHS Scotland Once for Scotland: Work Life Balance

Following these submissions, our Joint Chairs gave oral evidence in the Scottish Parliament on the Long Covid inquiry, the Patient Safety Commission Bill, and the National Care Service Bill.

Briefings were provided to members of the Scottish Parliament ahead of several key debates including supporting the NHS in winter where we set out the primary care perspective. During the debate our work on Out of Hours Services and our call for a national conversation to ensure patients know how to use the NHS sustainably in these pressured times was acknowledged. We also briefed ahead of a Health and Social Care Committee debate on alternative pathways to care, two Scottish Government debates on the National Mission on drugs, one on tackling stigma and another on the response to the Drug Deaths Taskforce Changing Lives report, and two Scottish Labour debates on protecting primary care.

Work has continued around improving the interface between primary and secondary care. An ideal model of a well-functioning Interface Group has been developed and we continue to advocate for the same

support to be available to all groups in Scotland. Funding was secured from the Scottish Government to continue to deliver the successful Leadership for Integration programmes which are designed to support participants from primary and social care to work in collaboration within the context of Health and Social Care Integration.

Northern Ireland

Over the past year the Chairs in NI, formerly Dr Laurence Dorman and now Dr Ursula Mason, have been pressing decision-makers for urgent action to prevent further destabilisation of general practice which has seen 13 practices make the difficult decision to hand back their contracts in the past year alone. Against an extremely difficult financial situation we have been successful in retaining last year's increase in training numbers, and reassurances on the QoF workload for GPs this coming year. In addition, engagement with the Permanent Secretary at the NI Department of Health, Health Minister and General Practitioners Committee secured a £5.5million rescue package for general practice in October.

Our May 2021 Northern Ireland Assembly Election manifesto, 'A prescription to treat the crisis in general practice' underpinned our lobbying work, which included a hustings event for members and a supporter action resulting in 250 members writing to local candidates.

Post-election, we have continued to express our disappointment at a lack of political progress and the severe impact this is having on GP pressures and wider healthcare provision. Working jointly with BMA colleagues to convene an emergency roundtable we brought the five main political parties together to discuss our key asks and this resulted in a joint political statement to the Permanent Secretary backing our requests. Most recently we are working with other medical Royal Colleges to secure an urgent meeting with the Permanent Secretary to resolve the crisis.

Between April 2022-March 2023, RCGPNI achieved 80 unique pieces of media coverage across TV, radio, print, and web. In addition to our high-level media coverage at a local level our coverage also extended to national media and print. An interview with Dr Mason was featured on Channel 4 evening news and our joint call with the other Royal Medical Colleges for the formation of a NI Executive was featured nationally in the Guardian and Evening Standard.

Ensuring the views of our members are represented to public policy stakeholders, we have responded on their behalf to Department of Health consultations on key topics including Advanced Care Planning, the Review of Urgent and Emergency Care Services, Violence and Aggression in the workplace, Minimum Alcohol Unit pricing, and the Autism Strategy 2023-2028.

Cymru Wales

Our priorities over the year have been to act as a strong voice for general practice and to reduce health inequalities, in particular the establishment of Deep End Wales and safeguarding peer support.

RCGP Cymru Wales Chair, Dr Rowena Christmas has met regularly with the Welsh Health Minister, and both spoke at a relationship-based care event at the Senedd in November which has led to on-going engagement. We have also met with individual MSs to discuss pressures on rural general practice and the expansion of Parkrun.

We have provided evidence at a number of Welsh Parliament Health Committee enquiries including, the NHS backlog, an evidence session on mental health inequalities and Mental health in higher education.

Key meetings with other health sector leaders have included the following topics:

- The launch of 'Our Health Our Knowledge' – a health literacy resource
- A Dementia diagnosis roundtable
- Regional Partnership Board engagement
- Samaritans Impact Report launch

We have responded to consultations on

- Library protection standards

- Mental Health inequalities
- The treatment backlog
- End of life care during the pandemic
- NHS Wales Planned care plan

Deep End Wales had its formal launch in November with over 30 practices represented. This is a major project and significant resource has been invested in the project scoping and initiation. The key priorities for the programme have now been agreed for further expansion and development over the next 18 months.

Shaping clinical policy

RCGP continues to deliver a wide range of work to shape clinical guidance and pathways which impact primary care. Key highlights of our work include:

- Worked with our Clinical Adviser Network of over 100 volunteer GPs to respond to 23 responses to key clinical consultations including the DHSC AMR action plan, NICE consultations on cardiovascular disease, fertility issues, UTIs, alcohol use disorders, diabetes and QoF indicators.
- Collaborated with DHSC, RCOG and BMS to shape the national Women's Health Strategy, a College menopause statement and a statement on the supply shortages for Hormone Replacement Therapy.
- Worked with NHS England to improve guidelines on direct access for GPs to investigations pathway and arrangements for referrals.
- Successfully lobbied NHS England to ensure the roll-out of advice and guidance in England is not mandatory for GPs to deliver.
- Developed guidance for our members to support Long Term Conditions management during the pandemic recovery period and to try to help reduce health inequalities.
- Highlighted member feedback to NHS England on the roll-out of new lipid treatments and pathways.

Research and innovation

The RCGP Research and Surveillance Centre (RSC) collaboration with Oxford University has continued to play an important role contributing data analytics through its network of approximately 1,900 practices, covering one third of the English population. Work with the UKHSA has examined community levels of respiratory viruses such as SARS-CoV2, influenza and respiratory syncytial virus. As in previous years, the data collected has also looked at vaccine efficacy and been used to inform government and international policy.

The RSC and the College have continued to play integral roles in supporting the vital urgent public health clinical trials PRINCIPLE, PANORAMIC and RAPTOR. The PRINCIPLE platform trial was extremely important worldwide as it tested 7 different repurposed medications as acute treatments for COVID-19 and is the largest community treatment trial globally. The RCGP has had an important role in the ongoing PANORAMIC trial. This platform anti-viral trial is the fastest and highest recruiting investigational trial ever, worldwide.

This year a new Research Engagement Hub, funded by the School of Primary Care Research, was published on the college website, which reflects the myriad of ways and career points that General Practitioners can become involved in research.

The College continues to have successful collaborative relationships in the research sector, including with NIHR and SAPC, and we have delivered joint awards such as the Outstanding Early Career Researcher and Research Paper of the Year.

The work of the Scientific Foundation Board has continued into its 46th year. Sixteen applications were received in this financial year, with three Practitioner Allowance Grants of up to £2000 being awarded. Three Annual Grants, amounting to £65,000 in total, were awarded to researchers based in Sheffield,

Cardiff and Edinburgh. Additionally, funding and support continued for a further 14 grants, and 17 grants were completed. A study into the impact of the Scientific Foundation Board is being completed under the supervision of the Chair of the Board, Professor Richard Neal.

We also completed a major update to the GP Online Services toolkit (formerly the Patient Online toolkit) to strengthen support for practices preparing for automatic access by patients to GP records. We also worked on a project with Amazon Web Services looking at digital technology and the potential health inequalities implications.

Developing the College as the go-to source of information and guidance about general practice as a career

We provide advice and guidance on the RCGP website for those seeking a career in general practice and practical advice for practicing GPs, late career and retired GPs and those seeking to return to general practice.

We support the GP Society Partnership Network (SPN) which provides a forum for GP Societies to connect and communicate with each other. So far, the Network has 29 GP Societies affiliated, spread across all four nations of the UK, including brand new GP Socs from Norwich and Buckingham. We held the annual GP Society Summit in November with 41 students joining us in London. The students attended sessions such as 'Meet your faculty leader' increasing awareness of the benefits of being involved and 'Events 101' where they were able to share their experiences of running events.

The annual Discover GP conference is an online event, with a mixture of workshops, plenary sessions, and near-peer networking. Registrations for the 2023 conference totalled 112, with 41.96% attendance. The overall satisfaction score for the event was 8/10, and over 70% of attendees feeling positive about joining the GP workforce.

Championing the contribution of general practice by hosting the 2022 WONCA Europe Conference

WONCA is the World Association of Family Doctors. This not-for-profit organization was founded in 1972 and now has 132 Member Organizations in 110 countries and territories with membership of about 500,000 family doctors. RCGP won a competitive bid to host the prestigious WONCA Europe conference which was held in June 2022 in London. The event combined with the RCGP annual conference to attract 2467 delegates with 76 countries represented.

Maintaining the MRCGP as a world-class professional licensing assessment and work with educators and trainers in the UK and internationally to support medical students and trainees into the profession and beyond

The MRCGP is an integrated assessment system, success in which is one of the main requirements for a doctor to satisfactorily complete general practice specialty training.

There are three components to the MRCGP:

- An applied knowledge test
- A clinical assessment
- Workplace based assessment

The GMC has approved a new Simulated Consultation Assessment (SCA) to replace the Recorded Skills Assessment (RSA) introduced to enable remote assessments during Covid.

The purpose of the SCA is to assess the GP trainee's ability to integrate and apply clinical, professional and communication skills appropriate for General Practice, whilst demonstrating and achieving the underlying principles of Good Medical practice in that:

- Patients are kept safe;
- GPs can be adaptable in treating different types of patients and illnesses;
- GPs can manage risk, medical complexity and uncertainty;

- GPs exhibit appropriate behaviours, attitudes and concerns for their patients.

The new arrangements mean trainees can be assessed remotely in a GP surgery and recognise the complexity and variability of GP consultations, with many factors interacting in unpredictable ways.

Detailed briefing and awareness material has been developed and can be found on the RCGP website.

Ensure members place a high value on their College membership

Our aim with this priority:

By 2023 we want to improve member satisfaction levels and the retention rate among all member grades.

To achieve this aim we are:

- Enhancing our CPD offer and streamlining our in-house CPD delivery to drive improved integration and efficiency.
- Investing in our online presence and digital engagement and making better use of data to provide members with a more personalised service.
- Improving our business planning and supporting our staff to work more effectively so that they can provide the best possible member value.
- Developing new income-generating activities aligned to our values and mission, including establishing the College as a leading provider of consultancy advice in primary care development.

Progress and achievements

Enhancing our CPD offer

Partnership funding of CPD has expanded our offer with the launch of RCGP's Net Zero Learning Hub, new resources on primary care to police officers, and additional module on health inequalities – to mention a few.

Digital Transformation

The new website was successfully launched in July. Separately, we have achieved significant cost and energy usage efficiencies through a major cloud adoption programme for our IT infrastructure.

Improvements have been made to online exam booking arrangements to improve the trainee experience and resilience of the systems.

Member Value Proposition

Our Member Value Proposition (MVP) 'Your Professional home' campaign is transforming member communications with the aim of improving awareness of the benefits of membership.

During the year work has enabled teams to better tailor services and communications to each career stage and community.

Tools to support volunteers and College advocates promote the benefits of membership are also in development.

We also aim to improve awareness of what the College is doing on behalf of members in raising concerns and issues at the highest levels of government. The Chair's regular message to members now includes this as a regular feature and we have introduced a new 'Faculty Fortnightly' bulletin giving faculties an enhanced opportunity to promote their work locally.

Further to this:

- Members received a new ‘welcome pack’ as part of their renewal in February 2023, complete with a refreshed look and feel, with clearer and more emotive information about the value of College membership.
- Refreshed membership webpages, containing newly developed MVP messaging, and targeted information for each grade of membership have been developed.
- Recent changes to the College’s Members’ Forum aim to increase awareness and usage. A new thread has been established for International Medical Graduates (IMGs) for example.
- An ‘MVP Playbook’ is in development. The resource is due for completion in Spring 2023 intends to support staff and key College advocates to communicate our MVP. It will include tools to adequately answer questions such as why should I be a member?
- We’ve undertaken a ‘deep dive’ into 4 substantive areas including the College’s CPD offer, the cost of membership, our international proposition, and developing a multi-disciplinary offer.

Business Planning and Supporting Staff

We are running a hybrid working model for our staff following a period of remote working during COVID. The arrangements are regularly monitored and feedback shows this flexibility is working well for staff.

We continue to engage our staff in a variety of ways and to identify areas of the employee experience in the College which need improvement. Wellness and wellbeing, and professional growth are ongoing priorities.

We were delighted to be the winner of the 2022 International Engage Award for the category of ‘Best use of the voice of the employee’. This recognised our efforts to keep staff motivated and engaged during the pandemic.

Unite the Union is the RCGP Official Representative Body and a Staff Association organises regular opportunities for staff to give important feedback to inform development of support initiatives.

Primary Care Development

The RCGP consultancy programme, Primary Care Development, continued to experience strong interest in services following the resumption of inspections by the CQC.

Developmental work has focussed on meeting the new support requirements of Integrated Care Boards in addition to significant work to put in place a new sustainability consultancy for practices in partnership with NHS Greener Practice.

The Primary Care Quality Improvement (PCQI) project team continues to deliver on QI projects TARGET, QOF QI, QUICK and GP Excellence for NHSE/I.

The Personalised Care Institute

The Personalised Care Institute (PCI) has continued to grow at a rapid rate, expanding the training offer for health and care professionals to deliver excellent personalised care. The PCI website now hosts over 100 resources, including 16 free eLearning courses, over 70 accredited training courses, a growing number of recorded educational webinars and podcasts and revolutionary ‘Virtual Patient’ simulated consultation learning tools.

As at 31 March 2023 over 58,000 forms of learning had been completed through the PCI’s learning platform reaching just short of 40,000 healthcare professionals, including over 9,500 GPs. This is a significant increase over 2022 take-up, where the total number of healthcare professionals trained sat at 7,608 at March 2022.

A further encouraging development was the first ever PCI personalised conference which took place virtually in June, attracting over 450 delegates.

MDE Project Management Office (PMO)

The PMO manages a portfolio of programmes and projects that concentrate on the development and establishment of educational resources, tools and guidance to enhance and develop the skills of healthcare professionals to support positive patient outcomes.

In November 2022 the College commenced a new 3-year programme of activity, funded by NHS England, to expand our offer to upskill GPs and practice staff on how to support Veteran patients. The Veteran Friendly GP practices accreditation scheme has 1985 practices signed up to the initiative as at 31 March 2023.

Nearly 1600 practices have signed up to the Daffodil Standards, a free, evidence-based framework to help practices to consistently offer the best end of life and bereavement care for patients.

The PMO are leading a project to improve GPs and their team's understanding and responsiveness to the identification and management of people with gambling problems via the delivery of eLearning, a hybrid full day event and the implementation of a practice accreditation programme.

The Active Practice and parkrun practice initiatives continue to grow in numbers with 250 and 1700+ practices signed up respectively. The team continue to forge partnerships focussing on physical activity to promote the benefits of being active.

Marketing

The marketing team has expanded its remit, offering greater support to the promotion of our products, events, services and resources to members, driving increased awareness and engagement.

The team have undertaken the development and launch of our new Member Value Proposition campaign, which aims to further strengthen our connection with members and promote an increased awareness of the value of membership. This launched as the basis of our 2023/24 member renewal campaign.

The team continues to support promotion of our commercial outputs: Annual Conference, RCGP Jobs (including advertising), eLearning, primary care development services, clinical projects, conferences and events, and RCGP Plus (providing added value to members, including financial support via our well-established arrangement with Wesleyan).

Future Plans

A new RCGP Strategy for 2023-2026 'will be launched around the theme *Building a Sustainable Future for General Practice*. Following extensive consultation, four key priorities have emerged:

- Invest in our members' professional future
- Tackle the workforce and workload crisis
- Support practices to engage with patients and communities and tackle health inequalities
- Respond to the climate emergency

Environmental Social Governance

Environmental Sustainability and Carbon Reporting

RCGP is committed to providing leadership in the decarbonisation of General Practice and our own organisation.

The College undertakes work relating to climate change and sustainability in three areas:

- Supporting GPs and practices to improve their sustainability and reduce emissions.
- Lobbying governments and decision-makers to deliver change.
- Taking direct action as a property owner, landlord, employer and purchaser.

In 2019 we disinvested from fossil fuels and our investments are now held in a sustainable fund.

In 2021/22 we added solely fossil fuel powered vehicles, and air flights to other products such as tobacco and alcohol that we will not promote or advertise.

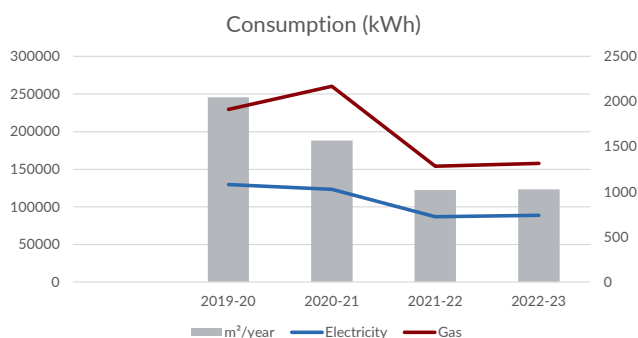
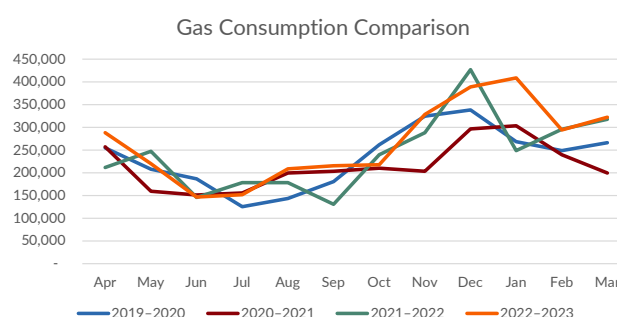
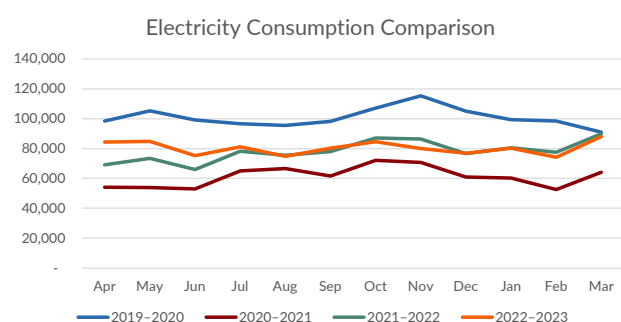
Streamlined Energy and Carbon Reporting

UK Greenhouse gas emissions and energy use data for the period 1 April 2022 to 31 March 2023	Current reporting year 2022/23	Comparison reporting year 2021/2022	Baseline Year 2019/2020
Scope 1 Direct GHG emissions			
Gas combustion /tCO ₂ e	611.22	560.77	557.39
F-Gas losses	0	107.25	0
Scope 2 Energy indirect emissions			
Purchased electricity /tCO ₂ e (location-based)	203.59	217.53	342.07
Purchased electricity /tCO ₂ e (market-based)	17.20	–	–
Total gross Scope 1 & Scope 2 emissions /tCO ₂ e (location-based)	814.82	885.55	899.46
Total gross Scope 1 & Scope 2 emissions /tCO ₂ e (market-based)	628.42	885.55	899.46
Energy consumption used to calculate above emissions /kWh	4,401,244.17	4,086,119.51	4,372,699.24

UK Greenhouse gas emissions and energy use data for the period 1 April 2022 to 31 March 2023	Current reporting year 2022/23	Comparison reporting year 2021/2022	Baseline Year 2019/2020
Scope 3 Other indirect emissions			
Water	3.91	3.12	16.93
Business travel – flights	56.48	10.01	681.25
Hotels	3.68	2.24	18.10
Business travel – train	14.60	7.07	94.57
Business travel – rental cars or employee-owned vehicles	7.43	2.58	18.68
Homeworking	62.00	–	–
Total Scope 1, 2 & 3 emissions (location-based)	962.92	910.58	1728.99
Total Scope 1, 2 & 3 emissions (market-based)	776.52	910.58	1728.99
Intensity ratio tCO₂e (gross Scope 1 + 2)/ FTE	3.45	3.75	3.81

Gas usage in the reporting year was higher than the previous year (2021–22) and the baseline year (2019–20). This increase was due to faulty Fan Coil Units (FCUs) in our headquarters at 30 Euston Square (30ES), leading to an increase in gas consumption for the gas boilers. Consequently, the total Scope 1 emissions have increased. The FCUs are currently being fixed.

Electricity consumption in our headquarters was lower in the reporting year compared to the baseline year. The reduction in electricity usage is attributed to a decrease in the average number of staff present in the office per day due to homeworking arrangements. No space was let to tenants in the year, further reducing occupation and electricity use.



Reflected in our Scope 3 emissions are business travel, hotel stays during business trips, and, in this reporting year, we have also added emissions from homeworking.

We are committed to expanding our Scope 3 reporting including waste management data. This step aligns with the broader goal of accounting for indirect emissions that occur outside of our direct operational control. By widening the Scope 3 reporting, we aim to gain a comprehensive understanding of our carbon footprint, including the full extent of our environmental impact beyond our immediate operations.

Methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines and have also used the GHG Reporting Protocol – Corporate Standard. We have utilised the 2022 UK Government's Conversion Factors for Company Reporting.

The energy consumption for the headquarters at 30ES is calculated separately from our regional offices. The energy consumption data for 30ES is obtained from utilities invoices and monthly meter readings. Although we have not been able to obtain figures from landlords for our leased premises, we have estimated the consumption based on CIBSE Guide F.

Due to changes in methodologies and improvements in accuracy, the recalculation and updating of baseline year and previous years' consumption and emissions have been necessary.

Energy efficient actions

We are currently developing our target and roadmap for carbon reduction.

During the reporting year, we completed two energy audits for our headquarters at 30ES. Both reports surveyed the building services including heating, air conditioning, and ventilation systems, as well as the building fabric and lighting. A number of energy saving measures and projects have been identified and these are being evaluated.

We are in the process of developing an action plan that will focus on delivering low-cost measures, such as adjusting utility operational hours and temperature set points and installing lighting sensors to reduce excessive use. Feasibility studies will be carried out regarding the installation of solar PVs and energy and water monitoring systems.

Greening General Practice

Primary care is responsible for approximately 23% of NHS England's emissions footprint, or 0.9% of the UK's total emissions¹. The majority of primary care emissions are associated with prescribing, predominantly through the emissions associated with the manufacturing of pharmaceuticals and chemicals and emissions from anaesthetic gases and metered dose inhalers.

Our growing network of faculty leads gather regularly to facilitate the flow of ideas, concerns and information on the climate emergency and its health consequences and link into the national Greener Practice network. Faculty events have included webinars to inform GP partners about achieving the NHS net zero ambitions and a Greener Practice Wellbeing Day. The College has recently secured a donation of 1,000 tree saplings from the NHS Forest which our Faculties will support as part of their sustainability action plans.

Other highlights of our work to support general practice in this area include:

The RCGP Net Zero Hub

The RCGP launched its Net Zero Hub in collaboration with Greener NHS at the end of January 2023. The hub offers assistance to practices in assessing their carbon footprint and developing an action plan to reduce their emissions. The Hub has produced new eLearning material to support practices in understanding their carbon emissions: 'Understanding non-clinical carbon and general practice'.

The RCGP's Green Impact for Health (GIFH) Toolkit & Awards

The Green Impact for Health Toolkit was developed by the RCGP in 2014 using the Green Impact web platform developed by Students Organising for Sustainability (SOS). The toolkit aims to answer the question, "What can I do in my practice?". It lists over 100 actions that practices can take to improve their environmental sustainability and quality, and tips for how they can make the change. It is currently used by over 1400 practices across the UK.

Planetary Health in the RCGP curriculum

In 2022, the RCGP developed a new professional topic guide for the RCGP curriculum on Population and planetary health. The new topic guide expands on the previous guide, which related to population health, to include reference to planetary ecosystems. The guide contains tips and advice for learning, assessment and continuing professional development, including guidance on the knowledge relevant to this area of general practice.

The Greener Practice Network

The RCGP works closely with Greener Practice, a community interest company (CIC) and the national network for those working in general practice to raise awareness of the health benefits of climate action and to support practical action in primary care. Greener Practice is comprised of over 30 local groups operating across the UK and a number of special interest groups that run through WhatsApp. Their website provides information, resources, webinars, and practical tools for practices that wish to become greener.

As part of the ongoing collaboration between the RCGP and Greener Practice, one of the leadership team in the RCGP Climate and Sustainability Faculty Leads Group is from Greener Practice.

UK Health Alliance on Climate Change (UKHACC)

RCGP is a founding member of UKHACC which includes 32 leading health organisations, representing around a million health professionals campaigning for responses to climate change that protect and promote public health. The College is represented on the Council and its Executive.

In addition we are managing the delivery of Net Zero Primary Care Development support to Primary Care Networks and Integrated Care Systems. The aim is to provide tailored Net Zero Primary Care Development support to 200 practices over the course of two years.

RCGP Scotland

RCGP Scotland Council approved Climate and Sustainability as a policy and campaigns priority topic. The focus this year has been on

- a joint statement with the Academy of Medical Royal Colleges and Faculties in Scotland, and the Royal Pharmaceutical Society (RPS) launching stakeholder engagement and awareness on the need to reduce the environmental harm of medicine prescribing.
- a Greener GP series of events for members and their peers including 'Health co-benefits of Climate Mitigation,' 'Greener respiratory care', 'Greener social prescribing and engaging others in environmental issues', and 'Zero waste non-health board buildings'.

Equality, Diversity and Inclusion

In September 2020 we published an ambitious three-year action plan containing 19 commitments to our membership, the wider organisations with which we work, our suppliers and partners, customers and our people, around the protected characteristics in the Equality Act 2010.

Highlights of our achievements include:

- Implementation of a new staff policy on the menopause.
- An increase to more than 70% staff satisfaction with the safe and inclusive culture in the College.
- A detailed review of the staff Transgender Policy.
- A successful campaign which led the Care Quality Commission to publish recommendations to address regulatory inequalities faced by ethnic minority-led GP practices.
- An annual protected characteristic data report, providing an understanding of the composition of our workforce, highlighting potential areas of underrepresentation and where investment in appropriate and relevant facilities can be supported.
- A Digital Accessibility Working Group to:
 - ▶ raise awareness and promote a culture of accessibility in the RCGP;
 - ▶ make recommendations for improving digital accessibility, and make sure these are done where possible;
 - ▶ gather data and information around the accessibility experiences of members and staff;
 - ▶ offer support to members and staff who need accessibility expertise.
- Improved use of Equality Impact Assessments to review unintended bias in our workstreams, supporting better and fairer decision making.
- Continued to influence key stakeholders and policy makers. For example, we have developed dedicated advice and guidance to support our IMG members in obtaining a visa, worked closely with NHS England to deliver a series of events supporting trainees and practices wishing to sponsor IMGs and navigate the visa process.
- Events and activities on issues relating to race, disability, parenting, gender and allyship. These included an award winning 2 day conference and a 'Women at the Heart of General Practice' online exhibition.

Our annual programme of national awareness activities have included:

- LGBTQ+ month with talks marking the 50th anniversary of Gay Pride UK
- South Asian Heritage Month with four dynamic events and powerful member stories.
- A celebration of Black History Month with a variety of events culminating with a talk by Michael Owen Johnson, former footballer, sharing his life experiences.

We recognise there is still much more work to do to widen representation at senior leadership positions. Our current Governance Review includes a key workstream to improve representation and diversity across college structures and adopt working practices that encourage wider participation and inclusion.

Gender Pay Gap

The snapshot taken on 5th April 2022 shows the College has a mean gender pay gap of 16.5% and a median gender pay gap of 15.6%. In 2021, the figures were 14.4% and 20.6% respectively. The Office for National Statistics (ONS) shows the overall UK gender pay gap as 14.6% (Mean) and 15.5% (Median).

Our analysis shows that the median gap for RCGP is slightly higher than the national average by 0.7%. This continues to be driven by the composition of the workforce in which women represent 68.1% with a higher proportion employed in roles falling in lower pay quartiles. The figures are further distorted by a gender imbalance in salary sacrifice take-up.

Living Wage Employer

We ensure that all of our suppliers that have staff working on our sites are contractually obligated to pay, as a minimum, the national living wage, and in London the London Living Wage.

Modern Slavery Statement

We have published our statement which includes information of our work on safeguarding.

Our Governance

This Governance Statement sets out the governance, risk management and internal control arrangements for the Royal College of General Practitioners. It applies to the financial year 1 April 2022 to 31 March 2023 and includes key areas of best practice as identified in the Charity Governance Code 2020.

The Constitution of the College

The Royal College of General Practitioners was founded in 1952 and granted a Royal Charter in 1972. It is a Chartered Corporation and a registered charity, administered in accordance with its Royal Charter, Ordinances and Byelaws.

The Charter, Ordinances and Byelaws of the College are the governing instruments of the College, and the Trustees are ultimately responsible for ensuring that the administration of the College is in accordance with those instruments as well as the College's charitable objectives.

Governance structure

RCGP Trustee Board

The Trustee Board is responsible for the management and administration of the College and its status as a charity. It met five times in the 2022–23 year.

The Trustee Board Chair and the four Council Member Trustees are elected by Council via ballot. The remaining three Officer Trustees are appointed *ex officio* to the Trustee Board following election by Council and comprised the Chair of Council, the Honorary Treasurer and the Honorary Secretary.

The four external lay Trustees are sought through open public advertisement of the vacancy, short listing and interview by the Nominations Committee. Their appointment is approved by resolution of Council on the recommendation of the Trustee Board on the basis of the review by the Nominations Committee of their expertise and experience.

To ensure proper communication and accountability, the Chair of the Audit and Risk Committee also attends the Trustee Board as an observer.

The four Executive Directors and the CEO also attend the Trustee Board as observers.

RCGP Council

Council is responsible for shaping College strategic policy directions in relation to the GP profession, general practice and professional standards and development. It meets four times a year.

The RCGP is unique amongst the medical Royal Colleges in having both a President and a Chair of Council. The Chair of UK Council leads the officer team and has responsibility for representing the RCGP at the highest levels with Government and other national bodies. They are elected by Council via ballot and serves a single three-year term of office.

The President is a ceremonial figurehead. They are an ex-officio member of Council with voting rights. The President is an elected position by ballot of the whole membership and serves a single two-year term.

Additional to the Chair and President, there are four Officers of Council elected by Council via ballot. RCGP Council comprises Officers, Chairs of the Devolved Nation Councils, 18 nationally elected

representatives, representatives of the 32 RCGP Faculties, Chairs of College Networks and Committees and members appointed under Byelaws 33 and 40.

It has a number of standing observers as detailed further below.

Leadership Team

Our leadership team is made up of the Chair of Council, Council Officers, Chair of Trustees, Devolved Council Chairs and the Executive Management Team. It meets each month and provides regular reports to the Trustee Board. The Leadership Team translates decisions into actions, monitors and reviews progress against the strategic plan and addresses issues affecting general practice.

Executive Management Team

The Executive Management Team is responsible for implementing the policies of the College and managing the day-to-day business. It comprises the Chief Executive Officer and four Directors. It meets weekly throughout the year.

Our People

Trustee Board

Acting Chair	Dr John Chisholm CBE FRCGP (until 27 April 2022)
Chair	Professor Mike Holmes FRCGP (from 28 April 2022)
Honorary Treasurer (<i>ex-officio</i>)	Dr Steve Mowle MBE FRCGP
Honorary Secretary (<i>ex-officio</i>)	Dr Michael Mulholland FRCGP
Chair of Council (<i>ex-officio</i>)	Professor Martin Marshall CBE FRCGP (until 18 November 2022) Professor Kamila Hawthorne MBE FRCGP (from 18 November 2022)
Council Trustee	Professor Kamilla Hawthorne MBE FRCGP (until 18 November 2022) Dr Imran Rafi FRCGP
Council Trustee	Professor Simon Gregory MBE DL FRCGP
Council Trustee	Dr Margaret McCartney FRCGP (until 18 November 2022) Dr Sonali Kinra MRCGP
Council Trustee	Dr Waqar Ahmed MRCGP
Lay Trustee	Chris Lake
Lay Trustee	Ian Wilson
Lay Trustee	Ian Jeffery
Lay Trustee	Simon Sapper (until 18 November 2022) Maria Coulson (from 18 November 2022)
Observer	Professor Maureen Baker CBE FRCGP, Chair of Audit and Risk Committee

Council Officers

		Term of office
Chair	Professor Martin Marshall CBE FRCGP (until 19 November 2022)	3 years
	Professor Kamila Hawthorne MBE FRCGP (from 19 November 2022)	
President	Dame Professor Clare Gerada MBE FRCPsych FRCGP	2 years
Vice-Chair (External Affairs)	Dr Gary Howsam FRCGP (until 19 November 2022)	3 years
	Dr Victoria Tzortziou-Brown OBE FRCGP (from 19 November 2022)	
Vice-Chair (Professional Development & Standards)	Dr Margaret Ikpoh FRCGP	3 years
Honorary Secretary	Dr Michael Mulholland FRCGP	4 years
Honorary Treasurer	Dr Steve Mowle MBE FRCGP	5 years, with further 3 years possible

Chairs of Devolved Nation Councils

		Term of office
Chair of RCGP Northern Ireland	Dr Laurence Dorman FRCGP (until 19 November 2022)	3 years
	Dr Ursula Mason FRCGP (from 19 November 2022)	
Chair of RCGP Scotland (job share)	Dr David Shackles MRCGP	3 years
	Dr Chris Williams MRCGP	
Chair of RCGP Wales	Dr Rowena Christmas FRCGP	3 years

Council Members

Nationally elected members

Dr Aaliya Goyal MRCGP (from 19 November 2022)

Dr Aarti Bansal MRCGP

Dr Abrar Ibrahim MRCGP (until 19 November 2022)

Dr Carter Singh MBE (from 19 November 2022)

Dr Catherine Tichler MRCGP (until 19 November 2022)

Dame Professor Clare Gerada MBE FRCPsych FRCGP

Dr Gail Allsopp FRCGP (from 19 November 2022)

Dr Ginikachukwu Ilechukwu MRCGP

Dr Imran Rafi FRCGP (until 19 November 2022)

Professor Kamila Hawthorne MBE FRCGP (until 19 November 2022)

Dr Kirsty Alexander MRCGP

Dr Lucy Henshall FRCGP (until 19 November 2022)

Dr Margaret Ikpoh FRCGP

Dr Margaret McCartney MRCGP (until 19 November 2022)

Professor Mike Holmes FRCGP

Dr Mohana Ratnapalan MRCGP

Dr Omon Imohi MRCGP - from Nov 2020

Dr Richard Vautrey MRCGP (from 19 November 2022)

Sir Sam Everington OBE MRCGP (from 19 November 2022)

Dr Sonali Kinra MRCGP

Dr Susi Caesar FRCGP

Dr Tajvinder Grewal MRCGP

Dr Uwadiae Ima-Edomwonyi FRCGP

Dr Victoria Tzortziou Brown OBE FRCGP

Faculty Representatives

Dr Frances Cranfield FRCGP	Bedford & Hertfordshire
Prof Veronica Wilkie FRCGP (until January 2023)	Cumbria
Dr Dornubari Lebari MRCGP (from January 2023)	
Dr Alice Cozens MRCGP	East Anglia
Dr Munro Stewart MRCGP	East of Scotland
Dr Sunil Gupta FRCGP	Essex
Dr Thomas Patel-Campbell MRCGP	Humber and the Ridings
Dr Saqib Anwar FRCGP	Leicester
Dr Jonathan Griffiths FRCGP	Mersey
Brigadier Robin Simpson FRCGP	Midland
Dr Jamie Hynes FRCGP – (until Nov 2022)	(with additional member >5%)
Dr Onyinye Okonkwo FRCGP (from November 2022)	

Dr Andrew Dharman MRCGP	North & West London
Dr Sam Bethapudi FRCGP	North East England
Dr Janakan Crofton MRCGP	North East London
Dr Christopher Provan FRCGP	North East Scotland
Dr David Stephens FRCGP	North of Scotland
Dr Sioned Enlli MRCGP	North Wales
Dr Jane Wilcock FRCGP	North West England
Dr Robert West MRCGP	<i>(with additional member >5%)</i>
Dr Waqar Ahmed MRCGP	Northern Ireland
Dr Ide Delargy FRCGP	RoI
Dr Jill Wilson FRCGP	Severn
Dr Sian Tucker MRCGP	South East Scotland
Dr Kate Neden FRCGP	South East Thames
Dr Isolde Shore-Nye MRCGP	South East Wales
Dr David Mummery MRCGP	South London
Dr Jaspreet Dhillon FRCGP	South West Thames
Dr Will Mackintosh FRCGP	South West Wales
Dr Janet Hall FRCGP	South Yorkshire and North Trent
Dr Susanna Hill FRCGP (until January 2023)	Tamar
Dr Nick Hodges FRCGP (from January 2023)	
Dr Shamila Wanninayake MRCGP	Thames Valley
Dr Carter Singh MBE FRCGP (until November 2022)	Vale of Trent
Dr Anjla Sharman FRCGP (from November 2022)	
Dr Johnny Lyon-Maris MRCGP	Wessex
Dr Karen O'Reilly FRCGP	<i>(with additional member >5%)</i>
Dr Trudy Foster (until November 2022)	West of Scotland
Dr Mary Anne Burrow FRCGP (from November 2022)	
Dr Gwyn Elias MRCGP	Yorkshire

Additional members

Chair – Trustee Board	Prof Mike Holmes FRCGP
Council Trustee (Byelaw 33 (6) member)	Prof Simon Gregory MBE FRCGP
Previous Chair of Council (Byelaw 33 (8) member)	Professor Martin Marshall CBE FRCGP
Chair – Committee on Medical Ethics (Byelaw 40 member)	Dr Andrew Papanikitas FRCGP
Chair – Associates in Training Network	Dr Julia Darko AiT and Dr Harry Williams AiT (Joint Chair until November 2022) Dr Khaled Zeidan AiT (from November 2022)
Deputy Chair – Associates in Training Network	Dr Sahan Samaraweera AiT and Dr Jigisha Gaglani AiT (Joint Deputy Chair from November 2022)
Chair – First 5 Network	Dr Emma Wong MRCGP

Council Observers

Mrs Jenny Aston	Allied Health Professionals representative
Professor Carolyn Chew-Graham FRCGP (until November 2022)	Society for Academic Primary Care (SAPC)
Dr Duncan Shrewsbury MRCGP and Dr Rupert Payne MRCGP (Joint from November 2022)	
Professor Rich Withnall FRCGP	RCGP Chief Examiner
Dr Peter Holden FRCGP Dr Venothan Suri MRCGP	British Medical Association General Practitioners Committee (BMA GPC)
Dr Chandra Kanneganti MRCGP Dr Sanjiv Sinha MRCGP	British International Doctors Association (BIDA) representative (Job Share)
Dr Euan Lawson FRCGP	Editor of the British Journal of General Practice (BJGP)
Professor Amjad Khan FRCGP	Committee of General Practice Education Directors (COGPED) representative
Colonel Professor Michael Smith FRCGP (until December 2022)	Joint Armed Forces representative
Surgeon Captain Dr Kate King FRCGP (from January 2023)	
Owen Richards	RCGP Lay Chair Patient and Carers Partnership Group (PCPG) Chair

Executive Management Team

Chief Executive Officer	(Vacant, awaiting appointment)
Chief Operating Officer	Dr Valerie Vaughan-Dick MBE PhD (until December 2022)
Interim Chief Operating Officer and Executive Director of Policy and Engagement	Mark Thomas
Executive Director of Professional Training and Standards	Fiona Erasmus
Executive Director of Planning and Resources	Harriet Jones
Executive Director Membership Development and Education	Ben Clacy

Trustee Board

Trustee Board held four scheduled and one additional meeting during the year. The below table shows the number of meetings attended by each Trustee.

Professor Mike Holmes FRCGP (from 28 April 2022)	Chair elected by Council	✓✓✓✓✓
Dr Waqar Ahmed MRCGP	Council-elected member	✓✓✓✓
Maria Coulson (from 18 November 2022)	Lay trustee	✓✓ (of a possible 2)
Professor Simon Gregory MBE DL FRCGP	Council-elected member	✓✓✓✓
Professor Kamila Hawthorne MBE FRCGP	Ex-officio	✓✓✓✓✓
Ian Jeffery	Lay trustee	✓✓✓✓✓
Dr Sonali Kinra MRCGP	Council-elected member	✓✓ (of a possible 2)
Chris Lake	Lay trustee	✓✓✓✓✓
Dr Steve Mowle MBE FRCGP	Ex-officio	✓✓✓✓✓
Dr Michael Mulholland FRCGP	Ex-officio	✓✓✓✓✓
Dr Imran Rafi FRCGP	Council-elected member	✓✓ (of a possible 2)
Ian Wilson	Lay trustee	✓✓✓✓
Dr John Chisholm CBE FRCGP (until 27 April 2022)	Interim Chair	✓ (of a possible 1)
Professor Martin Marshall CBE FRCGP (until 18 November 2022)	Ex-officio	✓✓ (of a possible 3)
Dr Margaret McCartney FRCGP (until 18 November 2022)	Council-elected member	✓✓ (of a possible 3)
Simon Sapper (until 18 November 2022)	Lay trustee	✓✓ (of a possible 3)

Attendance

When Trustees were not able to attend meetings, they received and reviewed the relevant meeting papers. Where they had comments or concerns on the matters to be discussed, they provided these to the Chair of Trustees or the governance team in advance of the meeting. The Chair of Trustees engaged with Trustees between Board meetings to discuss business and strategic issues. Trustees met, without the Executive Directors being present, at the end of every scheduled Board meeting. Comprehensive Board and Committee papers, comprising an agenda and formal reports and briefing papers are sent to Trustees in advance of each meeting. Trustees are also updated with written and verbal reports, from senior executives and external advisers during the meeting.

Matters considered

Each of the scheduled meetings includes a wide-ranging report from the Chief Operating Officer and reports from the Executive Director Planning and Resources on the College's financial performance. Reports from the Committee and updates on major projects were also provided at each Board meeting.

Conflicts of interest

The College has a Conflicts of Interests Policy, published through the website, which all Trustees and members of Trustee Board committees, must adhere to. Trustees' Conflicts of Interests Forms are published online via the College website. The College's Executive Management Team also maintain a Register of Interests. The College has processes to manage and/or mitigate any actual or potential Conflicts of Interests.

Trustee Board Committees

There are five committees with specific responsibility to the Board of Trustees to support the collective decision making on the management and administration of the College and its status as a charity. They are:

- Audit and Risk Committee
- Planning and Resources Committee
- Remuneration Committee
- Governance Committee
- Nominations Committee

Audit and Risk Committee

Purpose: Oversees the adequacy of the risk and control systems with an emphasis on scrutiny of key risks and monitoring internal audit programme.

Activity: Met four times in 2022-23

Professor Maureen Baker CBE	Chair of Audit and Risk Committee	✓ ✓ ✓ ✓
Dr Waqar Ahmed	Council Trustee	✓ ✓ ✓ (of a possible 4)
Dr Ken Lawton	College member	✓ ✓ ✓ ✓
Juliet Oliver (Resigned December 2022)	Independent member	✓ ✓ (of a possible 3)
Dr Sahadev Swain	College member	✓ ✓ ✓ (of a possible 4)
Ian Wilson	Lay Trustee	✓ ✓ (of a possible 4)
Clifton Melvin (from March 2023)	Independent member	✓ (of a possible 1)

The Audit and Risk Committee assists the Board in overseeing and monitoring financial reporting, internal controls systems and risk management systems.

The committee reviews and scrutinises the Strategic Risk Register before submission to Trustee Board; maintains a programme of internal audits; conduct deep dives into specific risks identified through the Strategic Risk Register; receives reports from the Health and Safety Committee; receives reports on any legal issues and risks; and receives the Annual Report and Accounts and auditors' report before submission to Trustee Board for approval.

Following a tender process, Crowe were appointed external auditors in 2016. The College formally appoints the auditors annually at their Annual General Meeting, held in November each year. In July 2022 Audit and Risk Committee reviewed the approach to re-tendering external auditors and recommended a tender process should be run every eight-years.

The Committee approved the Crowe audit plan, the methodology used, the scope of the audit, the risks, and areas of focus as well as the materiality threshold for the Group and the threshold for reporting unadjusted differences.

Based on all evidence presented, the Committee satisfied itself that the external audit has been conducted independently and effectively with the appropriate rigour and level of testing.

Planning and Resources Committee

Purpose: Oversees the financial management of the College, including investment decisions

Activity: Met four times in 2022-23

Dr Steve Mowle MBE	Honorary Treasurer (Chair)	✓ ✓ ✓ ✓
Prof. Kamila Hawthorne	Council elected member Trustee	✓ ✓ ✓ (of a possible 3)
Yvonne Umebuani	College member	✓ ✓ ✓
Chris Lake	Lay Trustee	✓ ✓ ✓ ✓
Margaret McCartney	Council elected member Trustee	✓ ✓ ✓ (of a possible 3)
Stephen Brooks	Independent member	✓ (of a possible 2)
Dave Bennett	Independent member	✓ (of a possible 2)
Marc Leppard	Independent member	✓ ✓ ✓ (of a possible 3)

Joined Committee in 2023

Dr Sonali Kinra	Council elected member Trustee	✓ (of a possible 1)
Dr Imran Rafi	Council elected member Trustee	✓ (of a possible 1)

Remuneration Committee

Purpose: Approves the Executive Pay Policy and ensures arrangements are made in line with this.

Activity: Met twice in 2022-23

Dr Alan Wells	Independent Chair	✓ ✓
Dr Mike Holmes	Chair of the Trustee Board	✓ ✓
Ian Jeffery	Lay Trustee	✓ ✓
Dr Sonali Kinra (to November 2022)	Council Member	✓ (of a possible 1)

Thomas Patel-Campbell (from November 2022)	Council Member	✓ (of a possible 1)
Ian Wilder	Independent member	✓ ✓
Dr Steve Mowle MBE	Honorary Trustee	✓ ✓

Governance Committee

Purpose: Oversight of the College's governance structure, documents and policies. Advising on the skills required by Trustees

Activity: Met twice in 2022-23

Dr Michael Mulholland	Honorary Secretary, Chair	✓ ✓
Elizabeth Blease (from December 2022)	Independent member	✓ (of a possible 1)
Prof Simon Gregory DL MBE	Council Trustee	✓
Clare Sunderland Hay	Independent member	✓ (of a possible 1)
Prof Martyn Hewitt	College member	✓ ✓
Dr David Mummery	College member	✓ ✓
Dr Kate Neden	College member	✓
Simon Sapper	Lay Trustee	-
Dr Carter Singh	College member	✓

The focus of the Governance Committee over the past year has been oversight of the Governance Review and to make recommendations for governance reform to Trustee Board. The Committee has also reviewed a number of Governance policies including the Members' Code of Conduct, and the Conflicts of Interest policy.

Membership: Three Trustees (including the Chair), two Council members, one member of the College, one AiT member; one First5 member, and the Chair of the College's Patient Carers Partnership Group ex officio.

Nominations Committee

Purpose: The Nomination Committee leads the process for all college appointments and reappointments to Trustee Board, Council and their committees and oversees the development of a diverse pipeline for succession.

Activity: Met once in 2022-23

Maria Coulson	Lay Trustee (Chair)	✓
Lisa Charles-Jones	Independent member	-
Lisa Condon	Independent member	✓
Dr Sonali Kinra	Council Trustee	✓

This year the Nominations Committee was reconstituted as a standing committee of the Trustee board and is no longer a sub-committee of Governance Committee.

It ensures that all College appointments use open advertising or the services of external advisers to facilitate the search; considers candidates from a wide range of backgrounds; and considers candidates on merit and against objective criteria.

The Committee acts with due regard to the benefits of the Trustee Board and committee, having an appropriate balance of skills, knowledge, experience and cognitive and diversity in its widest sense, and taking care that appointees have enough time available to devote to the position.

Its responsibilities also include regularly reviewing the structure, size and composition (including the skills, knowledge, experience and cognitive and characteristic diversity) of the board and to make recommendations to the board with regard to any changes.

All appointments to Trustee Board are subject to formal approval by Trustee Board and ratification by Council, which consists of representatives of the wider membership.

All elections are conducted in partnership with our independent election partner, Civita.

The committee is committed to the College's Equality, Diversity and Inclusion Plan.

In addition there are three commercial Boards – RCGP Conferences Ltd, RCGP Enterprises Ltd and RCGP International Ltd.

Trustee Board Effectiveness

The priorities this year were:

Organisation Purpose: – development of a new RCGP Strategy for 2023-2026 following a comprehensive consultation with RCGP Council.

Leadership: – a review of how the Board discharges its role in providing constructive challenge to maximise support and expertise to College teams.

Efficacy: – a review of the composition of the Board as part of a wider Governance Review using the indicators of best practice set out in the Corporate and Charity Governance Codes.

Decision-making: – an internal audit identified potential duplication between the role of the Leadership Team and Trustee Board functions and recommendations to review the former is being taken forward as part of the wider Governance Review.

Board Effectiveness: – an action plan for strengthening team working and individual development.

Equality, Diversity and Inclusion: – a Board training event took place in January.

The Governance Review, which started work this year, is a framework for updating and clarifying our governance policies and processes to encourage greater consistency and transparency of decision making. It has at its heart increasing diversity and wider representation of our membership within leadership roles.

The initial phases have reported with recommendations for modernising arrangements for Officer roles and to provide greater clarity on legal duties, and appointment terms (e.g. pay, sick/annual leave, appraisal and H&S) and these will be implemented during 2023-24.

The latest phase of the Review is on optimising arrangements for the Trustee, Council, Committees and election processes in line with best practice. The emphasis is on simplifying decision-making, prioritising discussions to make best use of member and trustee time and streamlining processes.

Policies and procedures for the induction of Trustees

Upon appointment each Trustee is provided with an induction process that includes the following:

- Governance overview of the RCGP's charitable object and the focus on public benefit.
- Attendance at the annual Council member induction to ensure that the roles of Council and Trustee Board are understood as well as gaining insight into the wider College structures and projects.
- An information folder that includes a Declarations of Interest policy and form; information security policy; Equality, Diversity & Inclusion policy; previous minutes from Trustee Board meetings;

indemnity insurance information; College strategy and the Annual Report & Accounts of the previous year; and

- Access to external Trustee training as required.

Performance reporting to the Trustee Board

During 2022–23 the information considered by the Trustee Board was quality assured by:

- Using a consistent framework for the collation of data that allowed Trustees to compare performance and targets; and
- Quality assurance processes preceding finalisation of reports to ensure that information contained in the reports was accurate.

Council committees

There are four committees established by Council to support its work. They are:

- The Joint Fellowship and Awards Committee
- The Committee on Medical Ethics
- The Patient and Carers Partnership Group
- The Scientific Foundation Board.

The Joint Fellowship and Awards Committee

Chair: Dame Professor Clare Gerada, President

Membership: Officers of Council, PCPG representative, Faculty Fellowship Committee representative, three College fellows, a Devolved Nations representative

Purpose: Sets criteria for Fellowship, considers and recommends to Council the conferment of College fellowships, awards and honours.

Activity: Met twice in 2022–23.

The Committee on Medical Ethics

Chair: Dr Andrew Papanikitas

Membership: Two Council members, two College members, three lay academic members and three additional members with special expertise in ethics, philosophy, medical ethics, medico-legal or bio-medical issues, observer members including representatives from the AiT Network, the Devolved Nations and the PCGP.

Purpose: To explore principles, values and beliefs informing decisions and provide advice to Council and to College and its members on medical ethics issues.

Activity: Met four times in 2022–23

The Patient and Carers Partnership Group

Chair: Owen Richards

Membership: Vice-chair (External Affairs), two College members, up to eleven lay members one of whom shall be elected Lay Chair

Purpose: To represent to the College patient perspectives and experience, inputting into College strategy and policy.

Activity: Met three times in 2022–23

The Scientific Foundation Board

Chair: Professor Richard Neal

Membership: Honorary Treasurer, seven additional members

Purpose: To award grants for research specific to general medical practice undertaken within the UK

Activity: Met once in 2022-23

Governance Changes in 2022-23

The Nominations Committee was restructured during the year to become a standalone committee reporting directly to the Trustee Board. This enhanced role is intended to increase the independence and gravitas of this important work area.

Following the departure of the Chief Operating Officer to take up a new role, the Trustee Board agreed to reinstate the post of Chief Executive Officer.

Serious Incidents

There have been no serious incidents to report.

Risk management

The Audit and Risk Committee provides scrutiny of the risk management processes in place across the College and advises the Trustee Board on strategic risks. The Trustee Board retains overall responsibility for risk management and reviews the strategic risk register at each meeting.

Risk management is designed to achieve a proportionate balance between control, cost and risk-taking. The Trustee Board has approved a College Risk Appetite Statement which will be embedded into the risk framework during 2022-23.

There have been 5 Internal Audits carried out in 2022-23 on:

- Data management
- CPD, governance
- Income management
- International
- Strategy delivery

In addition, a follow-up report on implementation of previous internal audit recommendations was produced.

Strategic Risks

Workforce

This risk is a failure to recruit, motivate and retain high calibre staff causing a misalignment between the organisation's existing workforce and the workforce required to deliver its objectives.

The risk mitigations are regularly reviewed and updated in line with results from the regular staff Pulse Surveys which gather staff feedback, and Workforce Data reporting.

Membership

This risk is to mitigate the potential failure to demonstrate value for money in the membership offer, and align it sufficiently to member need. We have established a Member Value Proposition providing guidance and recommendations that embed a culture of providing member value to our work.

30 Euston Square

The Covid-19 pandemic significantly impacted commercial operations in 30 Euston Square which is the College's main asset. The building now has potential for new uses as hybrid working has increased floorspace available for commercial use.

We are continuing to tightly manage the cost base with our commercial partners and have carried out further building modifications to enable new commercial uses from mid 2023.

New exam arrangements

During the pandemic we developed the on-line Recorded Consultation Assessment (RCA) in place of the Clinical Skills Assessment (CSA) enabling trainees to submit recorded consultations with real patients and mitigate the risk of preventing doctors qualifying as GPs.

A new CSA is under development with the aim of going live in November 2023. Key mitigations are in place and updated regularly by an Oversight Group.

Operational Delivery and Effective Advocacy of General Practice

This strategic risk recognises the critical role RCGP plays to encourage, foster and maintain the highest possible standards in general practice. The worsening environment for GPs and their teams with the resulting negative impact on standards of patient care continues to be the priority.

An internal audit identified recommendations for strengthening business reporting of priority actions and these are being integrated into new arrangements for monitoring delivery of the new strategy.

Diversity & Representation

Ensuring diversity and representation at senior committees and boards is essential to ensuring our membership experience is reflected in our priorities and activities. A new EDI manager has been recruited to support development of the new EDI Strategy, co-ordinate activities across College and support mainstreaming of priority actions into College work. Other mitigations include regular reviews of election processes, a strengthened Nominations Committee to scrutinise role descriptors and person specifications to ensure these support EDI, Governance Review actions to ensure roles and processes encourage a wide talent pool and improved annual reporting of EDI data on college representation.

Governance Processes

An internal audit identified some areas where governance processes seemed unclear or overly reliant on custom and practice. The risk is these cause tensions where individuals are new to roles and the institutional memory is lost. We are codifying arrangements and reducing duplication between Committees.

Pensions Deficit

Detail on the pension deficit can be found in the financial section but under risk management the pension deficit is mitigated through effective budgeting and forecasting which takes into account payments, including deficit payments, in relation to the pension plan.

Reference and administrative details

Principal Address

30 Euston Square
London
NW1 2FB

Principal Advisers

Bankers

Barclays Bank PLC
1 Churchill Place
Level 28
Canary Wharf
London
E14 5HP

Solicitors

The College uses various firms of solicitors based on their speciality

External Auditor

Crowe U.K. LLP
55 Ludgate Hill
London
EC4M 7JW

Internal Auditor

RSM LLP
25 Farringdon Street
London
EC4A 4AB

Investment Managers

Royal London Asset Management
55 Gracechurch Street
London
EC3V 0RL

Financial review for the year

Introduction by Dr Steve Mowle, Honorary Treasurer

I am delighted to present the RCGP accounts for 2022–23.

This year, we have made significant headway on recovering from the financial impact of Covid-19. The loss of income during 2020 and 2021 hit our finances hard and we had to make some difficult decisions to enable us to invest in additional resources to support members through that devastating chapter in our history.

Whilst that period is now behind us, like many other organisations, we are facing a difficult economic climate. Costs have soared and our ability to maintain a cost neutral position has necessitated tight controls to stay within our staff headcount and a reduction on non staff budgets.

Despite this, we have been able to expand member services and maintain membership growth. We strive to put members at the heart of everything we do and will continue to develop new ways of demonstrating and improving the value of membership.

Our ambition in the new strategy is for a sustainable future, with the key aim to ensure members see the College as their professional home.

Sustainability is already driving more efficient business practices - reducing emissions through reduced travel, better use of online meeting facilities and improved accessibility to CPD, member communities and networking opportunities, and regular updates on what the College is doing on behalf of our members.

It is not an easy time to be a GP. In my own practice in inner city London, we share the challenges and frustrations of dealing with a shrinking workforce at a time of increasing patient need. I remain as passionate about our profession today as I did when I chose this career path and it is a privilege to serve as Honorary Treasurer. I would like to thank everyone who contributes to and supports the College's work.

Results for the year

The consolidated statement of financial activities shows the College's total incoming resources for the year have increased to £46.2m (2022: £39.8m), while total resources expended increased to £42.5m (2022: £35.2m).

This year there were losses on the revaluation of investments of £1.5m (2022: gain of £1.6m).

The actuarial loss on defined benefit pension scheme was £1.3m (2022: gain of £1.6m). The pension scheme deficit increased to £0.4m (2022: £0.2m).

The funds balances at the year end are represented by unrestricted funds £64.5m (2022: £63.7m), restricted funds £1.3m (2022: £1.1m).

The College has net current assets of £2.9m (2022: £1.9m) at the year end. The improvement on the previous financial year is a result of higher cash balances due to the improved surplus mainly a result of an improvement in income streams as the College continues to recover post Covid.

The principal funding sources for the College remain membership subscriptions, examinations income and surplus generated by its trading subsidiaries.

Reserves policy

The College has £64.5m held in general funds. These funds represent the accumulated surpluses from general business activities and are available for use at the discretion of the Trustees.

General funds include unrestricted funds, designated project funds, a designated property reserve and the pension deficit fund.

Fund	Total £(m)
Unrestricted funds	11.9
Designated project funds	1.0
Designated property reserve	52.0
Pension deficit	(0.4)
Total General Funds	64.5

Designated project funds

These are funds that have been assigned to particular projects the College is undertaking. For more detail on individual designations see Note 31 on page 75.

Designated property reserve

This reserve represents funds invested in the property owned by the College, 30 Euston Square, London and other fixed assets less the amount repayable on the loan for the building.

Pension deficit

The College has a pension deficit which remains a risk. This is being managed with an effective budgeting and forecasting process in place that takes into account payments, including deficit payments, in relation to the pension plan.

Where further actions are being taken in terms of plans for the future of the scheme or discussions with pension Trustees this is also being included.

Free reserves

The Trustees consider all unrestricted funds and designated project funds to be free reserves and readily realisable. As at year end these totalled £12.9m.

Trustees have reviewed key risks, as outlined in Risk Management. Where possible these risks have been quantified in order to assess the optimal level of free reserves required.

Following this review Trustees have agreed a target range for the level of free reserves of 3 to 6 months operational expenditure (£11m to £22m).

Currently the College holds free reserves totalling £12.9m which is within the agreed range. Trustees have reviewed a 3-year plan which intends to keep reserves stable and within the range agreed by Trustees.

Going concern

Trustees have considered several factors in concluding that the adoption of a going concern basis in the preparation of these financial statements is appropriate. These factors have included a summary of the key risks and uncertainties in the context of the College's operations and a review of the budgets and forecasts for the next three years. The forecasts consider both immediate liquidity and longer-term solvency, together with the impact on reserves.

For the period to 31 March 2026 the Board has considered the impact of a series of scenarios, detailing what is considered to be an assumed position against a 'best-case' and 'worst-case' scenario. Material differences between the scenarios result from assumptions relating to commercial use of the Head Office, member numbers and inflation.

Working capital requirements are met through income received from business activities. The College has the ability to drawdown against funds held within the College's investment portfolio if required. The College has a loan facility in place with Barclays Bank as detailed in note 29 to the financial statements. The College agreed a deferral of loan capital repayments for 12 months from June 2020 as part of the Finance Recovery Plan implemented in response to challenges presented by Covid. Repayment will be at the end of the loan term.

Having regard to the financial models for the period to 2026 and the assumptions on which those are based, the Trustees believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

Subsidiary and related companies (subsidiaries)

The College has three subsidiary undertakings which are consolidated in these accounts:

- RCGP Enterprises Limited – which manages commercial activity in 30 Euston Square
- RCGP Conferences Limited – which manages the College's annual conference and various other activity on behalf of the College.
- RCGP International Limited – which manages commercial activity overseas.

Investment policy

The investment objective of the portfolio, as set by the Trustee Board, is an absolute return strategy which aims to maintain the capital value of the portfolio in real terms and achieve positive returns.

The Charity's ethical investment policy precludes direct or indirect investment in companies that generate more than 10% of revenues from:

- a) alcohol
- b) tobacco-related business activities
- c) adult entertainment services
- d) weapons systems, components, and support systems and services
- e) gambling-related business activities

Investment is also precluded in companies which:

- a) have an ICB sector classification of Oil & Gas producers and a sub-sector classification either of Integrated Oil & Gas or of Exploration & Production
- b) have an ICB sector classification of Mining and a sub-sector classification of Coal
- c) manufacture cluster munitions systems, components or delivery platforms

- d) manufacture landmines
- e) are involved in the production of depleted uranium weapons, ammunition or armour
- f) manufacture biological or chemical weapons.

The College's investment portfolio is held in a managed fund with Royal London Asset Management Ltd. The investment portfolio valuation as of 30th June 2023 was £8.7m, in line with the balance at year-end.

Fundraising policy

The College is a member of the Fundraising Regulator. The College does not currently undertake specific fundraising activities, but it supports the Code of Fundraising Practice, and any future fundraising activity would be carried out in line with its recommendations.

Grant making policy

The Scientific Foundation Board (SFB) awards grants for research whose findings will be of direct relevance to the care of patients in the general practice setting. Any GP, primary healthcare professional or university-based researcher may apply for a grant for scientific research to be undertaken in the UK. The SFB's definition of research is descriptive and includes experimental studies. All applications are judged on the quality of the project proposal. It should be noted that the Board does not fund audit projects.

The SFB gives a high priority to submission from practising GPs and other members of primary care teams. The SFB encourages, and will give priority to, applications from young and/or new researchers and to those who have not previously been funded by the SFB. Applications are not restricted to those from members of the College.

The SFB administers offers two forms of research funding: annual research grants of up to £30,000 and Practitioner Allowance Grants of up to £2,000. Applications for annual research grants are reviewed by members of the SFB, and at the annual meeting of the SFB (held in the Autumn) the Board decides where research grants will be awarded. Practitioner Allowance Grants can be applied for at any time of the year and are awarded following review by the chair and at least one other member of the SFB.

Employment

The College is committed to a policy of equality of opportunity in its employment practices and aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of race (including colour, nationality, ethnic or national origins), sex, sexual orientation or marital status, disability or of other conditions not justified in law or relevant to the performance of the job.

Individuals are selected, promoted and treated on the basis of their abilities and merits, and according to the requirements of the job.

Pay policy for staff

Senior staff

The Executive Management Team is considered the key management personnel of the College. The pay of the Executive Management Team is monitored by the Remuneration Committee. A professional reward consultancy undertakes an extensive benchmarking exercise triennially and produces a report which is then considered by the Remuneration Committee, who makes a final decision on the Executive's pay. Our Executive Pay Policy sets out our approach to pay and is underpinned by the following principles: to pay a fair salary and reward package to attract and retain skilled and expert senior leaders for the College and to ensure our salaries and benefits are competitive within the sector, proportionate to the complexity of each role and responsibility and affordable.

All staff

RCGP operates the Reward Connected Job Evaluation scheme (JESS), which determines the College's pay structure and associated pay. The median market rate for each of the grades is the minimum salary for all posts at RCGP. In order to ensure RCGP salaries continue to accurately reflect median market rates, an exercise to review the market is conducted triennially by an external consultancy. Following the external review, which informs the College on the market rates, amendments to the pay and grading are considered by Trustees.

Separately to the benchmarking exercise, the College determines on an annual basis any general uplift to existing rates of pay for College employee, and negotiates with Unite.

Statement of trustees' responsibilities

The Trustees are responsible for preparing the Report and Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales and Scotland requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the of the College and the group and of the incoming resources and application of resources of the College and the group for that year.

In preparing the financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently.
- observe the method and principles in the Charities Statement of Recommended Practice.
- make judgements and accounting estimates that are reasonable and prudent.
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group will continue its operations.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the College's and group's transactions and disclose with reasonable accuracy at any time the financial position of the group and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and the Charity's constitution. They are also responsible for safeguarding the assets of the group and taking reasonable steps for the prevention and detection of fraud and other irregularities.

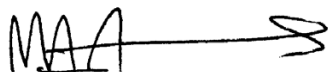
The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor

Crowe U.K. LLP were re-appointed as auditor during the year and have indicated their willingness to continue in office.

The Trustees who held office at the date of the Report of the Trustee Board confirm that there is no relevant audit information of which the College's auditors are unaware. Each Trustee has taken the necessary steps to ensure they are aware of any relevant audit information and to establish that the College's auditors are aware of that information.

Approved by the Trustee Board and signed on its behalf by:



Prof. Mike Holmes FRCGP
Chair of Trustee Board



Dr Steve Mowle FRCGP
Honorary Treasurer

Approved on 27th July 2023

Independent Auditor's report to the members of the Royal College of General Practitioners

Opinion

We have audited the financial statements of the Royal College of General Practitioners ('the parent charity') and its subsidiaries ('the group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the College and Group Balance Sheets, the Consolidated Cash Flows Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 March 2023 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement 41 the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011, and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation, Health and Safety legislation, Taxation legislation and employment legislation. We also considered compliance with local legislation for the group's overseas operations.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory

correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Crowe U.K. LLP
Statutory Auditor
London

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Crowe U.K. LLP is eligible for appointment as auditor of the charity under regulation 10(2) of the Charities Accounts (Scotland) Regulations by virtue of its eligibility under section 1212 of the Companies Act 2006.

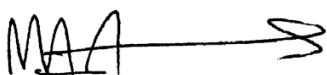
Consolidated statement of financial activities

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total £'000	2022 £'000
Income from:					
Charitable activities					
Project income		5,832	709	6,541	4,527
Examination fees		8,153	–	8,153	7,040
Membership income		21,245	–	21,245	20,571
Courses & events		1,305	6	1,311	765
Other income		678	34	712	781
Other trading activities					
Trading income from subsidiaries		8,025	–	8,025	6,012
Investment income		229	–	229	102
Total income		45,467	749	46,216	39,798
Expenditure on:					
Raising funds					
Trading expenditure		5,463	–	5,463	4,055
Investment management fees		54	–	54	62
		5,517	–	5,517	4,117
Charitable activities					
Future of general practice		5,788	49	5,837	3,379
GP education		12,390	104	12,494	10,528
Supporting membership		9,980	401	10,381	9,392
Voice of General Practice		8,251	7	8,258	7,766
		36,409	561	36,970	31,065
Total expenditure	20	41,926	561	42,487	35,182
Net income/(expenditure) before gains		3,541	188	3,729	4,616
Net gains/(loss) on investments	25	(1,506)	–	(1,506)	1,610
Net gains on disposal of fixed assets		(3)	–	(3)	–
Net income / (expenditure)		2,032	188	2,220	6,226
Transfers between funds	31, 32	13	(13)	–	–
Actuarial gains/(losses)	34	(1,253)	–	(1,253)	3,190
Net movement in funds		792	175	967	9,416
Balances at 1 April 2022		63,660	1,102	64,762	55,346
Balances at 31 March 2023		64,452	1,277	65,729	64,762

Balance sheet

	Note	College 2023 £'000	College 2022 £'000	Group 2023 £'000	Group 2022 £'000
Fixed assets					
Tangible assets	24	63,818	65,422	63,818	65,422
Investments	25	12,709	13,397	12,709	13,397
		76,527	78,819	76,527	78,819
Current assets					
Stocks		10	10	53	48
Debtors	26	5,605	4,182	4,680	4,415
Short term deposits	27	11,111	-	11,111	-
Cash at bank and in hand	27	4,603	12,370	7,616	14,141
		21,329	16,562	23,460	18,604
Creditors:					
amounts falling due within one year	28	(18,415)	(14,638)	(20,546)	(16,680)
Net current assets/(liabilities)		2,914	1,924	2,914	1,924
Total assets less current liabilities		79,441	80,743	79,441	80,744
Creditors:					
amounts falling due after one year	29	(13,297)	(15,830)	(13,297)	(15,830)
Net assets excluding pension liability		66,144	64,913	66,144	64,913
Defined benefit pension scheme liability	34	(415)	(151)	(415)	(151)
Net assets including pension liability		65,729	64,762	65,729	64,762
Represented by:					
Unrestricted funds		11,892	10,357	11,892	10,357
Designated funds	31	52,975	53,454	52,975	53,454
Pension deficit	34	(415)	(151)	(415)	(151)
General funds		64,452	63,660	64,452	63,660
Restricted funds	32	1,277	1,102	1,277	1,102
Funds		65,729	64,762	65,729	64,762

Approved by the Trustee Board and signed on its behalf by:



Prof. Mike Holmes FRCGP
Chair of Trustee Board

Approved on 27th July 2023



Dr Steve Mowle FRCGP
Honorary Treasurer

Consolidated cash flow statement

	2023 £'000	2022 £'000
Cash flow statement		
Net cash inflow from operating activities	8,448	10,026
Returns on investments and servicing of finance:		
Interest received	109	-
Dividends received	120	102
Net cash inflow from returns on investments	229	102
Payments to acquire tangible fixed assets	(1,013)	(882)
Purchase of investments	-	(1,062)
Proceeds from disposal of investments	-	1,062
Net cash outflow from investing activities	(1,013)	(882)
Pension deficit repayments	(980)	(980)
Capital repayment of secured loan	(2,533)	(1,900)
Interest payable on secured loan	(437)	(473)
Revaluation of investment property	-	(1,185)
Interest rate swap liability	871	(13)
Net cash outflow from financing activities	(3,078)	(4,551)
Cash inflow / (outflow) before use of liquid resources	4,586	4,695
Increase/Decrease in cash	4,586	4,695
Reconciliation of incoming resources to operational cashflow		
	2023 £'000	2022 £'000
Net incoming resources	2,220	6,226
Adjustment for investments	689	(351)
Adjustment for pension	(9)	75
Losses on disposal of fixed assets	4	-
Depreciation	2,613	2,959
Interest payable on secured loan	437	473
Investment income and bank interest receivable	(229)	(102)
Decrease in stock	(6)	(4)
Decrease in debtors	(264)	(1,544)
Increase / (Decrease) in creditors	2,995	2,294
Net cash inflow from operating activities	8,448	10,026

	2023 £	2022 £
Reconciliation of movement in net debt		
Increase in cash	4,586	4,695
Cash outflow from bank loan	2,533	1,900
Movement in net debt in the period	7,119	6,595
Net debt at 1 April 2022	(4,222)	(10,817)
Net debt at 31 March 2023	(2,897)	(4,222)
	2023 £	2022 £
Analysis of net debt		
Cash at bank and in hand (note 27)	7,616	14,141
Short term deposits	11,111	-
Bank loan due within one year (note 28)	(2,533)	(2,533)
Bank loan due after one year (note 29)	(13,297)	(15,830)
Net debt at 31 March 2023	(2,897)	(4,222)

1. Charity information

The Royal College of General Practitioners is a Chartered Corporation and a registered charity, administered in accordance with its Royal Charter, Ordinances and Byelaws. The Charter was granted to the College in 1972. The Charity Registration Numbers are 223106 (England) and SC040430 (Scotland). The registered address is 30 Euston Square, London, NW1 2FB.

2. Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice 2005 which has since been withdrawn.

The Royal College of General Practitioners meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Trustees have considered several factors in concluding that the adoption of a going concern basis in the preparation of these financial statements is appropriate. These factors have included a summary of the key risks and uncertainties in the context of the College's operations and a review of the budgets and forecasts for the next three years. The forecasts consider both immediate liquidity and longer-term solvency, together with the impact on reserves.

For the period to 31 March 2026 the Board has considered the impact of a series of scenarios, detailing what is considered to be an assumed position against a 'best-case' and 'worst-case' scenario. Material differences between the scenarios result from assumptions relating to commercial use of the Head Office, member numbers and inflation.

Working capital requirements are met through income received from business activities. The College has the ability to drawdown against funds held within the College's investment portfolio if required. The College has a loan facility in place with Barclays Bank as detailed in note 29 to the financial statements. The College agreed a deferral of loan capital repayments for 12 months from June 2020 as part of the Finance Recovery Plan implemented in response to challenges presented by Covid. Repayment will be at the end of the loan term.

Having regard to the financial models for the period to 2026 and the assumptions on which those are based, the Trustees believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

The consolidated accounts comprise the results of the College and its wholly owned subsidiary companies, RCGP Conferences Limited (company number 03896012 (England and Wales)), RCGP Enterprises Limited (company number 01984344 (England and Wales)) and RCGP International Limited (company number 12033221 (England and Wales)), made up to the balance sheet date. Accounts of all three companies will be filed with the Registrar of Companies.

A separate statement of financial activities for the College is not presented as permitted by the SORP. The College has taken advantage of the exemption available to a qualifying entity in FRS102 from the requirement to present a College only cash flow statement.

3. Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Membership/Examination income is credited to the statement of financial activities (SoFA) in the year to which it relates.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

Government grants are recognised on the accruals basis, when there is reasonable assurance that the College will comply with the conditions attaching to the grant and the grant will be received.

4. Expenditure and the basis of apportioning costs

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Expenditure comprises the following:

- a) The costs of generating funds include the salaries, direct costs and overheads associated with generating income and the fees paid to the investment managers in connection with the management of the College's investments portfolio.
- b) Charitable activities comprise expenditure on the College's primary charitable purposes as described in the Report of the Trustee Board on pages 5 to 45. Such costs include grants payable which are included within the SoFA when approved and when the intended recipient has either received the funds or has been informed of the decision to make the grant and has satisfied all related conditions. Grants approved but not paid at the end of the financial year are accrued for.
- c) Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the College it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment. These costs are allocated out to the activities they are supporting on the basis of the number of employees and are described in note 20.

5. Investments

Listed investments are included in the balance sheet at their open market value at the end of the financial period. Realised and unrealised gains or losses are recorded in the SoFA in the year in which they arise.

Investment property is revalued annually using a discounted cash flow approach to rental income.

Investments in subsidiary companies are included at cost.

6. Stocks

All stocks are stated at the lower of cost and their net realisable value.

7. Tangible fixed assets

All assets costing more than £5,000 and with an expected useful life expectancy exceeding one year are capitalised. The College also capitalises items of less than £5,000 which are part of the capital replacement programme.

Freehold properties, comprising freehold buildings and freehold land owned by the College are stated in the accounts at cost.

Freehold buildings which, following professional advice, are deemed to equate to 85% of the total cost of the freehold properties are depreciated over 50 years, on a straight-line basis.

Finance costs and interest payments associated with the acquisition of fixed assets are not capitalised.

No depreciation is charged on freehold land.

Improvements to property are depreciated on a straight-line basis over five years.

Furniture and equipment (other than computer equipment) are capitalised and depreciated on a straight-line basis over two or five years determined by the useful life of the asset.

Computer equipment, software and network systems are capitalised and depreciated over three years with the exception of servers and website which are depreciated over five years both on a straight-line basis and IT design equipment which is depreciated over 7 years.

The CRM is capitalised and depreciated over 10 years.

Website and Revalidation capitalisation - Design and content development costs have been capitalised only to the extent that they lead to the creation of an enduring asset delivering future economic benefits at least as great as the amount capitalised. The useful life has been determined to be five years with exception of software costs which have a three-year life and are both depreciated on a straight-line basis. The carrying value of the asset will be subject to annual impairment reviews.

8. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

9. Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

10. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

11. Financial instruments

The College only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. Included in creditors is a total of £1.3m relating to the interest rate swap on the College's loan. This is a derivative financial instrument which has been measured at fair value through the SoFA.

Other basic financial instruments held by the college include investments measured at fair value through statement of financial activities, total value £12.7m (2022: £13.4m).

12. Fund accounting

Restricted funds comprise monies raised for, or have their use restricted to, a specific purpose, or contributions subject to donor-imposed conditions.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

General funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the College's charitable objects.

13. Councils and faculties

Transactions, assets and liabilities of the Scotland, Wales and Northern Ireland Councils and the individual faculties of the College are included in the SoFA and balance sheet of the College.

14. Pension costs

The College operates two pension schemes for or on behalf of eligible staff:

i) Group personal pension plan

All staff are eligible to contribute to this scheme on joining the College. The College contributes 8% and employees contribute 4%, based on eligible employees' pensionable earnings, which is payable to employees' personal pension plans. Contributions by the College are recognised in the SoFA in the period to which they relate.

ii) Defined benefit pension plan

The College contributes to a defined benefits pension scheme providing benefits based on final pensionable salary, which closed on 30 June 2006. Pensionable contributions are paid into the scheme in accordance with the recommendations of actuaries.

The scheme is funded, with the assets of the scheme held separately from those of the College.

Current service costs, past service costs, gains and losses on settlement and curtailments, interest on pension scheme liabilities and the expected return on pension scheme assets are charges to resources expended, allocated on the basis of the number of employees.

Actuarial gains and losses are recognised immediately as other recognised gains and losses, after "net incoming/ (outgoing) resources for the year".

As detailed in note 34, pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained triennially and are updated at each balance sheet date. The resulting defined benefit pension scheme liability is presented separately after "net assets excluding pension liability" on the face of the balance sheet.

15. Termination payments

Termination payments are recognised as an expense in the SoFA when incurred.

16. Leased assets: Lessor

Rentals applicable to operating leases are charged to the SoFA on a straight-line basis over the period of the lease.

17. Leased assets: Lessee

Rentals applicable to operating leases are charged to the SoFA on a straight-line basis over the period of the lease.

18. Related Party Transactions

During the year the entity made payments for services of £114,278 to Health Education England for the secondment of Dr Steve Mowle (ex-officio Trustee) to fulfil duties as Honorary Treasurer. Professor Simon Gregory is also an employee of Health Education England.

The entity made payments of £49,047 to Swansea University, of which Professor Kamila Hawthorne (ex-officio Trustee) is an employee and received £144,120 for services provided by the entity in the prior year. There is no amount outstanding between the charity and this entity at year end.

During the year the entity made the payments for services of £68,903 to Cambridgeshire and Peterborough CCG, of which Dr Gary Howsam is an employee.

There is no amounts outstanding between the charity and this entity at year end.

The entity made the payments of £45,949 to Unity Health, Princes Risborough, of which Dr Michael Mulholland (ex-officio Trustee) is a partner.

The amount outstanding between the charity and this entities at year end was £8,354.

During the year the entity made the payments for services of £29,292 to Holderness Health and Holderness Health, of which Margaret Ikpoh is a Trustee.

The amount outstanding between the charity and this entities at year end was £2,611.

During the year the entity made the payments for services of £510 to Dr Michael Holmes Limited, of which Dr Michael Holmes is a director.

There is no amounts outstanding between the charity and this entities at year end.

19. Critical accounting judgements and estimates

The preparation of the Group financial statements requires the use of certain judgements, estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenses, including the assumptions associated with the College's pension scheme liability and the estimates used to revalue the Investment property. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Changes in accounting estimates may be necessary if there are changes in the circumstances on which the estimate was based or as a result of new information or more experience, for example with the actuarial assumptions used for the pension scheme.

20. Expenditure

	Direct costs £'000	Support costs £'000	Total 2023 £'000	Total 2022 £'000
Cost of generating funds				
Fundraising costs	–	–	–	–
Commercial expenditure	5,463	–	5,463	4,055
Investment management	54	–	54	62
Charitable expenditure				
Future of general practice	5,018	819	5,837	3,379
GP education	8,403	4,090	12,494	10,528
Supporting membership	5,010	5,371	10,381	9,392
Voice of General Practice	4,745	3,513	8,258	7,766
Total	28,693	13,794	42,487	35,182

Support costs total £13.8m (2022: £12.8m) for the year. These include property services, finance, IT, HR and other governance costs. These are allocated on a headcount basis as below. Included is £54.5k (2022: £46.5k) for audit fees.

	2023 £'000	2022 £'000
Support costs		
Finance & procurement	1,856	1,734
Property costs (including depreciation)	6,208	5,334
Faculty & devolved council support	370	208
IT costs	4,599	4,854
HR (including pension costs)	606	608
Governance	100	103
	13,739	12,841

21. Grants payable

During the year six (2022: five) grants were payable to individuals totalling £73k (2022: £63k). These grants were made in accordance with the policy outlined in the Trustees report.

22. Employee information

	2023 £'000	2022 £'000
Wages and salaries	10,075	9,410
Social security costs	1,134	972
Childcare Vouchers	17	19
Group personal pension plan costs	1,356	1,251
	12,582	11,652

The average number of employees during the year was as follows:

	2023	2022
Cost of generating funds, charitable activities and governance	219	209
Support function	40	41
Total	259	250

At year end the number of employees whose emoluments exceeded £60k was:

£60,001 - £70,000	19	19
£70,001 - £80,000	6	5
£80,001 - £90,000	3	2
£90,001 - £100,000	2	-
£100,001 - £110,000	-	2
£110,001 - £120,000	2	1
£120,001 - £130,000	1	-
£130,001 - £140,000	1	-
£160,001 - £170,000	-	1
	34	30

During the year the College paid salaries, including Employer's NI and pension, totalling £697,019 (2022: £699,743) to key management personnel as listed on page 7.

During the year the College made redundancy payments of £9,599 (2022: £24,365) and there were no balances outstanding at year end (2022: £Nil).

Employer pension contributions totalling £375k (2022: £308k) were made in respect of thirty four employees (2022: thirty) who earned total emoluments in excess of £60,000.

23. Trustees' and council members' expenses

Three ex-officio trustees are in Officer posts which are supported in line with RCGP's remuneration policy and governing documents. It includes payments to the officers' employers and practices which enable them time off from their regular employment to carry out their Officer duties. These are included in payments detailed under related party declarations. No other Trustees or members of Council received any remuneration in respect of their services in those roles during the year (2022: none).

Expenses in the year were paid to 38 Trustees and members of council (2022: 31) and comprised the following:

	2023 £'000	2022 £'000
Locum fees	75	77
Travel and subsistence	20	6
	95	83

24. Tangible fixed assets

	Freehold properties	Furniture and equipment	Computer and network systems	Revalidation system and website	College and Group Total
Cost (£'000)					
At 1st April 2022	71,342	3,323	8,154	960	83,779
Additions	125	681	207	-	1,013
Disposals	-	(5)	(496)	-	(501)
At 31st March 2023	71,467	3,999	7,865	960	84,291
Depreciation (£'000)					
At 1st April 2022	10,956	2,106	4,994	302	18,358
Charge for the year	1,203	481	737	192	2,613
Disposals	-	(5)	(493)	-	(498)
At 31st March 2023	12,159	2,582	5,238	494	20,473
Net book values (£'000)					
At 31st March 2023	59,308	1,417	2,628	466	63,818
At 31st March 2022	60,386	1,217	3,160	659	65,422

Assets under construction costing £0.03m are included in Computer and network systems and £0.44m is included in Furniture and Equipment.

£1.2m of assets under construction have been completed in the year and transferred to Computer and network systems (£0.5m) and Furniture and equipment (£0.5m) and Freehold Properties (£0.2m).

Freehold property includes 30 Euston Square, London and in the opinion of the Trustee Board the market value of the property is considerably in excess of their cost.

25. Investments

	College		Group	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Listed investments				
Market value at 1 April 2022	9,353	9,002	9,353	9,002
Additions at cost	-	1,062	-	1,062
Disposals at opening market value	-	(1,062)	-	(1,062)
Realised gains on disposal	-	282	-	282
Net unrealised investment gains/(losses)	(688)*	69	(688)	69
Market value at 31 March 2023	8,665	9,353	8,665	9,353
Investment property	4,044	4,044	4,044	4,044
Total	12,709	13,397	12,709	13,397

*Net loss on investments of £1.5m (2022: gain £1.6m) recognised in the SOFA includes the loss of £0.7m (2022: gain £0.4m) on investments and a loss of £0.9m (2022: £0.01m) on the revaluation of the interest rate swap detailed in Note 28. The gain in 2022 also included a gain on the revaluation of the investment property. The investment property value has not changed in 2023.

	RCGP Enterprises Ltd		RCGP Conferences Ltd		RCGP International Ltd	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Turnover	6,609	4,060	1,815	2,028	53	46
Cost of sales	(5,007)	(3,380)	(1,182)	(1,440)	(37)	(30)
Gross profit	1,602	680	633	588	16	16
Administrative expenses	(70)	(27)	(52)	(55)	(4)	(3)
Operating profit	1,532	653	581	533	12	13
Gift aid to parent	(1,532)	(653)	(581)	(533)	(12)	(22)
Net profit for year	-	-	-	-	-	(9)
Assets	3,290	1,787	1,319	1,783	82	82
Liabilities	(3,290)	(1,787)	(1,319)	(1,783)	(82)	(82)
Net assets	-	-	-	-	-	-

The College owns the entire share capital of RCGP Enterprises Limited, RCGP Conferences Limited and RCGP International Limited, all registered in England and Wales. All three entities traded in the year, RCGP Enterprises Limited providing catering and event income from room hire at 30 Euston Square, RCGP Conferences Limited the annual conference and other events and RCGP International Limited providing consultancy services for overseas customers. At year-end both RCGP Enterprises Limited, RCGP Conferences Limited and RCGP International Limited had net assets of £1 (2022: £1).

During the year RCGP Enterprises made £0.4m sales of room hire and catering services to the College (2022: £0.1m). At year-end there is a balance of £1.5m owing from RCGP Enterprises Limited to College (2022: £0.2m owing from RCGP Enterprises Limited to College).

During the year RCGP Conferences made £0.01m sales of publishing services to the College (2022: £0.01m) and received £0.01m marketing services from the College (2022: £Nil). At year end there is a balance of £1m (2022: £0.9m) owing from RCGP Conferences Limited to the College.

RCGP International made no sales of consultancy services to the College (2022: £Nil). At year end there is a balance of £0.08m (2022: £0.06m) owing from RCGP International Limited to the College.

The balance included in investments for investment property is the valuation applied to the area of 30 Euston Square available for rental to 3rd parties. The valuation has been independently valued by a valuer who is qualified for the purposes required using a discounted cashflow model based on forecast yields.

26. Debtors

	College		Group	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Trade debtors	2,324	1,839	3,542	2,794
Other debtors	2	-	2	42
Accrued income	215	162	256	990
Amount due from RCGP Conferences Limited	1,015	888	-	-
Amount due from RCGP Enterprises Limited	1,466	642	-	-
Amount due from RCGP International Limited	77	64	-	-
Prepayments	506	587	880	589
	5,605	4,182	4,680	4,415

27. Cash at bank and short term deposits

Cash at bank

	College		Group	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Current accounts	4,158	11,591	7,171	13,362
Faculties' current and deposit accounts	445	779	445	779
	4,603	12,370	7,616	14,141

Short term deposit

Cash of £11m is held on short term deposits to take advantage of the current higher interest rates.

28. Creditors

	College		Group	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Trade creditors	1,652	1,320	1,684	1,432
Income received in advance	5,366	5,534	7,181	6,677
Accruals	6,461	3,832	6,569	4,629
Taxation and social security	754	682	930	672
Barclays Loan due within one year	2,533	2,533	2,533	2,533
Other creditors	315	275	315	275
Interest rate swap	1,334	462	1,334	462
	18,415	14,638	20,546	16,680

The interest rate swap is valued at the present value of future cash flows estimated and discounted based on the applicable yield curves derived from quoted interest rates. It has an average fixed rate of 2.662%, the notional principal value is £15.833m and is shown at fair value of £1.3m.

Reconciliation of deferred income	College		Group	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Balance brought forward	5,534	3,602	6,677	4,829
Released to SoFA	(5,534)	(3,602)	(6,677)	(4,829)
Deferred in year	5,366	5,534	7,181	6,677
Balance carried forward	5,366	5,534	7,181	6,677

29. Creditors: amounts falling due after more than one year

	College		Group	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Bank loan due between 2 & 5 years	10,133	10,133	10,133	10,133
Bank Loan due after 5 years	3,164	5,697	3,164	5,697
	13,297	15,830	13,297	15,830

The College has entered into an agreement with Barclays Bank plc for a development and term loan facility of up to £32m. The bank loan is secured by way of a first legal charge over the College's headquarters (that is, 30 Euston Square, London, NW1 2FB).

The College's exposure to interest rate fluctuations on the loan has been managed by using an interest rate swap. An agreement was signed in July 2016 to fix the interest costs on the loan at 2.662%.

30. Operating leases

	College		Group	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Operating lease due within 1 year	233	212	233	212
Operating lease due within 2 to 5 years	577	498	577	498
Operating lease due over 5 years	470	371	470	371
	1,280	1,081	1,280	1,081

Operating leases relate to IT equipment and property leases. Renewals for IT equipment are at the option of the lessee. The annual lease cost is £231k (2022: £211k).

31. General and designated funds

	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Realised and unrealised gains/(loss) £'000	Transfers £'000	At 31 March 2023 £'000
International	97	-	-	-	-	97
Education	88	82	(1)	-	-	169
Special measures & other projects	2,165	321	(191)	-	(1,620)	675
Fixed Assets Designated Fund	51,104	-	-	-	930	52,034
Total Designated Funds	53,454	403	(192)	-	(690)	52,975
General funds	10,357	45,064	(41,747)	(1,506)	(276)	11,892
Pension funds	(151)	-	9	(1,253)	980	(415)
Total Unrestricted funds	63,660	45,467	(41,926)	(2,762)	13	64,452

International Fund – This fund was set up following the introduction of the MRCGP International programme to support the development of general practice/family medicine world-wide and in raising standards of the discipline, being of equivalent academic rigour to the MRCGP in the UK. A new category of International Member was created, and the designation MRCGP [INT] will be in addition to the qualification awarded by the relevant national bodies in the countries concerned, which fund the accreditation process. These are expected to be utilised over the next few years.

Education – These relate to projects the College is undertaking delivering education programs for General Practice, primarily in e-Learning. These will be spent over the development of the various projects, which is normally 1 year.

Special measures and other projects – This is project funding relating to work the College does that concentrates on the development and establishment of educational resources, tools and guidance to enhance and develop the skills of healthcare professionals to support positive patient outcomes. It includes funding for work to deliver clinical innovation and research. It is anticipated the fund will be spent over the life span of the projects which is normally a year.

Fixed Asset Designated Fund – The charity has established a separate reserve to reflect a proportion of the value of the College's building assets and other assets to prevent the general reserves being overstated by the inclusion of assets which are part of its permanent operating structure. This reserve is different from other reserves as it cannot be realised for cash purposes (e.g. as in charging any other fees or costs that are payable by means of cash going out – this is what we normally do for most designated funds). Transfers represent the net effect of additions to the assets, depreciation on the asset and repayment of the loan secured against the building.

32. Restricted funds

	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Realised and unrealised gains/(loss £'000)	Transfers £'000	At 31 March 2023 £'000
Kuenssberg Prize	109	-	-	-	-	109
Other secretariat funds	52	-	(2)	-	-	50
Other international funds	125	27	(4)	-	-	148
OLE & educational	141	134	(99)	-	(41)	135
Research Projects	121	-	(1)	-	(19)	101
Other Scottish Funds	215	266	(326)	-	-	155
Welsh funds	25	89	(65)	-	-	49
Special measures & other projects	-	220	(45)	-	47	222
Faculties funds	314	13	(19)	-	-	308
Total Restricted Funds	1,102	749	(561)	-	(13)	1,277

Kuenssberg prize – This is awarded to those who have had an impact on clinical excellence or patient safety in general practice.

OLE & educational – These relate to projects the College is undertaking delivering education programs for General Practice, primarily in e-learning on specific topics. These will be spent over the development of the various projects, which is normally 1 year. Restricted funds also include funds for the ongoing maintenance and development of the online learning platform

Research projects – These funds represent grant project income for clinical innovation and research. Included in the balance is £100k for research into Adolescent special interest groups. Transfer out of the fund represent reclassification of management fees from unrestricted fund.

Scottish appeal fund – This appeal was established to develop the College in Scotland and included in the balance is a fund to investigate health inequalities in Scotland

Faculties funds – These funds are grants held by individual faculties for a range of purposes.

33. Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total 2023 £'000
Tangible fixed assets	63,818	–	63,818
Investments	11,432	1,277	12,709
Net current assets	2,914	–	2,914
Amounts falling due after one year	(13,297)	–	(13,297)
Net assets excluding pension liability	64,867	1,277	66,144
Pension liability	(415)	–	(415)
Net assets including pension liability	64,452	1,277	65,729

34. Pension commitments

As described in Note 14, the College operates two pension schemes, one of which is a defined benefits scheme. The assets of this scheme are held separately from those of the College, being invested with a range of investment managers via an investment platform provided by Mobius Life Limited.

The last formal actuarial valuation was at 1 April 2020. Pension deficit funding contributions was agreed at £1.0m per annum from April 2018.

The level of funding at 1 April 2020 was 72%, and the market value of the fund at the time of the last valuation was £472m. The pension contribution for the year was £1.0m (2022: £1.0m), and no amounts were outstanding at the year end.

Financial Reporting Standard 102 (FRS102) requires the surplus or deficit on the Scheme as at 31 March 2023, calculated in accordance with the requirements of the FRS102, to be included on the balance sheet.

For the purpose of FRS102, the assets of the Scheme have been taken at market value and the liabilities have been calculated by a qualified independent actuary. The major assumptions used by the actuary were:

	2023 %	2022 %	2021 %	2020 %	2019 %
Rate of increase in salaries	2.45	3.05	2.65	2.05	2.45
LPI pension increases (based on RPI subject to a maximum of 5% p.a.)	3.30	3.65	3.30	2.80	3.45
Discount rate	4.70	2.75	2.00	2.30	2.45
RPI Inflation assumption	3.45	3.85	3.45	2.85	3.45
CPI Inflation assumption	2.45	3.05	2.65	2.05	2.45

The underlying mortality assumption is based upon the standard table known as S3PA Light on the year of birth usage with CMI_2021 future improvement factors (2022: CMI_2019 future improvement factors) and a long-term rate of future improvement equal to 1.25% p.a (2022: same). This gives the following life expectancies in years at 60, for members aged either 45 or 60 at 31 March 2023 (with comparative figures based on mortality assumptions used at previous year end).

	Value at 31 March 2023 £'000	%	Value at 31 March 2022 £'000	%
Equity and property	5,637	25	9,521	31
GARS & LDI Funds	16,686	74	20,886	68
Cash	225	1	307	1
		<u>100</u>		<u>100</u>
Total market value of assets	22,548		30,714	
Present Value of Scheme Liabilities	<u>(22,963)</u>		<u>(30,865)</u>	
Net Pension Liability	<u>(415)</u>		<u>(151)</u>	

	2023 £'000	2022 £'000
Movement in deficit during year		
Deficit at 1 April	(151)	(4,246)
Contributions	980	980
Other finance costs	9	(75)
Actuarial gain/(loss)	(1,253)	3190
Surplus/(Deficit) at 31 March	<u>(415)</u>	<u>(151)</u>

	2023 £'000	2022 £'000
Analysis of amount charged to Statement of Financial Activities		
Other finance cost	9	(75)
Total operating charge	<u>9</u>	<u>(75)</u>
Analysis of net return on pension scheme		
Expected return on pension scheme assets	830	750
Interest on pension liabilities	(839)	(675)
Net return	<u>(9)</u>	<u>75</u>
Actual return on Scheme assets	(8,437)	523
Amounts recognised as Pension Scheme gains and losses		
Actual return less expected return on pension scheme assets	(9,285)	(77)
Experience gains and losses arising on scheme liabilities	(708)	(169)
Change in financial and demographic assumptions underlying scheme assets	8,740	3,436
Actuarial gain/(loss) recognised in the Statement of Financial Activities	<u>(1,253)</u>	<u>3,190</u>

Cumulative amount of actuarial gains and losses recognised for the year ending 31 March 2023 are as follows:	2023 £'000	2022 £'000
Cumulative actuarial (loss) at beginning of the period	(9,219)	(12,409)
Recognised during the period	(1,253)	3,190
Cumulative actuarial (loss) at end of the period	(10,472)	(9,219)
Movement in (deficit) during the year ending 31 March 2023 are as follows:		
(Deficit) in Scheme at the beginning of year	(151)	(4,246)
Expenses recognised in profit and loss	9	(75)
Contribution paid by the College	980	980
Actuarial gain/(loss)	(1,253)	3,190
(Deficit) in Scheme at the end of the year	(415)	(151)
Changes in the present values of the Scheme liabilities for the year ending 31 March 2023 are as follows:		
Present value of Scheme liabilities at the beginning of period	30,865	34,064
Interest cost	839	675
Actuarial losses/(gains)	(8,032)	(3,267)
(Gains)/Losses on plan changes	-	-
Benefits paid	(709)	(607)
Present value of Scheme liabilities at end of period	22,963	30,865
Changes in the present values of the Scheme assets for the year ending 31 March 2023 are as follows:		
Market Value of Scheme assets at the beginning of period	30,714	29,818
Expected return	848	600
Actuarial gains	(709)	(607)
Benefits paid	(9,285)	(77)
Contributions paid by the College	980	980
Market value of Scheme assets at the end of period	22,548	30,714

Group Personal Pension Plan

On 1 July 2006, the College established a Group Personal Pension Plan with Aviva into which it contributes a maximum of 8% of basic annual salary provided the employee also contributes a minimum of 4%. In order to comply with legislation, a Stakeholder Plan was also established but no employer contribution is paid into this arrangement and, to date, nobody has joined.

The assets of the Group Personal Pension Plan are held separately from those of the College and are invested by Aviva. The total employer contribution for the year was £1.4m (2022: £1.3m) The pension contribution outstanding at 31 March 2023 was £0.1m (2022: £0.1m).

35. Prior year financial information

	Note	Unrestricted Funds £'000	Restricted Funds £'000	2022 Total £'000
Income from:				
<i>Charitable activities</i>				
Project income		3,899	628	4,527
Examination fees		7,040	–	7,040
Membership income		20,571	–	20,571
Courses & events		753	12	765
Other income		711	70	781
<i>Other trading activities</i>				
Trading income from subsidiaries		6,012	–	6,012
Investment income		102	–	102
Total income		39,088	710	39,798
Expenditure on:				
<i>Raising funds</i>				
Trading expenditure		4,055	–	4,055
Investment management fees		62	–	62
		4,117	–	4,117
<i>Charitable activities</i>				
Future of general practice		3,231	148	3,379
GP education		10,102	426	10,528
Supporting membership		9,179	213	9,392
Voice of General Practice		7,764	2	7,766
		30,276	789	31,065
Total expenditure	20	34,393	789	35,182
Net income / (expenditure) before gains		4,695	(79)	4,616
Net gains on investments	25	1,610	–	1,610
Net gains on disposal of fixed assets		–	–	–
Net income / (expenditure)		6,305	(79)	6,226
Transfers between funds	31, 32	288	(288)	–
Actuarial gains/(losses)	34	3,190	–	3,190
Net movement in funds		9,783	(367)	9,416
Balances at 1 April 2021		53,877	1,469	55,346
Balances at 31 March 2022		63,660	1,102	64,762

36. Restricted funds

	At 1 April 2021 £'000	Income £'000	Expense £'000	Realised and Unrealised gains/(loss) £'000	Transfers £'000	At 31 March 2022 £'000
Kuenssberg Prize	110	-	-	-	-	109
Other secretariat funds	53	-	(2)	-	1	52
Other international funds	135	1	-	-	(11)	125
OLE & educational	411	439	(536)	-	(174)	141
Research Projects	214	31	(37)	-	(87)	121
Other Scottish Funds	189	239	(213)	-	-	215
Welsh funds	48	-	-	-	(23)	25
Faculties funds	309	-	(1)	-	6	314
Total Restricted Funds	1,469	710	(789)	-	(288)	1,102

37. Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000
Tangible fixed assets	65,422	-	65,422
Investments	12,295	1,102	13,397
Net current assets	1,924	-	1,924
Amounts falling due after one year	(15,830)	-	(15,830)
Net assets excluding pension liability	63,811	1,102	64,913
Pension liability	(151)	-	(151)
Net assets including pension liability	63,660	1,102	64,762

38. General and designated funds

	At 1 April 2021 £'000	Income £'000	Expenditure £'000	Realised and unrealised gains/(loss) £'000	Transfers £'000	At 31 March 2022 £'000
International	122	-	(16)	-	(9)	97
Education	165	-	(38)	-	(39)	88
Special measures & other projects	487	-	(2)	-	(199)	286
Research Projects	1,636	-	(1,248)	-	1,491	1,879
Fixed Assets Designated Fund	50,095	-	-	1,186	(177)	51,104
Total Designated Funds	52,505	-	(1,304)	1,186	1,067	53,454
General funds	5,618	39,088	(33,015)	425	(1,759)	10,357
Pension funds	(4,246)	-	(75)	3,190	980	(151)
Total Unrestricted Funds	53,877	39,088	(34,394)	4,801	288	63,660

Accounts

RCGP Annual Report 2021-2022

Annual Report and Accounts 31 March 2022

Charity Registration Number 223106
Scottish Charity Registration Number SC040430

Contents

Introduction from the Chair of the Trustee Board and the Chief Operating Officer.....	1-2
Our Vision, Purpose and Values	3-4
Activities and Achievements.....	5-18
Environmental Social Governance.....	19-35
Administrative Details	36
Introduction by the Honorary Treasurer.....	37
Financial Review	38-43
Audit report.....	44-47
Financial report.....	48-73

Introduction from the Chair of the Trustee Board and the Chief Operating Officer

Prof Mike Holmes, Chair of Trustees

I have the great privilege of presenting my first annual report as the Chair of the Trustees. I know how challenging the past year has been for members and staff alike. General Practice has been critical in supporting and caring for patients during the pandemic and like many across the UK, my own practice in Yorkshire has seen demand exceeding capacity.

The annual report highlights our achievements in this most difficult year. An unprecedented amount of guidance and advice has been made freely available, at speed, to all who need it. We have managed and prioritised RCGP resources to enable us to do this, whilst maintaining continuity on services that deliver for members.

We aspire to equip our members with the professional support and tools they deserve and to enable our College Officers to campaign for a solution to the intolerable workload pressures on GPs at the highest levels of government. Our report shows the breadth and diversity of the work we do to meet the targets set out in the Strategic Plan. There is always scope to improve and innovate and I will be working with the Leadership Team to further develop our ambitions to ensure members are at the heart of everything we do.

On behalf of the Board, I would like to thank the Executive Management Team and their Directorates for outstanding resilience and flexibility, allowing us to end the financial year well positioned for the future. I would also like to thank my fellow trustees for their continuing commitment to a robust and insightful management of RCGP.

Finally, thank you members for your inspirational work and support.

Dr Valerie Vaughan-Dick, Chief Operating Officer

This year COVID-19 has again disrupted our work and personal lives on a scale previously unknown causing great uncertainty and anxiety. Members and staff have worked in unimaginable circumstances but have risen to the challenge with determination and above all resilience.

Staff have spent much of the year, in accordance with government policy, working from home. Our investment in IT infrastructure has enabled this change to work seamlessly. I know it has not been easy for many. We are now supporting a hybrid working model that retains the best elements of flexible working whilst ensuring consistent operational delivery.

The Covid-19 pandemic has also exposed deep seated injustices and inequalities in society. The disproportionate impact on ethnic minority health professionals and patients became very evident to College very quickly. Equality, Diversity, and Inclusion has always been a priority for the College and the events of the past year have accelerated our efforts to make the College a truly diverse and inclusive workplace where staff at all levels feel valued and are treated equally.

As the Covid-19 safety measures have been relaxed, we have once again welcomed members back to face-to-face events, including our Annual Conference and our ever popular New Member Ceremonies. It has been a joy to see members in person again. Your dedication and determination

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

to provide the best standards of patient care, even in the most testing of conditions, is an inspiration to us all.

OUR VISION, PURPOSE AND VALUES

The Royal College of General Practitioners was founded in 1952 and granted a Royal Charter in 1972 with the objective:

“To encourage, foster and maintain the highest possible standards in general medical practice and for that purpose to take or join with others in taking any steps consistent with the charitable nature of that object which may assist towards the same”

Our vision

Excellence in general practice for patients worldwide.

Our purpose

To promote the best possible quality of health and healthcare for the population by:

- setting the highest standards for general practice
- ensuring that GPs have the best possible training
- supporting GPs throughout their professional lives to deliver the best possible service
- leading the profession and demonstrating the value of general practice
- developing general practice as the foundation of effective and sustainable primary care worldwide
- using resources efficiently to support our members and develop the College sustainably

Our values

Our core values are set out in our People Plan:

Compassion – for our patients, the populations we serve, our members, our colleagues and ourselves

Inclusivity – we value diversity as part of our community and treat each individual with equal respect

Sustainability – we look to the future and care about the long-term wellbeing of our members, our profession, our patients and the world around us

Accountability – we take responsibility for the results of our actions and continuously strive to be the best that we can be

Integrity – we are honest, open, ethical, just and fair

Public benefit

The College provides public benefit, and the advancement of health and of education, through:

- developing professional standards which help to ensure that patients are treated by fully trained, competent general practitioners.
- encouraging professional development by developing and providing educational resources to enable general practitioners to maintain and develop their skills.
- support to individuals as general practitioners; and

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

- promotion of the profession as fundamental to integrated primary health care.

The Trustees have referred to the Charity Commission's guidance on public benefit when reviewing its aims and objectives and in planning its future activities to ensure that the activities the College undertakes are in line with its charitable objects and aims.

STRATEGIC PLAN 2020 - 2023

We have continued to make good progress implementing the strategic plan 'Putting members at the heart of everything we do' which has four main objectives:

1. Deliver practical solutions to tackle workload pressures and sustain and equip GPs to provide the best possible patient care.
2. Develop the College into a dynamic and inclusive membership community.
3. Promote the contribution of general practice and the role of the GP.
4. Ensure members place a high value on their College membership.

This Trustees Report provides an update on RCGP's achievements for the year, how we have continued to ensure compliance with the principles of good governance and sound financial management of our resources.

ACTIVITIES AND ACHIEVEMENTS DURING 2021-22

Introduction

The response to the Covid-19 pandemic and the recovery plan has continued to be a major influence on our work over the year. In the first half of the year general practice had a leading role in the delivery of the globally acclaimed vaccination programme, with the majority of vaccinations delivered in primary care for England and Wales. We provided significant resources to support members on the response, particularly in the initial, often challenging early stages of the programme. In the Autumn, just as our Covid response activity started to wind down, the emergence of the Omicron variant saw the College return to a pandemic response footing. Inevitably some of the priorities we established prior to the pandemic have been overtaken by the general practice response and new pressing priorities have emerged. Despite these unforeseen challenges, good progress has been made in a number of our key strategic and operational areas.

Responding to Covid-19

Progress and Achievements

Long Covid

The RCGP has been instrumental in shaping the care for post-Covid patients across the UK. Our clinical policy team worked with Scottish Intercollegiate Guidelines Network (SIGN) and The National Institute for Health and Care Excellence (NICE) to develop the case definition and the first national guidance for the condition, released in December 2020, as a joint publication by NICE/SIGN and the RCGP. This guidance has subsequently influenced the care of patients with Long Covid across the world.

We continue to lobby for increased funding for Long Covid in the community, increased diagnostic capacity close to patients' homes, and for increased investment in community rehabilitation. Over the past 12 months, we have worked with Government and other stakeholders to make the case for this investment.

We provided considerable resources to support the profession.

- A new RCGP e-learning resource on Post Covid-19 syndrome was published in 2021, developed in collaboration with experts, patients, and clinicians with lived experience.

- Monthly Project Echo sessions took place from Sept 2021 to June 2022 freely available to all UK GPs covering the multisystem aspects of Long Covid including cardiovascular, respiratory, research, children, ENT, current NICE guidelines and how we enable Long Covid sufferers support each other. A patient voice at every session which all participants found helpful and humbling.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

- We produced a podcast and hosted a webinar in July 2021 with national experts, the ONS and people with lived experience.

Policy and Campaigning work

The focus of our policy influencing activity in the first half of the year was on shaping the delivery of the Covid vaccination programme. Our Chair, Officers and Devolved Council Chairs appeared in the national media daily at the outset of the vaccination programme. Our calls for targeted campaigns to boost uptake of the vaccine within BAME communities received considerable media and political attention.

We have been lobbying hard on behalf of members for action to address the unprecedented workload and workforce pressures compounded by the pandemic, including publication of "General practice in crisis - an action plan for recovery" alongside a campaign action encouraging our members and supporters to write to their MPs to reinforce our message that general practice needs urgent investment.

Research

The RCGP Oxford University Research and Surveillance Centre (RSC) has continued to play an important role contributing data analytics through its network of approximately 2,000 practices. Notable achievements include supporting the PANORAMIC trial - a high speed, national trial for anti-virals and monoclonals to treat Covid. This builds on earlier work where RSC supported the PRINCIPLE trials, which demonstrated the benefits of Budesonide in Covid recovery; and the RAPTOR study assessing the effectiveness of Covid tests.

Covid Resource Hub

The Covid-19 Resource Hub contains comprehensive resources to support GPs and the wider practice teams. It is freely available to anyone accessing the RCGP Online Learning Environment (OLE) which has received over 1 million views and 53,764 average daily page views for last year.

Continuation of the delivery of the MRCGP examination

The College continued to manage the disruption to face to face exam delivery by evolving the Recorded Consultation Assessment ("RCA") which replaced the Clinical Skills Assessment in 2020. Some changes have been made to the RCA to improve the candidate experience and to make the RCA a more robust assessment for the time it is in use. We have published an interim report on the performance of the RCA and aim to publish a more comprehensive peer-reviewed article about the performance of the RCA, including an analysis of differential attainment.

Delivering practical solutions to tackle workload pressures and sustain and equip GPs to provide the best possible patient care.

Our objective

By 2023 members will be able to access a range of practical resources to tackle workload pressures and deliver relationship-based care in new ways; and that the College will be the first port of call to meet members' professional development needs.

To achieve this aim we are:

- Providing a one-stop-shop for CPD throughout a GP's career, enabling them to record and reflect on their learning journey and to access high-quality CPD resources.
- Developing solutions to support GPs and their teams in implementing key elements of RCGP's Fit for the Future vision document, such as continuity of care and the digitally enabled practice.
- Working with practices to monitor workload and how it is impacted by new ways of working, including through the development of the Research and Surveillance Centre's workload observatory.
- Working with partners to develop new qualifications in family medicine for international doctors, and for UK-based members of the wider primary care team.

Progress and achievements:

GP Specialist Applications

The number of trainees completing training in 2021 (calendar year) was 3,212, a 17% increase since 2015 (2,751) and a 12% increase on 2020 (2,866). Certificate of Eligibility for GP Registration (CEGPR) applications (for doctors from abroad wishing to work in the UK), dropped from 34 in 2020 to 25 in 2021 and a survey of previous applicants is being developed with the GMC to provide data on their career path since being added to the GP register. Portfolio Route applications for doctors returning from abroad, increased from 17 in 2020 to 22 in 2021.

A new process for Combined Training (for Accreditation of Transferable Capabilities and Combined Programme) was developed which included a bespoke online application platform in the Trainee Portfolio. Applications from trainees combining previous training and experience with GP training have increased significantly, with 178 applications received from August 2021 starters.

ROYAL COLLEGE OF GENERAL PRACTITIONERS REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

MRCGP

To become licensed to practise as a GP in the UK, doctors must pass the College's MRCGP examination, comprising the Applied Knowledge Test (AKT), Remote Consultation Assessment (RCA) and Workplace-Based Assessment (WPBA). In 2021-2022, 5,441 candidates sat the AKT and 4,186 sat the RCA.

MRCGP International

We are continuing partnerships to offer MRCGP[INT] accreditation in Cyprus, Dubai, Egypt, Kosovo, Kuwait, Malta and the entire South Asia subcontinent covering Bangladesh, India, Pakistan and Sri Lanka.

Professional Pathways

We have started work on new Professional Pathways for members. These are published in RCGP Learning for members only and provide quality assured CPD resources. The First5 Professional Pathway was launched in September 2021.

Fit for the Future

Our priority this year has been to shape the future of general practice post Covid, focusing on key areas including relationship-based care, digital innovation, and public and community health. Our Innovation Team is delivering projects on Health Inequalities and Technology, Person-Centred Care, Weight Management Services, and Optimising Access.

Over the summer we also published two policy reports to support Fit for the Future work:

- "The future of remote consulting and patient triage" which explained how remote consulting should be adopted alongside face-to-face consulting by practices and called for a set of national principles to be developed to support best practice.
- 'The power of relationships: What is relationship-based care and why is it important?' which defines what is meant by relationship-based care and what the evidence tells us about its benefits for patients, GPs, and the NHS.

Monitoring Workload

Work has begun on the workload observatory project. Currently, the Research Surveillance centre (RSC) is developing a methodology to assess clinical administration work and consultations across clinical roles, including those within the Additional Roles Reimbursement Scheme (ARRS). The first study area will be focused on identifying disparities in consultation demand between demographic groups and will provide a basis from which to develop our understanding of future workforce demand based on population statistics.

Developing the College into a dynamic and inclusive membership community

Our aim with this priority:

Our aim is that by 2023 more members will be engaged in the College and its work, and that RCGP will continue to be recognised as a responsive and inclusive organisation enabling it to better reflect the diversity and dynamism of the profession.

To achieve this aim we are:

- Supporting our faculties to increase member engagement through implementation of the RCGP Faculty Strategy.
- Creating new opportunities for members to engage with the College digitally, including the College's MyRCGP app and online communities of interest.
- Providing better support and pathways to enable more members to become fellows and replace Membership by Assessment of Performance (MAP) with a more inclusive alternative for established GPs.
- Removing barriers to member participation and improving information and support to members taking on College leadership roles.

Progress and achievements

Membership

As of 31 March 2022, membership stands at 54,269 compared to 54,159 for the same period last year – an increase of 0.2%.

The total number of new members joining since 1 April 2021 is 5,180 compared to 4,781 for the same period last year – an increase of 8.35%

The total number of reinstatements since 1 April 2021 is 2,055 compared to 1,690 for the same period last year – an increase of 21.6%.

The total number of resignations is 2,600 an increase of 411 leavers compared to the previous year - an increase of 18.7%.

The total number of lapsed members, due to non-payment, is 4,055 an increase of 337 members compared to the previous year - an increase of 9.1%.

The retention rate ended at 88.2%, against a target of 90%.

We are currently developing a fresh proposition for RCGP membership which will be launched in 2022 with a vibrant membership marketing campaign to promote the features,

ROYAL COLLEGE OF GENERAL PRACTITIONERS REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

benefits, and value of membership. Impact will be measured through the retention rate, Net Promoter Score (NPS) and value perceptions captured via an annual membership survey.

Annual Conference

The RCGP Annual Conference took place on 14-15 October 2021 at ACC Liverpool. The total number of attendees was 1,642 with 1,444 attending in person and 198 joining on-line. Covid-safe measures were in place and ePosters were featured for the first time. 98% of delegates rated the overall quality of the sessions as 'excellent' or 'good'.

Conferences and Events

This year we organised over 600 events for members both online and face to face. These were a mix of CPD, wellbeing, and practical courses preparing for MRCGP exams for our GP Trainees. Of these, Northern Ireland held 18 events with almost 800 delegates, Wales held 30 events with over 850 delegates and Scotland held 38 events with 823 delegates in attendance.

Digital Engagement and Online Learning

Our initiatives this year have included

- Making improvements to the functionality of the MyRCGP app which was relaunched to increase member awareness and including accessibility online to the member publications InnovAiT and the British Journal of General Practice.
- Trialling new arrangements of our online member forum to focus more interaction on equality, diversity and inclusion in general practice, health technology and with First5 members.
- Introducing a new membership email to highlight and showcase the wide variety of work we do and promote upcoming events and activity.
- Implementing a major upgrade of the Online Learning Environment (OLE), adding new personalised features, over 120 eLearning courses, new bite-sized learning with screencasts, podcasts and recorded webinars.

The Online Learning Environment has over 144,000 registered users, over 5,500 monthly visitors and 248,000 listens to the podcast channel.

RCGP Accreditation

This year we accredited a total of 73 courses with just over 430 hours of learning overall compared with 31 courses and 184 hours last year.

ROYAL COLLEGE OF GENERAL PRACTITIONERS REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

Membership Pathways

From May 2021 we introduced new membership eligibility arrangements enabling any GPs who have been on the GMC GP register for a minimum of five years and have completed at least one revalidation cycle (or completed CEGPR) to apply for membership.

We also launched a refreshed fellowship process, to be more streamlined and inclusive. We have revised the criteria and developed a large suite of resources to help prospective fellows make a successful application.

New Member and Fellowship Ceremonies

It was a pleasure to be able to once again resume national ceremonies which included:

- New Member Ceremonies in Oxford, Liverpool, Northern Ireland and Cardiff.
- The first Fellowship and Awards Ceremony after the lifting of Covid safety measures following the AGM in November.

We also ran an online Fellowship and Awards Ceremony separately in October 2021.

Volunteers

We celebrated National Volunteers' Week 1-7 June to extend our gratitude to those who give their time to support the College as representatives, advisers, trustees and office-holders. We produced a suite of blogs from a broad range of volunteers to highlight the scope and scale of activity in which our Members are involved, and the diversity in this community.

Mentoring

RCGP Mentoring continues to support a growing number of members to:

- Connect with a thriving community of members who support one another in their personal and career development locally and further afield.
- Support fellow members by sharing the wealth of experience and knowledge they have developed as a GP; and
- Grow both by helping the profession to flourish and by supporting their own personal development.

Work is underway to further develop the programme, which so far has attracted over 700 members to enjoy the benefits of this initiative.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

Career support

We have started work on a new programme to provide comprehensive career support so current and prospective members have the knowledge, understanding, confidence and skills to make informed choices and plans for their future career. This will be backed up by dedicated support and resource for early career GPs who are navigating GP training and life post-CCT.

Clinical Adviser Network

Over the last year, we have re-registered our Clinical Adviser Network, which is a voluntary network of just over 100 GPs who offer their expertise and experience to feed in comments to shape our clinical policy work. Over the last year, their contributions have included shaping our response to over 16 national clinical guideline consultations.

Promote the contribution of general practice and the role of the GP

Our aim with this priority:

Our aim is that by 2023 members feel that because of the College's efforts, the contribution of general practice and the role of GPs and their teams are more highly valued by patients, the public, politicians and opinion formers. We would also like to see general practice as the preferred destination for more students, doctors and other trainees and professionals considering their career options in the NHS.

To achieve this aim we are:

- Delivering a member and patient-led campaign to celebrate the value of general practice and promoting appropriate and sustainable use of the health service.
- Holding government and NHS decision-makers across the UK accountable for delivering the increased investment and workforce numbers that general practice needs.
- Developing the College as the go-to source of information and guidance about general practice as a career.
- Championing the contribution of general practice by hosting the 2022 WONCA Europe Conference.
- Maintaining the MRCGP as a world-class professional licensing assessment and work with educators and trainers in the UK and internationally to support medical students and trainees into the profession and beyond.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

Progress and achievements

Celebrate the Value of General Practice

The press, policy and campaigns teams have had an extremely busy year responding to requests to support Government implementation of Covid vaccine programme and at the other extreme, countering negative media about the availability of GPs.

Our media strategy is designed to help the public understand these pressures, the pivotal role of general practice to the success of the NHS and the models of care needed to ensure the highest standards for our patients. RCGP had 17,633 mentions in the media and numerous appearances from Officers on 'flagship' programmes.

Investment and workforce numbers - holding Governments to account

In addition to our Covid work, we have been involved in major work impacting on general practice:

- Briefing politicians at all levels across the four nations on the scale of the workforce challenge for general practice.
- Challenging the punitive tone of the NHSE winter support plan for general practice and the limited content of the support package to make clear the impact and implications for general practice.
- Challenging the Secretary of State on his claim that patients unable to see their GP were increasing demand on A&E departments and calling for urgent action in response to Government's acknowledgement it was not on track to meet its target to recruit an extra 6,000 GPs by 2024.
- Presenting evidence to two Health Select Committee inquiries on the future of general practice and lobbying MPs ahead of a parliamentary debate on the availability of GP appointments.
- Continuing to engage with NHSE/I and DHSC-led bureaucracy review, encouraging government departments sign up to a set of principles aimed at reducing bureaucracy for GPs, whilst continuing to call for root and branch changes.
- Successfully lobbying the Government to address a significant shortfall in the Health Education England budget to ensure continued funding for all GP planned 4,000 training place.
- Campaigning to secure a sustainable solution enabling visas to be extended for overseas trainees.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

- Committing the Scottish Government to introducing an annual survey of the GP workforce by April 2022.

Health and Social Care Bill

We have lobbied for the Bill to include

- a strong GP voice at all levels of integrated care system
- more accountability and transparency for workforce planning and
- robust safeguards on the Secretary of State's powers of intervention.

Former NHS Chief Executive and DHSC Permanent Secretary Lord Crisp tabled our proposed amendment to the Bill which aims to ensure that primary care providers are not disadvantaged in the new structures of the NHS.

RCGP Scotland

Priorities for RCGP Scotland have included

- A Manifesto for the 2021 Scottish Parliament election - our calls for 15-minute appointments, bolstering the GP workforce and increasing mental health support within GP practices were adopted within the manifestos of political parties.
- Action to reducing drug related harms - with Scottish Government funding, we are providing training for primary care professionals treating people and their families affected by problem drug use. We are represented on high level Government initiatives to give a strong voice for the profession.
- Interface working - in June 2021 we concluded a three-year Interface Groups project demonstrating how to strengthen patient care and staff relationships across primary and secondary care. Scottish Government funding will enable us to continue to develop this work.

RCGP Wales

Priorities for RCGP Wales have included

- Establishment of Deep End Wales - we have established a pilot programme to help tackle health inequality and worked with the Welsh Government to produce a manifesto for reducing health inequality during the first year of the new administration in Wales.
- Partnership with Public Health Wales - to secure a dedicated veterans' health care programme and a bespoke Wales Green Impact project.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

- Improving GP access - publication of an eight point plan to lead our campaigning work with Government, stakeholders and the media.
- Safeguarding Peer Support Forums - we are aiming to treble the number of practices in Wales with access to Forum model.
- Supporting Welsh Medical Schools - we are campaigning for parity in the funding between England and Wales that support GPs enabling medical students to train in their practices, and increase the capacity of the general practice estate to allow for sufficient training facilities.

Northern Ireland

Priorities for RCGP Northern Ireland have included

- Proposed reforms to Integrated Care Systems and the Multi Disciplinary Team Model - we are pressing hard to ensure the proposed reforms take account of the need for a robust and inclusive commissioning service.
- Workload - we have also been highlighting impact on GP workload of patient waiting lists and leading calls to increase training numbers in general practice and improve the training infrastructure.
- Reform of palliative care - Our successful collaboration with Marie Curie and other third sector organisations has secured legislation ending the six-month rule applied to those with terminal illnesses seeking benefits. We also campaigning for a Palliative Care and End of Life Strategy.

Promoting general practice as a career

RCGP's Observe GP initiative won gold at the Association Excellence Awards in October 2021 for 'Best use of technology'. A free, interactive learning platform for aspiring medics, it now has over 30,000 aspiring medics registered and is endorsed by the Medical Schools Council as a suitable element of relevant experience to help prepare an application to medical school. Over 90% of users indicate that they now have a better understanding of what a GP does. 70% of which stated, 'Yes, I am more likely to consider pursuing a career as a GP because of Observe GP'.

GP Society Partnership Network (SPN)

Previously known as the GP Society Partnership Scheme, the re-branded GP Society Partnership Network takes a digital-first approach, with a new online forum for GP Societies to connect and communicate with each other. So far, the Network has 27 GP Societies affiliated, spread across all four nations of the UK.

We held the second GP Society Summit in October, and our annual Discover GP conference was held online this year attracting almost 200 participants.

Ensure members place a high value on their College membership

Our aim with this priority:

By 2023 we want to improve member satisfaction levels and the retention rate among all member grades.

To achieve this aim we are:

- Enhancing our CPD offer and streamlining our in-house CPD delivery to drive improved integration and efficiency.
- Investing in our online presence and digital engagement and making better use of data to provide members with a more personalised service.
- Improving our business planning and supporting our staff to work more effectively so that they can provide the best possible member value.
- Developing new income-generating activities aligned to our values and mission, including establishing the College as a leading provider of consultancy advice in primary care development.

Progress and achievements

Enhancing our CPD offer

We have secured partnership funding of CPD in excess of £1m in this financial year to develop new learning packages. Together with improved arrangements for delivery of events, satisfaction rates are above 75%.

Digital Transformation

We have initiated a major project to develop a new RCGP website. This has required extensive reviews of content in time for the planned launch in August 2022.

Membership Value Proposition

A fresh proposition for RCGP membership has been developed to communicate our membership offer with greater clarity, conviction, and importance. For the purposes of this project, we define the 'membership value proposition' (MVP) as the way in which the RCGP delivers both features and benefits to meet the needs, goals, and interests of its members, thereby providing greater value for the membership fee.

A detailed project involving considerable desk research, a membership survey, and detailed staff consultation has led to the development of a new value proposition statement, which

ROYAL COLLEGE OF GENERAL PRACTITIONERS REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

aims to describe the core benefit(s) of membership. The project set out to satisfy the following objectives:

- To deepen the College's insight into the needs, interests, and aspirations of its members, alongside the key tasks, constraints and challenges they face.
- To understand what members value about their College membership, and identify gaps in its current provision.
- To define and develop a compelling member value proposition (MVP) to help guide the strategic direction of our membership offering and communicate value clearly and consistently to current and prospective members, staff, and key stakeholders.

Business Planning and Supporting Staff

Following relaxations in Covid safety measures, we successfully introduced a hybrid model of working. Wellness and wellbeing and professional growth continue to be priorities within our People Plan. As part of these, we have launched a mentoring scheme to enable our staff to further develop their professional skills.

Following a staff ballot, the Trustee Board recognised Unite the Union as the RCGP Official Representative Body.

Supporting Practices

The highly successful RCGP Primary Care Development programme moved to the provision of virtual rather than face to face coaching and practical support due to the pandemic. The programme continues to experience a surge in interest and activity. In addition, the Primary Care Quality Improvement (PCQI) project continues to deliver highly valued QI projects. In January 2021 we launched a new Obesity and Weight loss (GLOW) programme.

The Personalised Care Institute

The Personalised Care Institute (PCI) has continued to expand the training offer for health and care professionals with the website hosting over 100 resources, including eLearning courses, accredited training and a growing number of recorded educational webinars and podcasts. The PCI has trained over 6,000 health and care professionals through the training hub this year.

Marketing

We have introduced a new monthly Member News ebulletin to better communicate key member events and issues. RCGP Plus continues to offer members exclusive benefits from selected third parties and we were delighted to extend our relationship with Wesleyan Financial Services for a further 12 months, providing members with free financial advice (including NHS pensions).

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

FUTURE PLANS

We plan to continue our work to support the key objectives of the Strategic Plan during 2022-23.

Covid-19

We anticipate extensive work will continue to support GPs respond to the pandemic and recovery.

Delivering practical solutions to tackle workload pressures and sustain and equip GPs to provide the best possible patient care.

We will be developing a new consultation assessment component of the MRCGP, which will replace both the Recorded Consultation Assessment, and previous Clinical Skills Assessment components of the MRCGP examination. The full scoping and development project will be completed next year, with a view to implement the new assessment in 2023.

Developing the College into a dynamic and inclusive membership community

In June 2022 we hosted the prestigious WONCA Europe conference at the Excel Centre in London as a joint event with the RCGP Annual Membership Conference. This is a major event coinciding with our 70th Anniversary celebrations. We will continue to develop and improve CPD events, enhancing our capacity to do so within our faculties.

Promote the contribution of general practice and the role of the GP

We will continue to shape the future of general practice post-Covid, through our policy and influencing work, focusing in particular on the Health and Social Care Bill. We will continue to deliver a programme of work to measure GP workload and reduce the workload pressures on general practice through policy influencing and practical solutions.

Ensure members place a high value on their College membership

The findings of the Membership Value Proposition work will provide a detailed delivery plan to improve services for members. We anticipate these actions will be business plan priorities for the coming year.

Environmental Social Governance

Environmental Sustainability and Carbon Reporting

RCGP is committed to leading in the sustainability and decarbonising of General Practice and our own organisation.

In 2019 we disinvested from fossil fuels and our investments are now held in a sustainable fund.

In 2021/22 we added solely fossil fuel powered vehicles, and air flights to other products such as tobacco and alcohol that we will not promote or advertise.

We are reporting energy and carbon emissions in compliance with The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 on a voluntary basis.

	Current reporting year 2021/22	Comparison reporting year 2020/21
Emissions from activities for which the company own or control including combustion of fuel & operation of facilities (Scope 1) /tCO ₂ e	666.98	515.18
Emissions from purchase of electricity, heat, steam and cooling purchased for own use (Scope 2, location based) / tCO ₂ e	550.82	198.76
Total gross Scope 1 & Scope 2 emissions / tCO ₂ e	1217.80	713.94
Energy consumption used to calculate above emissions: /kWh	4,079,578.90	3,654,426.40
Indirect emissions from business activities (Scope 3)/tCO ₂ e		
Water	2.98	8.44
Air Travel	10.01	1.65
Hotels	2.24	0.03
Train Travel	7.07	0.35
Private Car Mileage	2.58	0.71

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

Total Scope 3/tCO ₂ e	24.87	11.19
Intensity ratio: tCO ₂ e (gross Scope 1 + 2) / FTE	3.64	2.90
Methodology	GHG Conversion Factors for Company Reporting	GHG Conversion Factors for Company Reporting

Methodology

This is the second report where we are providing Streamlined Energy and Carbon Reporting data. We have carried out detailed work to measure and understand our main energy usage. These figures are for our main building at 30 Euston Square, London. We have not been able to obtain figures from landlords for our leased premises and have estimated their utility consumption for the report. Our reporting methodology is based on the UK Government's Environmental Reporting Guidelines.

We have reported emissions from operations over which RCGP has operational control. All emissions calculations are derived from activity data. The primary sources used for energy and fuel is billing data. The data for business travel is derived from expenses claims and invoices from our company travel broker.

Water consumption was similar in both years (8024m³ in 20/21 and 7072m³ in 21/22) but application of the new government guidance on carbon conversion factor has changed with a resulting impact on the emission calculations.

We have chosen to use a rolling baseline comparison year and have updated figures reported in the previous year's report following the availability of new data. Consumption has increased in 2021/22 compared with the prior year which was materially impacted by Covid resulting in reduced business activity.

Scope 1 and 2 – emissions from use of premises

Towards the end of 2020/21, we sold our office premises in Edinburgh which had an E energy rating. During 2021/22 we secured a new lease for our Scotland headquarters which has a C energy rating.

We have been reducing our rental holdings as part of an estates rationalisation and expect the impact on CO₂ emissions to be shown in the 2022-23 SECR report.

This year we have invested in improved recycling facilities at our London headquarters at 30 Euston Square and continued successful initiatives reducing food waste from commercial operations. In-house filtered water is provided in reusable bottles for all hospitality and events.

This policy continues to have a significant impact on print volumes which have reduced from 1.5m pages in 2018, to 175,000 pages in 2020-21 and 74,261 in 2021-22.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

Scope 3 – indirect emissions from business activities

Travel emissions, in particular from flights, have increased this year from historically low levels in 2020-2021, but remain significantly lower than those pre-Covid. Our investment in a 'digital-first' policy which maintained business continuity throughout the Covid pandemic, has given staff and stakeholders confidence to meet remotely and/or in hybrid arrangements. We are continuing to reduce face-to-face meetings whenever possible.

Greening General Practice

Our growing network of faculty leads gather regularly to facilitate the flow of ideas, concerns and information on the climate emergency and its health consequences and link into the national Greener Practice network.

Highlights of our work to support general practice are:

UK Health Alliance on Climate Change - RCGP is a founding member of UKHACC which includes 32 leading health organisations, representing over 960,000 health professionals campaigning for responses to climate change that protect and promote public health. The College is represented on the Council and its Executive.

Green Impact for Health Toolkit - In 2014 the RCGP Severn faculty helped to develop the toolkit. Supported with RCGP seed-funding, the toolkit, is being used by more than 1200 practices across the UK, giving over a hundred answers to the question 'What can I do in my practice to improve sustainability and works towards achieving net-zero GHG emissions?'

Greener NHS - Making healthcare more sustainable will have its biggest impacts from changes made upstream. RCGP engages with NHS across all four nations to ensure that Primary Care has a prominent role. Portfolio roles in sustainability are emerging for GPs within the NHS and we are working to increase the numbers of GP trainee fellow appointed to the NHSE's Chief Sustainability Officer's Clinical Fellow Scheme in 2022/23.

Sao Paulo Declaration - In December, RCGP signed the Sao-Paulo Declaration on Planetary Health in support of the Great Transition, a just transformation to a world that optimizes the health & well-being of all people and the planet.

Planetary Health Topic Guide – Our new guide for the 2022/23 GP curriculum has been approved by GMC.

RCGP Scotland Council approved Climate and Sustainability as a policy and campaigns priority topic. We ran a sustainability and health inequalities session at the NHS Scotland sustainability conference.

During 2022-23 will continue to take action to respond to the planetary emergency, including our on-going work with stakeholders and we welcome initiatives that help us to understand priorities within the health sector. We look forward to publication of reports such as the planetary health report card and similar UK initiatives that support such work.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

Equality, Diversity and Inclusion.

In September 2020 we published an ambitious three-year action plan containing 19 commitments to our membership, the wider organisations with which we work, our suppliers and partners, customers and our people, around the protected characteristics in the Equality Act 2010.

Two major taskforces involving staff and member volunteers concluded work in 2021 which included:

- Implementation of a new staff policy on the menopause.
- An increase to more than 70% staff satisfaction with the safe and inclusive culture in the College.
- A detailed review of the staff Transgender Policy.
- A successful campaign which led the Care Quality Commission to publish recommendations to address regulatory inequalities faced by ethnic minority-led GPs.
- A 'Women at the Heart of General Practice' online exhibition, celebrating the changing roles of women in general practice.
- A South Asian Heritage Month with four dynamic events and powerful member stories.
- A celebration of Black History Month with a number of events to mark the accomplishments and contributions of distinguished and inspirational individuals.

We recognise there is still much more work to do to widen representation at senior leadership positions. We are taking action on our recruitment practices and broadening awareness of senior leadership opportunities within RCGP amongst diverse communities.

Other priorities for 2022 are:

- Strengthening our data collection and analysis to enable more targeted actions.
- Further work on digital accessibility.
- Reviewing unintended bias in our workstreams.
- Continuing to influence key stakeholders and policy makers and partnership working with stakeholders to effect change.

Gender Pay Gap

The snapshot taken on 5th April 2021 shows the College has a mean gender pay gap of 14.4% and a median gender pay gap of 20.6%. In 2020, the figures were 16% and 12.7% respectively. The Office for National Statistics (ONS) shows the overall UK gender pay gap as 14.6% (Mean) and 15.5% (Median).

Our analysis shows that the median gap for RCGP is a result of the higher proportion of women employed in roles falling in lower pay quartiles. The figures are distorted as the Gender Pay Gap reporting regulations are based on pay after salary sacrifice and twice as many women than men employed by the College participate in salary sacrifice staff benefits.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

To continue to pursue our equality objectives, we are taking the following actions:

- Ensuring mixed gender recruitment panels wherever possible and continuing to review our recruitment channels and approach to ensure we are attracting a diverse range of candidates.
- Increasing promotion of our family friendly policies to recruit and retain talented employees who may have family or caring responsibilities, enhancing special leave during the year, to further support employee work life balance.
- Ensuring both male and female members of staff are aware of the benefits of salary sacrifice benefits in particular options to increase pension contributions.

Living Wage Employer

We ensure that all of our suppliers that have staff working on our sites are contractually obligated to pay, as a minimum, the national living wage, and in London the London Living Wage.

Modern Slavery Statement

We have updated our statement to include further information of our work on safeguarding.

Our Governance

Structure and Management

RCGP is a Chartered Corporation and a registered charity, administered in accordance with its Royal Charter, Ordinances and Byelaws.

RCGP Trustee Board

The Trustee Board is responsible for the management and administration of the College and its status as a charity. It normally meets four times a year but in 2021-22 a further two meetings took place to help manage the unique Covid challenges.

The Trustee Board Chair and the four Council Member Trustees are elected by Council via ballot. The remaining three Officer Trustees are appointed ex officio to the Trustee Board following election by Council and comprise the Chair of Council, the Honorary Treasurer and the Honorary Secretary.

The four external lay Trustees are sought through open public advertisement of the vacancy, short listing and interview by the Nominations Committee. Their appointment is approved by resolution of Council on the recommendation of the Trustee Board.

To ensure proper communication and accountability, the Chair of the Audit Committee also attends the Trustee Board as an observer.

ROYAL COLLEGE OF GENERAL PRACTITIONERS

REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 31 MARCH 2022

RCGP Council

The Council is responsible for providing leadership and setting the strategic policy direction of the College in relation to the profession. It meets four times a year.

The RCGP is unique amongst the medical Royal Colleges in having both a President and a Chair of Council. These two roles are complementary but distinct. The Chair of Council is responsible for representing and guiding the views of Council and for representing the RCGP with a wide range of stakeholders. The President is a member of Council with voting rights but the principal part of their role is as a figurehead with ceremonial duties. There are no executive powers attached to the President's role. The President is an elected position by ballot of the whole membership. The term of office is a single term of two years.

There are six Officers of Council elected by Council via ballot. RCGP Council comprises Officers, Chairs of the Devolved Councils, 18 nationally elected representatives, representatives of the 32 RCGP Faculties, Chairs of College Networks and members appointed under Byelaw 40.

Leadership Team

Our Leadership Team is made up of the Chair of Council, Council Officers, Chair of Trustees, Devolved Council Chairs and the Executive Management Team. The President also attends. It meets each month and provides regular reports to the Trustee Board. The Leadership Team translates decisions into actions, monitors and reviews progress against the strategic plan and addresses issues affecting general practice.

Executive Management Team

The Executive Management Team is responsible for implementing the policies of the College and managing the day-to-day business. It comprises the Chief Operating Officer and four Directors. It meets weekly throughout the year.

Our People

Trustee Board

Chair	Prof Nigel Mathers MBE FRCGP (until 31 May 2021))
Acting Chair	Dr John Chisholm CBE FRCGP (until 27 April 2022)
Chair	Prof Mike Holmes FRCGP (from 28 April 2022)
Honorary Treasurer (ex-officio)	Dr Steve Mowle FRCGP
Honorary Secretary (ex-officio)	Dr Victoria Tzortziou-Brown OBE FRCGP until 20 November 2021 as job share) Dr Michael Mulholland FRCGP (from 21 November 2021)
Chair of Council (ex-officio)	Prof Martin Marshall CBE FRCGP
Council Trustee	Prof Kamilla Hawthorne MBE FRCGP
Council Trustee	Prof Simon Gregory MBE FRCGP
Council Trustee	Dr Margaret McCartney FRCGP
Lay Trustee	Mr Chris Lake (from 21 November 2021) Dr David Pendleton FRCGP (Hon) (until 20 November 2021)

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

Lay Trustee	Mr Ian Wilson (from 21 November 2021) Mr Brendan Russell (until 20 November 2021)
Lay Trustee	Mr Ian Jeffery
Lay Trustee	Mr Simon Sapper
Observer	Dr Paul Myres FRCGP, Chair, Audit Committee (Until 31 January 2022)
Observer (job share Honorary Secretary)	Dr Jonathan Leach OBE FRCGP (until 20 November 2021)

Council Officers

Chair	Prof Martin Marshall CBE FRCGP	3 years
President	Dame Prof Clare Gerada DBE FRCGP (from 19th November 2021) Prof Amanda Howe OBE FRCGP (until 19th November 2021)	2 years
Vice-Chair	Dr Gary Howsam FRCGP	3 years
Vice-Chair	Dr Michael Mulholland FRCGP (until 20 November 2021) Dr Margaret Ikpoh FRCGP (from 20 November 2021)	3 years
Honorary Secretary	Dr Jonathan Leach OBE FRCGP (until 20 November 2021) Dr Victoria Tzortziou-Brown OBE FRCGP (job sharers) (until 20 November 2021) Dr Michael Mulholland FRCGP (from 20 November 2021)	4 years
Honorary Treasurer	Dr Steve Mowle FRCGP	5 years, with option of further 3 years

Chairs of Devolved Nation Councils

Chair of RCGP Northern Ireland	Dr Laurence Dorman FRCGP	3 years
Chair of RCGP Scotland (job share)	Dr David Shackles MRCGP (job share to November 2023) Dr Chris Williams MRCGP (job share to November 2023)	3 years
Chair of RCGP Wales (job-share)	Dr Mair Hopkin FRCGP (job share to 18th November 2021) Dr Peter Saul FRCGP (job share to 18th November 2021) Dr Rowena Christmas FRCGP (from 18th November 2021)	3 years

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

Council Members

Nationally elected members

Dr Aarti Bansal MRCP
Dr Abrar Ibrahim MRCP
Dr Ashley Liston MRCP - until November 2021
Dr Catherine Tichler MRCP
Dame Prof Clare Gerada DBE MRCP
Dr Ginikachukwu Ilechukwu MRCP
Dr Holly Hardy FRCGP - until November 2021
Dr Hussain Gandhi MRCP - until November 2021
Dr Imran Rafi FRCGP
Dr John Chisholm CBE FRCGP - until November 2021
Prof Kamila Hawthorne MBE FRCGP - until November 2021
Dr Kirsty Alexander MRCP
Dr Lucy Henshall FRCGP
Dr Margaret Ikpo FRCGP
Dr Margaret McCartney MRCP
Dr Omon Imohi MRCP
Dr Sonali Kinra MRCP
Dr Susi Caesar FRCGP - from November 2021
Dr Tajvinder Grewal MRCP - from November 2021
Prof Mike Holmes FRCGP - from November 2021
Dr Mohana Ratnapalan MRCP - from November 2021
Dr Victoria Tzortziou-Brown OBE FRCGP - from November 2021
Dr Uwadiae Ima-Edomwonyi MRCP - from November 2021

Faculty Representatives

Faculty	Representative	Dates
Bedford & Hertfordshire	Dr Frances Cranfield FRCGP	
Cumbria	Prof Veronica Wilkie FRCGP	from Nov 2021
East Anglia	Dr Fiona Leckie FRCGP	until Feb 2021
	Dr Alice Cozens MRCP	from Feb 2021
East of Scotland	Dr David Shackles MRCP	until Feb 2021
	Dr Munro Stewart MRCP	from Feb 2021
Essex	Dr Sunil Gupta FRCGP	
Humber and the Ridings	Dr Thomas Patel-Campbell MRCP	
Leicester	Dr Saqib Anwar FRCGP	

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

Mersey	Dr Andrew Spooner FRCGP	until Nov 2021
	Dr Jonathan Griffiths FRCGP	from Nov 2021
Midland (with additional member >5%)	Brigadier Robin Simpson FRCGP Dr Jamie Hynes FRCGP	
North & West London	Dr Andrew Dharman MRCGP	
North East England	Dr Sam Bethapudi FRCGP	
North East London	Dr Sabir Zaman MRCGP	until Nov 2021
	Dr Janakan Crofton MRCGP	from Nov 2021
North East Scotland	Dr Alasdair Forbes FRCGP	until Nov 2021
	Dr Christopher Provan FRCGP	from Nov 2021
North of Scotland	Dr David Stephens FRCGP	
North Wales	Dr Sioned Enlli MRCGP	
North West England (with additional member >5%)	Dr Alison Lea MRCGP Dr Narveshwar Sinha MRCGP	Until Nov 2021
	Dr Jane Wilcock FRCGP Dr Robert West MRCGP	From Nov 2021
Northern Ireland	Dr Waqar Ahmed MRCGP	
RoI	Dr Ide Delargy FRCGP	
Severn	Dr Steve Holmes FRCGP	until Nov 2021
	Dr Jill Wilson FRCGP	from Nov 2021
South East Scotland	Dr Sian Tucker MRCGP	
South East Thames	Dr Kate Neden FRCGP	
South East Wales	Dr Rowena Christmas FRCGP	until Nov 2021
	Dr Isolde Shore-Nye MRCGP	from Nov 2021
South London	Dr David Mummery MRCGP	
South West Thames	Dr Jaspreet Dhillon FRCGP	
South West Wales	Dr Mark Vaughan FRCGP	until Nov 2021

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

	Dr Will Mackintosh FRCGP	from Nov 2021
South Yorkshire North Trent	Dr Janet Hall FRCGP	
Tamar	Dr Susanna Hill FRCGP	
Thames Valley	Dr Shamila Wanninayake MRCGP	
Vale of Trent	Dr Carter Singh MBE FRCGP	
Wessex	Prof Johnny Lyon-Maris FRCGP	
West of Scotland	Dr Paul Ryan FRCGP	until Nov 2021
	Dr Trudy Foster MRCGP	from Nov 2021
Yorkshire	Dr Gwyn Elias MRCGP	

Chairs of Networks

Network	Post-holder	Dates
AiT Network	Dr Sophie Lumley AiT and Dr Adam Thomas AiT (Job Share)	Until Nov 2021
	Dr Julia Darko AiT and Dr Harry Williams AiT (Job Share)	From Nov 2021
First 5 Network	Dr Ian Wood MRCGP	Until Nov 2021
	Dr Emma Wong MRCGP	From Nov 2021

Byelaw 40 members

Position	Post-holder	Dates
Chair - Trustee Board	Prof Nigel Mathers MBE FRCGP	Until June 2021
	Dr John Chisholm CBE FRCGP	from June 2021 to April 2022
Council Trustee	Prof Simon Gregory MBE FRCGP	
Council Trustee	Prof Kamila Hawthorne OBE FRCGP	
Chair - Committee on Medical Ethics	Dr Andrew Papanikitas FRCGP	

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

Council Observers

Stakeholder Group	Post-holder	Dates
Allied Health Professionals	Mrs Jenny Aston FRCGP (Hon)	
Society for Academic Primary Care (SAPC)	Prof Carolyn Chew-Graham FRCGP	
RCGP Chief Examiner	Dr MeiLing Denney FRCGP	until June 2021
	Prof Richard Withnall FRCGP	from June 2021
British Medical Association General Practitioners Committee (BMA GPC)	Dr Alan Dow FRCGP	Until Nov 2021
	Dr Tim Morton FRCGP	Until Nov 2021
	Dr Peter Holden FRCGP	From Nov 2021
	Dr Venothan Suri MRCGP	From Nov 2021
RCGP Observer to BMA GPC	Dr Frances Cranfield FRCGP	until Sept 2021
	Dr Saqib Anwar FRCGP	from Feb 2022
British International Doctors Association (BIDA)	Dr Chandra Kanneganti FRCGP and Dr Sanjiv Sinha MRCGP (Job Share)	
Editor of the British Journal of General Practice (BJGP)	Dr Euan Lawson FRCGP	
Deputy Editor of the BJGP	Dr Andrew Papanikitas FRCGP	from Dec 2021
Committee of General Practice Education Directors (COGPED)	Wing Commander Dr Dudley Graham FRCGP	Until Nov 2021
	Prof Amjad Khan FRCGP	From Nov 2021
Armed Forces	Colonel Prof Michael Smith FRCGP	
RCGP PCPG	Owen Richards	From Nov 2018

Executive Management Team

Chief Operating Officer	Dr Valerie Vaughan-Dick MBE PhD
Executive Director of Policy and Engagement	Mark Thomas
Executive Director of Professional Training and Standards	Fiona Erasmus

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

Executive Director of Planning and Resources	Harriet Jones
Executive Director Membership Development and Education	Ben Clacy

Trustee Board Committees

There are four committees with specific responsibility to the Board of Trustees to support the collective decision making on the management and administration of the College and its status as a charity. They are:

- Audit and Risk Committee
- Planning and Resources Committee
- Remuneration Committee
- Governance Committee (including the Nominations sub-committee)

Audit and Risk Committee

Chair: Dr Paul Myres until 31 January 2022, Prof Maureen Baker from 31 March 2022

Membership: Two Trustees (one Lay and one Council), one external member and three College members including the Chair.

Purpose: Oversees the adequacy of the risk and control systems with an emphasis on scrutiny of key risks and monitoring internal audit programme.

Activity: Met four times in 2021-22

Planning and Resources Committee

Chair: Dr Steve Mowle, Honorary Treasurer

Membership: Four Trustees (including the Chair), two independent external members and one College member.

Purpose: Oversees the financial management of the College, including investment decisions

Activity: Met four times in 2021-22

Remuneration Committee

Chair: Alan Wells

Membership: Three Trustees, one external member, one Council member, and an independent Chair.

Purpose: Approves the Executive Pay Policy

Activity: Met twice in 2021-22.

Governance Committee

Chair: Dr Victoria Tzortziou-Brown (until 20 November 2021), Dr Michael Mulholland (from 21 November 2021)

ROYAL COLLEGE OF GENERAL PRACTITIONERS REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

Membership: Three Trustees (including the Chair), two Council members, one member of the College, one AiT member; one First5 member, and the Chair of the College's Patient Carers Partnership Group ex officio.

Purpose: Oversight of the College's governance structure, documents and policies. Advising on the skills required by Trustees and through its Nominations Sub-Committee appraises suitability of candidates for Officer roles

Activity: Met four times in 2021/22.

The effectiveness of the Trustee Board and its committees

The College has adopted the Charity Governance Code and our last major review of implementation took place in 2019. Since then actions have been taken to address issues within each of the seven principles of the Code.

This year we have taken forward the following priority actions:

- Indexing of governance policies with the aim of increasing transparency and ease of accessibility for staff, representatives and committee members.
- Enhancing the member Code of Conduct with a focus on proportionality to launch a new matters of concern policy.

We have initiated an internal Governance Review for 2022 to update and clarify our governance policies and processes, including arrangements for key non-staff roles. We also wish to consider further measures to encourage increased diversity and wider representation of our membership within leadership roles.

The Review is in five phases and will identify how to better align workflows and outputs to core College priorities and streamline the work and business referred to Trustee Board and committees, particularly where rapid decision making is required. We will also learn from wider best practice to further enhance the effectiveness of Board discussions and working together as a team.

The preliminary phase identified priority actions above and we have started work on gathering evidence for the review of non-staff terms.

Policies and procedures for the induction of Trustees

Upon appointment each Trustee is provided with an induction process that includes the following:

- Governance overview of the RCGP's charitable object and the focus on public benefit.
- Attendance at the annual Council member induction to ensure that the roles of Council and Trustee Board are understood as well as gaining insight into the wider College structures and projects.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

- An information folder that includes a declarations of interest policy and form; information security policy; Equality, Diversity & Inclusion policy; previous minutes from Trustee Board meetings; indemnity insurance information; College strategy and the Annual Report & Accounts of the previous year; and
- Access to external Trustee training as required.

Performance reporting to the Trustee Board

During 2021-22 the information considered by the Trustee Board was quality assured by:

- Using a consistent framework for the collation of data that allowed Trustees to compare performance and targets; and
- Quality assurance processes preceding finalisation of reports to ensure that information contained in the reports was accurate.

Governance Changes in 2021-22

Covid-19 related change

In 2020-21 College established three new working groups to implement rapid decisions and seek to mitigate, reduce or transfer risks as they arose. As the Covid-19 response was increasingly mainstreamed into College business the Internal Overview & Prioritisation Group and Covid Response Group which were established to assess, monitor and mitigate Covid-19 related risks were wound-up.

The Covid Clinical Advisory and Policy Group continued for a major part of 2021-22 to coordinate the College's response to key Covid-related policy and clinical issues. A sub-committee Covid Vaccination Response Group dealt with the Issues relating to GP-led vaccination programme. Both groups provided an effective means of synthesising feedback from the front-line and the discussions proved an invaluable means of advising NHS England on the development of Standard Operating Procedures, commissioning advice for the College Covid Resource Hub and providing guidance for members.

Other Governance Changes

The integration of Investment Committee work into the Planning and Resources Committee has worked effectively with the committee meeting our new investment partner, Royal London, twice per year, to discuss performance benchmarking and compliance.

Serious Incidents

There have been no serious incidents to report.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

Risk management

The risk management framework is designed to achieve a proportionate balance between control, cost and risk-taking.

The Audit and Risk Committee is responsible for setting the risk management framework, the policy on risk management, the effectiveness of procedures and internal controls and obtaining assurance on key risks from internal auditors. It holds the Executive to account for managing risk and at each meeting reviews the status and trends of all risks in the Strategic Risk Register (SRR) and the Corporate Risk Register (CRR). The risk management framework is reviewed and updated each year by the Audit Committee and is approved by Trustee Board.

The Audit Committee carries out a regular effectiveness review and provides assurance on the risks reported to the Trustee Board. It also conducts 'deep dives' of risks where needed, in addition to reporting the overall adequacy and effectiveness of risk management processes. The Audit Chair presents the updated SRR at each Trustee Board meeting.

The Executive Management Team (EMT) is responsible for identifying strategic and operational risks and ensuring that ownership for each is allocated at the right level with clear accountability. The COO leads an EMT review of the Strategic Risk Register (SRR) before each meeting of the Audit Committee.

The strategic risk on the impact of Covid-19 was regularly monitored and a decision taken to remove it from the SRR and incorporate specific covid related risks and mitigations into the operational business plans. The strategic risks currently under review are set out below.

Workforce

This risk is a failure to recruit, motivate and retain high calibre staff required to deliver current objectives which have been heightened by the impact of Covid-19. The risk mitigations are regularly reviewed and updated in line with results from the staff quarterly Pulse Surveys which gather staff feedback, and Workforce Data.

Membership Value

The risk here is that our membership offer is not clear. As reported in the activities section, we are developing a new Member Value Proposition (MVP) which we will embed throughout our member facing communications and programmes of work. In addition we are exploring ways to enhance support and participation for members taking on College leadership roles.

Information Technology

The risks arising from cyber threats exploiting weaknesses in controls and security of processing activities and the need to ensure threats to technology are constantly monitored

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

and mitigated. We have also invested in the Cloud Adoption Project to modernise our key IT systems. A successful roll-out of Modern Desktop has enhanced our IT security with greater management and control of our data,

30 Euston Square

Key mitigations against the impact of the pandemic are regularly reviewed in monthly meetings with our commercial partners. Opportunities have been identified for modifications, including new technology to enable the building to resume events, including increased demand for hybrid events combining on-line and face to face attendance.

Exam arrangements

During the pandemic we continued to deliver the Recorded Consultation Assessment (RCA) in place of the Clinical Skills Assessment (CSA) to mitigate the risk of delaying doctors qualifying. Further work is taking place to determine future requirements for the CSA and these are reviewed by the groups and committees that provide governance oversight for the MRCGP examination. The resources required to successfully deliver the exam, including these new arrangements, is regularly monitored and mitigations are in place to keep these proportionate.

Operational Delivery and Effective Advocacy of General Practice

This strategic risk recognises the critical role RCGP plays to encourage, foster and maintain the highest possible standards in general practice. The worsening environment for GPs and their teams with the resulting negative impact on standards of patient care continues to be the priority. Key mitigations include development of vision and roadmaps for the future of general practice, thought leadership and influencing programme on shaping the future of general practice in a post Covid-19 world and campaigning work to counter negative perceptions of general practice and to promote its value.

Governance processes

We have initiated a Governance Review to ensure our arrangements are well understood by members and staff, to assess whether there are gaps in policies and procedures and whether arrangements which have evolved since the last major review require updating. Failure to address these issues could lead to unnecessary resource demands and delayed decision making.

Diversity & Representation

Ensuring diversity and representation at senior committees and boards is essential to ensuring our membership experience is reflected in our priorities and activities. Specific task and finish groups linked with the programme of work around racial justice and equality were time limited and most agreed objectives were achieved or in progress by May 2021. The work of protected

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

characteristics task groups concluded in June 2021 and the detailed actions emerging from the groups reported to Council.

Sponsorship

We are reviewing the sponsorship policy to ensure it is well understood by members as appropriate for the College and used correctly by staff.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

REFERENCE AND ADMINISTRATIVE DETAILS

Patron of the College

Our Patron, HRH Prince Philip, The Duke of Edinburgh sadly passed away on 9 April 2021.

Principal Address

30 Euston Square
London
NW1 2FB

Principal Advisers

Bankers

Barclays Bank PLC
1 Churchill Place
Level 28
Canary Wharf
London
E14 5HP

Solicitors

The College uses various firms of solicitors based on their speciality

External Auditor

Crowe U.K. LLP
55 Ludgate Hill
London
EC4M 7JW

Internal Auditor

RSM LLP
25 Farringdon Street
London
EC4A 4AB

Investment Managers

Royal London Asset Management
55 Gracechurch Street
London
EC3V 0RL

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

Introduction by Dr Steve Mowle, Honorary Treasurer

Last Year I wrote about the incredible challenge of Covid-19 on General Practice and the changes led by RCGP despite the unrelenting workload pressures. It was truly a watershed year. This year has been just as tough, perhaps even more so, in many ways.

We have seen record breaking numbers of consultations, met the challenge of kickstarting the rapid response to the vaccine booster programme and the terrible legacy of Covid - ever lengthening hospital waiting lists, Long Covid, and patients who have delayed seeking our help and now have more complex care needs.

Once again, we have increased membership ensuring we have a strong voice for the profession in our campaigning work. The impact of Covid on our resources has been significant, necessitating difficult choices so that we maintain the best services we can for members in support of their professional development.

I am delighted to present the accounts for 2021-22 and report that College is in a healthy financial position. This is in no small part due to the efforts of the Leadership Team and of course our dedicated and conscientious staff who have supported College in the most difficult circumstances.

It continues to be a great privilege to serve as Honorary Treasurer and I would like to thank everyone who contributes to and supports the College's work.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

FINANCIAL REVIEW FOR THE YEAR

RESULTS FOR THE YEAR

The consolidated statement of financial activities shows the College's total incoming resources for the year have increased to £39.8m (2021: £36.6m), while total resources expended increased to £35.2m (2021: £34.8m).

This year there were gains on the revaluation and disposal of investments of £1.6m (2021: £0.9m).

The actuarial gain on defined benefit pension scheme was £3.2m (2021: loss of £0.4m). The pension scheme deficit decreased to £0.2m (2021: £4.2m).

The funds balances at the year end are represented by unrestricted funds £63.7m (2021: £53.9m), restricted funds £1.1m (2021: £1.5m).

The College has net current assets of £1.9m (2021: current liabilities of £1.4m) at the year end. The improvement on the previous financial year is a result of higher cash balances due to the improved surplus mainly a result of increased exams income and lower expenditure as Covid restriction continued to impact planned events.

The principal funding sources for the College remain membership subscriptions, examinations income and surplus generated by its trading subsidiaries.

RESERVES POLICY

The College has £63.7m held in general funds. These funds represent the accumulated surpluses from general business activities and are available for use at the discretion of the Trustees.

General funds include unrestricted funds, designated project funds, a designated property reserve and the pension deficit fund.

Fund	Total £(m)
Unrestricted funds	10.4
Designated project funds	2.4
Designated property reserve	51.1
Pension deficit	(0.2)
Total General Funds	63.7

Designated project funds

These are funds that have been assigned to particular projects the College is undertaking. For more detail on individual designations see Note 31 on page 62.

Designated property reserve

This reserve represents funds invested in the property owned by the College, 30 Euston Square, London and other fixed assets less the amount repayable on the loan for the building.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

Pension deficit

The College has a pension deficit which remains a risk. This is being managed with an effective budgeting and forecasting process in place that takes into account payments, including deficit payments, in relation to the pension plan.

Where further actions are being taken in terms of plans for the future of the scheme or discussions with pension Trustees this is also being included.

Free reserves

The Trustees consider all unrestricted funds and designated project funds to be free reserves and readily realisable. As at year end these totalled £12.7m.

Trustees have reviewed key risks, as outlined in **Risk Management**. Where possible these risks have been quantified in order to assess the optimal level of free reserves required.

Following this review Trustees have agreed a target range for the level of free reserves of 3 to 6 months operational expenditure (£10m to £20m).

Currently the College holds free reserves totalling £12.7m which is within the agreed range. Trustees have reviewed a 3-year plan which intends to keep reserves stable and within the range agreed by Trustees.

GOING CONCERN

Trustees have considered several factors in concluding that the adoption of a going concern basis in the preparation of these financial statements is appropriate. These factors have included a summary of the key risks and uncertainties in the context of the College's operations (including Covid-19) and a review of the budgets and forecasts for the next three years. The forecasts consider both immediate liquidity and longer-term solvency, together with the impact on reserves.

For the period to 31 March 2025 the Board has considered the impact of a series of scenarios, detailing what is considered to be an assumed position against a 'best-case' and 'worst-case' scenario. Material differences between the scenarios result from assumptions relating to commercial use of the Head Office, member numbers and inflation.

Working capital requirements are met through income received from business activities. The College has the ability to drawdown against funds held within the College's investment portfolio if required. The College has a loan facility in place with Barclays Bank as detailed in note 29 to the financial statements. The College agreed a deferral of loan capital repayments for 12 months from June 2020 as part of the Finance Recovery Plan implemented in response to challenges presented by Covid. Repayment will be at the end of the loan term.

Having regard to the financial models for the period to 2025 and the assumptions on which those are based, the Trustees believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

SUBSIDIARY AND RELATED COMPANIES (SUBSIDIARIES)

The College has three subsidiary undertakings which are consolidated in these accounts:

- RCGP Enterprises Limited – which manages commercial activity in 30 Euston Square
- RCGP Conferences Limited – which manages the College's annual conference and various other activity on behalf of the College.
- RCGP International Limited – which manages commercial activity overseas.

INVESTMENT POLICY

The investment objective of the portfolio, as set by the Trustee Board, is an absolute return strategy which aims to maintain the capital value of the portfolio in real terms and achieve positive returns.

The Charity's ethical investment policy precludes direct or indirect investment in companies that generate more than 10% of revenues from:

- a) alcohol
- b) tobacco-related business activities
- c) adult entertainment services
- d) weapons systems, components, and support systems and services
- e) gambling-related business activities

Investment is also precluded in companies which:

- a) have an ICB sector classification of Oil & Gas producers and a sub-sector classification either of Integrated Oil & Gas or of Exploration & Production
 - b) have an ICB sector classification of Mining and a sub-sector classification of Coal
- Updated: 06/2020
- c) manufacture cluster munitions systems, components or delivery platforms
 - d) manufacture landmines
 - e) are involved in the production of depleted uranium weapons, ammunition or armour
 - f) manufacture biological or chemical weapons.

The College's investment portfolio is held in a managed fund with Royal London Asset Management Ltd. The investment portfolio valuation as of 30th June 2022 was £8.3m, £1.1m lower than at year-end.

FUNDRAISING POLICY

The College is a member of the Fundraising Regulator. The College does not currently undertake specific fundraising activities, but it supports the Code of Fundraising Practice, and any future fundraising activity would be carried out in line with its recommendations.

GRANT MAKING POLICY

The Scientific Foundation Board (SFB) awards grants for research whose findings will be of direct relevance to the care of patients in the general practice setting. Any GP, primary healthcare professional or university-based researcher may apply for a grant for scientific research to be undertaken in the UK. The SFB's definition of research is descriptive and

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

includes experimental studies. All applications are judged on the quality of the project proposal. It should be noted that the Board does not fund audit projects.

The SFB gives a high priority to submission from practising GPs and other members of primary care teams. The SFB encourages, and will give priority to, applications from young and/or new researchers and to those who have not previously been funded by the SFB. Applications are not restricted to those from members of the College.

The SFB administers offers two forms of research funding: annual research grants of up to £30,000 and Practitioner Allowance Grants of up to £2,000. Applications for annual research grants are reviewed by members of the SFB, and at the annual meeting of the SFB (held in the Autumn) the Board decides where research grants will be awarded. Practitioner Allowance Grants can be applied for at any time of the year and are awarded following review by the chair and at least one other member of the SFB.

EMPLOYMENT

The College is committed to a policy of equality of opportunity in its employment practices and aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of race (including colour, nationality, ethnic or national origins), sex, sexual orientation or marital status, disability or of other conditions not justified in law or relevant to the performance of the job.

Individuals are selected, promoted and treated on the basis of their abilities and merits, and according to the requirements of the job.

PAY POLICY FOR STAFF

Senior staff

The Executive Management Team is considered the key management personnel of the College. The pay of the Executive Management Team is monitored by the Remuneration Committee. A professional reward consultancy undertakes an extensive benchmarking exercise triennially and produces a report which is then considered by the Remuneration Committee, who makes a final decision on the Executives pay. Our Executive Pay Policy sets out our approach to pay and is underpinned by the following principles: to pay a fair salary and reward package to attract and retain skilled and expert senior leaders for the College and to ensure our salaries and benefits are competitive within the sector, proportionate to the complexity of each role and responsibility and affordable.

All staff

RCGP operates the Reward Connected Job Evaluation scheme (JESS), which determines the College's pay structure and associated pay. The median market rate for each of the grades is the minimum salary for all posts at RCGP. In order to ensure RCGP salaries continue to accurately reflect median market rates, an exercise to review the market is conducted triennially by an external consultancy. Following the external review, which informs the College on the market rates, amendments to the pay and grading are considered by Trustees. Separately to the benchmarking exercise, the College determines on an annual basis any general uplift to existing rates of pay for College employees.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Report and Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales and Scotland requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the of the College and the group and of the incoming resources and application of resources of the College and the group for that year.

In preparing the financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently.
- observe the method and principles in the Charities Statement of Recommended Practice.
- make judgements and accounting estimates that are reasonable and prudent.
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group will continue its operations.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the College's and group's transactions and disclose with reasonable accuracy at any time the financial position of the group and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and the Charity's constitution. They are also responsible for safeguarding the assets of the group and taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

AUDITOR

Crowe U.K. LLP were re-appointed as auditor during the year and have indicated their willingness to continue in office.

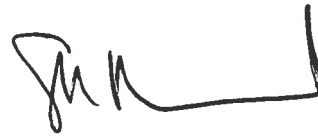
The Trustees who held office at the date of the Report of the Trustee Board confirm that there is no relevant audit information of which the College's auditors are unaware. Each Trustee has taken the necessary steps to ensure they are aware of any relevant audit information and to establish that the College's auditors are aware of that information.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

Approved by the Trustee Board and signed on its behalf by:

A handwritten signature in black ink, appearing to be 'MH' followed by a long horizontal stroke and a final flourish.

**Prof. Mike Holmes FRCGP
Chair of Trustee Board**

A handwritten signature in black ink, appearing to be 'SM' followed by a long horizontal stroke and a final flourish.

**Dr Steve Mowle FRCGP
Honorary Treasurer**

Approved on 28th July 2022

ROYAL COLLEGE OF GENERAL PRACTITIONERS
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ROYAL COLLEGE OF
GENERAL PRACTITIONERS FOR THE YEAR ENDED 31 MARCH 2022

Opinion

We have audited the financial statements of the Royal College of General Practitioners ('the parent charity') and its subsidiaries ('the group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the College and Group Balance Sheets, the Consolidated Cash Flows Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 March 2022 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ROYAL COLLEGE OF GENERAL PRACTITIONERS FOR THE YEAR ENDED 31 MARCH 2022

our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement 41 the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011, and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ROYAL COLLEGE OF GENERAL PRACTITIONERS FOR THE YEAR ENDED 31 MARCH 2022

description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation, Health and Safety legislation, Taxation legislation and employment legislation. We also considered compliance with local legislation for the group's overseas operations.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ROYAL COLLEGE OF GENERAL PRACTITIONERS FOR THE YEAR ENDED 31 MARCH 2022

state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe U.K. LLP

Crowe U.K. LLP

Statutory Auditor

London

Date: 24th August 2022

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Crowe U.K. LLP is eligible for appointment as auditor of the charity under regulation 10(2) of the Charities Accounts (Scotland) Regulations by virtue of its eligibility under section 1212 of the Companies Act 2006.

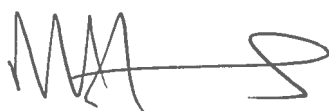
ROYAL COLLEGE OF GENERAL PRACTITIONERS
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
YEAR TO 31 MARCH 2022

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total £'000	2021 £'000
Income from:					
<i>Charitable activities</i>					
Project income		3,899	628	4,527	5,318
Examination fees		7,040	-	7,040	6,515
Membership income		20,571	-	20,571	19,869
Courses & events		753	12	765	813
Other income		711	70	781	1,392
<i>Other trading activities</i>					
Trading income from subsidiaries		6,012	-	6,012	2,638
Investment income		102	-	102	39
Total income		39,088	710	39,798	36,584
Expenditure on:					
<i>Raising funds</i>					
Trading expenditure		4,055	-	4,055	2,280
Investment management fees		62	-	62	80
		4,117	-	4,117	2,360
<i>Charitable activities</i>					
Future of general practice		3,231	148	3,379	4,193
GP education		10,102	426	10,528	10,599
Supporting membership		9,179	213	9,392	9,537
Voice of General Practice		7,764	2	7,766	8,122
		30,276	789	31,065	32,451
Total expenditure	20	34,393	789	35,182	34,811
Net income / (expenditure) before gains		4,695	(79)	4,616	1,773
Net gains on investments	25	1,610	-	1,610	930
Net gains on disposal of fixed assets		-	-	-	832
Net income / (expenditure)		6,305	(79)	6,226	3,535
Transfers between funds	31, 32	288	(288)	-	-
Actuarial gains/(losses)	34	3,190	-	3,190	(381)
Net movement in funds		9,783	(367)	9,416	3,154
Balances at 1 April 2021		53,877	1,469	55,346	52,192
Balances at 31 March 2022		63,660	1,102	64,762	55,346

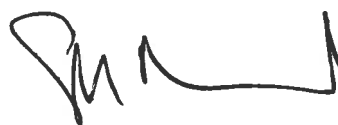
**ROYAL COLLEGE OF GENERAL PRACTITIONERS
BALANCE SHEET
AS AT 31 MARCH 2022**

	Note	College 2022 £'000	College 2021 £'000	Group 2022 £'000	Group 2021 £'000
FIXED ASSETS					
Tangible assets	24	65,422	67,499	65,422	67,499
Investments	25	13,397	11,862	13,397	11,862
		<u>78,819</u>	<u>79,361</u>	<u>78,819</u>	<u>79,361</u>
CURRENT ASSETS					
Stocks		10	11	48	44
Debtors	26	4,182	2,472	4,415	2,871
Cash at bank and in hand	27	12,370	7,834	14,141	9,445
		<u>16,562</u>	<u>10,317</u>	<u>18,604</u>	<u>12,360</u>
CREDITORS: amounts falling due within one year	28	<u>(14,638)</u>	<u>(11,722)</u>	<u>(16,680)</u>	<u>(13,765)</u>
NET CURRENT ASSETS/(LIABILITIES)		<u>1,924</u>	<u>(1,405)</u>	<u>1,924</u>	<u>(1,405)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		80,743	77,956	80,744	77,956
CREDITORS: amounts falling due after one year	29	<u>(15,830)</u>	<u>(18,364)</u>	<u>(15,830)</u>	<u>(18,364)</u>
NET ASSETS EXCLUDING PENSION LIABILITY		64,913	59,592	64,913	59,592
Defined benefit pension scheme liability	34	<u>(151)</u>	<u>(4,246)</u>	<u>(151)</u>	<u>(4,246)</u>
NET ASSETS INCLUDING PENSION LIABILITY		<u>64,762</u>	<u>55,346</u>	<u>64,762</u>	<u>55,346</u>
Represented by:					
Unrestricted funds		10,357	5,618	10,357	5,618
Designated funds	31	53,454	52,505	53,454	52,505
Pension deficit	34	<u>(151)</u>	<u>(4,246)</u>	<u>(151)</u>	<u>(4,246)</u>
General funds		63,660	53,877	63,660	53,877
Restricted funds	32	<u>1,102</u>	<u>1,469</u>	<u>1,102</u>	<u>1,469</u>
FUNDS		<u>64,762</u>	<u>55,346</u>	<u>64,762</u>	<u>55,346</u>

Approved by the Trustee Board and signed on its behalf by:



Prof Mike Holmes
Chair of Trustee Board



Dr Steve Mowle FRCGP
Honorary Treasurer

Approved on 28th July 2022

ROYAL COLLEGE OF GENERAL PRACTITIONERS
CONSOLIDATED CASH FLOW STATEMENT
YEAR TO 31 MARCH 2022

Cash flow statement	2022	2021
	£'000	£'000
Net cash inflow from operating activities	10,026	4,996
Returns on investments and servicing of finance:		
Interest received	-	2
Dividends received	102	37
Net cash inflow from returns on investments	102	39
Payments to acquire tangible fixed assets	(882)	(766)
Proceeds from disposal of fixed assets	-	1,565
Purchase of investments	(1,062)	(9,276)
Proceeds from disposal of investments	1,062	8,747
Net cash outflow from investing activities	(882)	270
Pension deficit repayments	(980)	(980)
Capital repayment of secured loan	(1,900)	(533)
Interest payable on secured loan	(473)	(552)
Revaluation of investment property	(1,185)	711
Interest rate swap liability	(13)	(126)
Net cash outflow from financing activities	(4,551)	(1,480)
Cash inflow / (outflow) before use of liquid resources	4,695	3,825
Decrease in short term deposits	-	443
Increase / Decrease in cash	4,695	4,268

Reconciliation of incoming resources to operational cashflow

	2022	2021
	£'000	£'000
Net incoming / (outgoing) resources	6,226	3,537
Adjustment for investments	(351)	(1,516)
Adjustment for pension	75	118
Gains on disposal of fixed assets	-	(832)
Depreciation	2,959	2,595
Interest payable on secured loan	473	552
Investment income and bank interest receivable	(102)	(39)
Decrease in stock	(4)	8
Decrease in debtors	(1,544)	482
Increase / (Decrease) in creditors	2,294	91
Net cash inflow from operating activities	10,026	4,996

ROYAL COLLEGE OF GENERAL PRACTITIONERS
CONSOLIDATED CASH FLOW STATEMENT
YEAR TO 31 MARCH 2022

Reconciliation of movement in net debt

	2022	2021
	£	£
Increase/(Decrease) in cash	4,695	4,268
Cash outflow from bank loan	1,900	534
Movement in net debt in the period	<u>6,595</u>	<u>4,802</u>
Net debt at 1 April 2021	<u>(10,817)</u>	<u>(15,619)</u>
Net debt at 31 March 2022	<u><u>(4,222)</u></u>	<u><u>(10,817)</u></u>

Analysis of net debt

	2022	2021
	£	£
Cash held by investment managers (note 25)	-	-
Cash at bank and in hand (note 27)	<u>14,141</u>	<u>9,445</u>
	14,141	9,445
Bank loan due within one year (note 28)	(2,533)	(1,898)
Bank loan due after one year (note 29)	<u>(15,830)</u>	<u>(18,364)</u>
Net debt at 31 March 2022	<u><u>(4,222)</u></u>	<u><u>(10,817)</u></u>

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

1. Charity information

The Royal College of General Practitioners is a Chartered Corporation and a registered charity, administered in accordance with its Royal Charter, Ordinances and Byelaws. The Charter was granted to the College in 1972. The Charity Registration Numbers are 223106 (England) and SC040430 (Scotland). The registered address is 30 Euston Square, London, NW1 2FB.

2. Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice 2005 which has since been withdrawn.

The Royal College of General Practitioners meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Trustees have considered several factors in concluding that the adoption of a going concern basis in the preparation of these financial statements is appropriate. These factors have included a summary of the key risks and uncertainties in the context of the College's operations (including Covid-19) and a review of the budgets and forecasts for the next three years. The forecasts consider both immediate liquidity and longer-term solvency, together with the impact on reserves.

For the period to 31 March 2025 the Board has considered the impact of a series of scenarios, detailing what is considered to be an assumed position against a 'best-case' and 'worst-case' scenario. Material differences between the scenarios result from assumptions relating to commercial use of the Head Office, member numbers and inflation.

Working capital requirements are met through income received from business activities. The College has the ability to drawdown against funds held within the College's investment portfolio if required. The College has a loan facility in place with Barclays Bank as detailed in note 29 to the financial statements. The College agreed a deferral of loan capital repayments for 12 months from June 2020 as part of the Finance Recovery Plan implemented in response to challenges presented by Covid. Repayment will be at the end of the loan term.

Having regard to the financial models for the period to 2025 and the assumptions on which those are based, the Trustees believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

The consolidated accounts comprise the results of the College and its wholly owned subsidiary companies, RCGP Conferences Limited (company number 03896012 (England and Wales)), RCGP Enterprises Limited (company number 01984344 (England and Wales)) and RCGP International Limited (company number 12033221 (England and Wales)), made up to the

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

balance sheet date. Accounts of all three companies will be filed with the Registrar of Companies.

A separate statement of financial activities for the College is not presented as permitted by the SORP. The College has taken advantage of the exemption available to a qualifying entity in FRS102 from the requirement to present a College only cash flow statement.

3. Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably

Membership/Examination income is credited to the statement of financial activities (SoFA) in the year to which it relates.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

Government grants are recognised on the accruals basis, when there is reasonable assurance that the College will comply with the conditions attaching to the grant and the grant will be received.

4. Expenditure and the basis of apportioning costs

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Expenditure comprises the following:

- a) The costs of generating funds include the salaries, direct costs and overheads associated with generating income and the fees paid to the investment managers in connection with the management of the College's investments portfolio.
- b) Charitable activities comprise expenditure on the College's primary charitable purposes as described in the Report of the Trustee Board on pages 7 to 33. Such costs include grants payable which are included within the SoFA when approved and when the intended recipient has either received the funds or has been informed of the decision to make the grant and has satisfied all related conditions. Grants approved but not paid at the end of the financial year are accrued for.
- c) Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the College it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment. These costs are allocated out to the activities they are supporting on the basis of the number of employees and are described in note 20.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

5. Investments

Listed investments are included in the balance sheet at their open market value at the end of the financial period. Realised and unrealised gains or losses are recorded in the SoFA in the year in which they arise.

Investment property is revalued annually using a discounted cash flow approach to rental income.

Investments in subsidiary companies are included at cost.

6. Stocks

All stocks are stated at the lower of cost and their net realisable value.

7. Tangible fixed assets

All assets costing more than £5,000 and with an expected useful life expectancy exceeding one year are capitalised. The College also capitalises items of less than £5,000 which are part of the capital replacement programme.

Freehold properties, comprising freehold buildings and freehold land owned by the College are stated in the accounts at cost.

Freehold buildings which, following professional advice, are deemed to equate to 85% of the total cost of the freehold properties are depreciated over 50 years, on a straight-line basis.

Finance costs and interest payments associated with the acquisition of fixed assets are not capitalised.

No depreciation is charged on freehold land.

Improvements to property are depreciated on a straight-line basis over five years.

Furniture and equipment (other than computer equipment) are capitalised and depreciated on a straight-line basis over two or five years determined by the useful life of the asset.

Computer equipment, software and network systems are capitalised and depreciated over three years with the exception of servers and website which are depreciated over five years both on a straight-line basis and IT design equipment which is depreciated over 7 years.

The CRM is capitalised and depreciated over 10 years.

Website and Revalidation capitalisation - Design and content development costs have been capitalised only to the extent that they lead to the creation of an enduring asset delivering future economic benefits at least as great as the amount capitalised. The useful life has been determined to be five years with exception of software costs which have a three-year life and are both depreciated on a straight-line basis. The carrying value of the asset will be subject to annual impairment reviews.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

8. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

9. Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

10. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

11. Financial instruments

The College only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. Included in creditors is a total of £0.5m relating to the interest rate swap on the College's loan. This is a derivative financial instrument which has been measured at fair value through the SoFA.

Other basic financial instruments held by the college include investments measured at fair value through statement of financial activities, total value £13.4m (2021: £11.9m).

12. Fund accounting

Restricted funds comprise monies raised for, or have their use restricted to, a specific purpose, or contributions subject to donor-imposed conditions.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

General funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the College's charitable objects.

13. Councils and faculties

Transactions, assets and liabilities of the Scotland, Wales and Northern Ireland Councils and the individual faculties of the College are included in the SoFA and balance sheet of the College.

14. Pension costs

The College operates two pension schemes for or on behalf of eligible staff:

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

i) Group personal pension plan

All staff are eligible to contribute to this scheme on joining the College. The College contributes 8% and employees contribute 4%, based on eligible employees' pensionable earnings, which is payable to employees' personal pension plans. Contributions by the College are recognised in the SoFA in the period to which they relate.

ii) Defined benefit pension plan

The College contributes to a defined benefits pension scheme providing benefits based on final pensionable salary, which closed on 30 June 2006. Pensionable contributions are paid into the scheme in accordance with the recommendations of actuaries.

The scheme is funded, with the assets of the scheme held separately from those of the College.

Current service costs, past service costs, gains and losses on settlement and curtailments, interest on pension scheme liabilities and the expected return on pension scheme assets are charges to resources expended, allocated on the basis of the number of employees.

Actuarial gains and losses are recognised immediately as other recognised gains and losses, after "net incoming/ (outgoing) resources for the year".

As detailed in note 36, pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained triennially and are updated at each balance sheet date. The resulting defined benefit pension scheme liability is presented separately after "net assets excluding pension liability" on the face of the balance sheet.

15. Termination payments

Termination payments are recognised as an expense in the SoFA when incurred.

16. Leased assets: Lessor

Rentals applicable to operating leases are charged to the SoFA on a straight-line basis over the period of the lease.

17. Leased assets: Lessee

Rentals applicable to operating leases are charged to the SoFA on a straight-line basis over the period of the lease.

18. Related Party Transactions

During the year the entity made payments for services of £32,481 to Health Education England of which Professor Simon Gregory is a director, and Steve Mowle (Trustee) is an employee.

The entity made the payments of £50,311 to University of East Anglia, of which Professor Amanda Howe (President) is an employee. There is no amount outstanding between the charity and this entity at year end.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

During the year the entity made payments for services of £87,131 to Cambridgeshire and Peterborough CCG, of which Dr Gary Howsam (Officer) is an employee.
There is no amount outstanding between the charity and this entity at year end.

During the year the entity made the payments for services of £70,183 to Gough Walk Practice, of which Professor Victoria Tzortziou Brown (Officer) is an employee.
There is no amount outstanding between the charity and this entity at year end.

During the year the entity made the payments for services of £3,570 to Pendleton King Ltd, of which Dr David Pendleton (Trustee) is a Director.
There is no amount outstanding between the charity and this entity at year end.

During the year the entity made the payments for services of £14,416 to Holderness Health and Holderness Health, of which Margaret Ikpoh (Trustee) is a Trustee.
There is no amount outstanding between the charity and this entity at year end.

During the year the entity received payments for services of £144,120 from Swansea University, of which Professor Kamila Hawthorne (Trustee) is an employee.
The amount outstanding between the charity and this entity at year end was £144,120.

19. Critical accounting judgements and estimates

The preparation of the Group financial statements requires the use of certain judgements, estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenses, including the assumptions associated with the College's pension scheme liability and the estimates used to revalue the Investment property. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Changes in accounting estimates may be necessary if there are changes in the circumstances on which the estimate was based or as a result of new information or more experience, for example with the actuarial assumptions used for the pension scheme.

20. Expenditure

	Direct costs	Support costs	Total	Total
	£'000	£'000	2022	2021
			£'000	£'000
Cost of generating funds				
Fundraising costs	-	-	-	-
Commercial expenditure	4,055	-	4,055	2,280
Investment management	62	-	62	80
Charitable expenditure				
Future of general practice	2,617	762	3,379	4,193
GP education	6,754	3,774	10,528	10,599
Supporting membership	4,521	4,871	9,392	9,537
Voice of General Practice	4,331	3,435	7,766	8,122
Total	22,340	12,842	35,182	34,811

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

Support costs total £12.8m (2021: £11.6m) for the year. These include property services, finance, IT, HR and other governance costs. These are allocated on a headcount basis as below. Included is £47k (2021: £44k) for audit fees.

Support costs	2022	2021
	£'000	£'000
Finance & procurement	1,734	1,401
Property costs (including depreciation)	5,334	5,611
Faculty & devolved council support	208	628
IT costs	4,854	4,384
HR (including pension costs)	608	998
Governance	103	155
	12,841	13,177

21. Grants payable

During the year five (2021: eleven) grants were payable to individuals totalling £63k (2021: £107k). These grants were made in accordance with the policy outlined in the Trustees report.

22. Employee information

	2022	2021
	£'000	£'000
Wages and salaries	9,410	10,431
Social security costs	972	1,073
Childcare Vouchers	19	22
Group personal pension plan costs	1,251	1,303
	11,652	12,829

The average number of employees during the year was as follows:

	2022	2021
Cost of generating funds, charitable activities and governance	209	222
Support function	41	47
Total	250	269

At year end the number of employees whose emoluments exceeded £60k was:

£60,001 - £70,000	19	19
£70,001 - £80,000	5	9
£80,001 - £90,000	2	1
£100,001 - £110,000	2	2
£110,001 - £120,000	1	1
£160,001 - £170,000	1	1
	30	33

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

22. Employee information (continued)

During the year the College paid salaries, including Employer's NI and pension, totalling £699,743 (2021: £729,843) to key management personnel as listed on page 7.

During the year the College made redundancy payments of £24k (2021: £250k) and there were no balances outstanding at year end (2021: £Nil).

Employer pension contributions totalling £308k (2021: £250k) were made in respect of thirty employees (2021: thirty-three) who earned total emoluments in excess of £60,000.

23. Trustees' and council members' expenses

None of the Trustees or members of Council received any remuneration in respect of their services in those roles during the year (2021: none).

Expenses in the year were paid to 31 Trustees and members of council (2021: 31) and comprised the following:

	2022 £'000	2021 £'000
Locum fees	77	141
Travel and subsistence	6	5
	83	146

24. Tangible fixed assets

	Freehold properties	Furniture and equipment	Computer and network systems	Revalidation system and website	College and Group Total
Cost (£'000)					
At 1st April 2021	71,232	2,981	7,725	960	82,898
Additions	110	342	429	-	882
At 31st March 2022	71,342	3,323	8,154	960	83,780
Depreciation (£'000)					
At 1st April 2021	9,756	1,632	3,901	110	15,399
Charge for the year	1,200	474	1,093	192	2,959
Disposals	-	-	-	-	-
At 31st March 2022	10,956	2,106	4,994	302	18,358
Net book values (£'000)					
At 31st March 2022	60,386	1,217	3,160	658	65,422
At 31st March 2021	61,476	1,349	3,824	850	67,499

Assets under construction costing £0.3m are included in Computer and network systems and £0.2m is included in Freehold properties in relation to the fit out of the Edinburgh office.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

24. Tangible fixed assets (continued)

£0.6m of assets under construction have been completed in the year and transferred to Computer and network systems (£0.4m) and Furniture and equipment (£0.2m).

Freehold property includes 30 Euston Square, London and in the opinion of the Trustee Board the market value of the property is considerably in excess of their cost.

25. Investments

	College		Group	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Listed investments				
Market value at 1 April 2021	9,002	6,958	9,002	6,958
Additions at cost	1,062	9,275	1,062	9,275
Disposals at opening market value	(1,062)	(8,747)	(1,062)	(8,747)
Realised gains on disposal	282	1,046	282	1,046
Net unrealised investment gains	69	470	69	470
Market value at 31 March 2022	9,353	9,002	9,353	9,002
Investment property	4,044	2,860	4,044	2,860
Total	13,397	11,862	13,397	11,862

	RCGP Enterprises Ltd		RCGP Conferences Ltd		RCGP International Ltd	
	2022	2021	2022	2021	2022	2021
	£'000	£'000	£'000	£'000	£'000	£'000
Turnover	4,060	1,260	2,028	1,336	46	43
Cost of sales	(3,380)	(1,027)	(1,440)	(1,073)	(30)	(34)
Gross profit	680	233	588	263	16	9
Administrative expenses	(27)	(22)	(55)	(123)	3	-
Operating profit	653	211	533	140	13	9
Gift aid to parent	(653)	(211)	(533)	(140)	22	-
Net profit for year	-	-	-	-	(9)	9
Assets	1,787	1,716	1,783	718	82	82
Liabilities	(1,787)	1,716	(1,783)	(718)	(82)	(73)
Net assets	-	-	-	-	-	9

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

25. Investments (continued)

The College owns the entire share capital of RCGP Enterprises Limited, RCGP Conferences Limited and RCGP International Limited, all registered in England and Wales. All three entities traded in the year, RCGP Enterprises Limited providing catering and event income from room hire at 30 Euston Square, RCGP Conferences Limited the annual conference and other events and RCGP International Limited providing consultancy services for overseas customers. At year-end both RCGP Enterprises Limited, RCGP Conferences Limited and RCGP International Limited had net assets of £1 (2021: £1).

During the year RCGP Enterprises made £0.1m sales of room hire and catering services to the College (2021: Nil). At year-end there is a balance of £0.2m owing from RCGP Enterprises Limited to College (2021: £0.2m owing from College to RCGP Enterprises Limited).

During the year RCGP Conferences made no sales of publishing services to the College (2021: £0.01m). At year end there is a balance of £0.9m (2021: £0.2m) owing from RCGP Conferences Limited to the College.

RCGP International made no sales of consultancy services to the College (2021: £Nil). At year end there is a balance of £0.06m (2021: £0.04m) owing from RCGP International Limited to the College.

The balance included in investments for investment property is the valuation applied to the area of 30 Euston Square available for rental to 3rd parties. The valuation has been independently valued by a valuer who is qualified for the purposes required using a discounted cashflow model based on forecast yields.

26. Debtors

	College		Group	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Trade debtors	1,839	1,506	2,794	1,881
Other debtors	-	36	42	57
Accrued income	162	43	990	506
Amount due from RCGP Conferences Limited	888	205	-	-
Amount due from RCGP Enterprises Limited	642	212	-	-
Amount due from RCGP International Limited	64	43	-	-
Prepayments	587	427	589	427
	4,182	2,472	4,415	2,871

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

27. Cash at bank

	College		Group	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Current accounts	11,591	6,894	13,362	8,505
Faculties' current and deposit accounts	779	940	779	940
	12,370	7,834	14,141	9,445

28. Creditors

	College		Group	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Trade creditors	1,320	1,430	1,432	1,551
Income received in advance	5,534	3,602	6,677	4,829
Accruals	3,832	2,410	4,629	2,767
Taxation and social security	682	426	672	764
Barclays Loan due within one year	2,533	1,900	2,533	1,900
Other creditors	275	1,479	275	1,479
Interest rate swap	462	475	462	475
	14,638	11,722	16,680	13,765

The interest rate swap is valued at the present value of future cash flows estimated and discounted based on the applicable yield curves derived from quoted interest rates. It has an average fixed rate of 2.662%, the notional principal value is £18.367m and is shown at fair value of £0.5m.

Reconciliation of deferred income

	College		Group	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Balance brought forward	3,602	4,060	4,829	5,634
Released to SoFA	(3,602)	(4,060)	(4,829)	(5,634)
Deferred in year	5,534	3,602	6,677	4,829
Balance carried forward	5,534	3,602	6,677	4,829

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

29. Creditors: amounts falling due after more than one year

	College		Group	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Bank loan due between 2 & 5 years	10,133	10,133	10,133	10,133
Bank Loan due after 5 years	5,697	8,231	5,697	8,231
	15,830	18,364	15,830	18,364

The College has entered into an agreement with Barclays Bank plc for a development and term loan facility of up to £32m. The bank loan is secured by way of a first legal charge over the College's headquarters (that is, 30 Euston Square, London, NW1 2FB)

The College's exposure to interest rate fluctuations on the loan has been managed by using an interest rate swap. An agreement was signed in July 2016 to fix the interest costs on the loan at 2.662%.

30. Operating leases

	College		Group	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Operating lease due within 1 year	212	170	212	170
Operating lease due within 2 to 5 years	498	180	498	180
Operating lease due over 5 years	371	-	371	-
	1,081	350	1,081	350

Operating leases relate to IT equipment and property leases. The amount for 2021 has been restated to include property leases. Renewals for IT equipment are at the option of the lessee. The annual lease cost is £211k (2021: £229k)

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

31. General and designated funds

	At 1 April 2021 £'000	Income £'000	Expenditure £'000	Realised and unrealised gains/(loss) £'000	Transfers £'000	At 31 March 2022 £'000
International	122	-	(16)	-	(9)	97
Education	165	-	(38)	-	(39)	88
Special measures & other projects	487	-	(2)	-	(199)	286
Research Projects	1,636	-	(1,248)	-	1,491	1,879
Fixed Assets Designated Fund	50,095	-	-	1,186	(177)	51,104
Total Designated Funds	52,505	-	(1,304)	1,186	1,067	53,454
General funds	5,618	39,088	(33,015)	425	(1,759)	10,357
Pension funds	(4,246)	-	(75)	3,190	980	(151)
Total Unrestricted funds	53,877	39,088	(34,394)	4,801	288	63,660

International Fund - This fund was set up following the introduction of the MRCGP International programme to support the development of general practice/family medicine world-wide and in raising standards of the discipline, being of equivalent academic rigour to the MRCGP in the UK. A new category of International Member was created, and the designation MRCGP [INT] will be in addition to the qualification awarded by the relevant national bodies in the countries concerned, which fund the accreditation process. These are expected to be utilised over the next few years.

Education - These relate to projects the College is undertaking delivering education programs for General Practice, primarily in e-Learning. These will be spent over the development of the various projects, which is normally 1 year. Transfer between funds represents the reclassification of Primary care Institute funding to the general funds at the end of the year.

Special measures and other projects - This is project funding relating to the work the College undertakes supporting practices that are at risk of being placed in special measures. It is anticipated the fund will be utilised over the next year.

Research projects - This is project funding relating to the work the College undertakes delivering clinical innovation and research, these funds are expected to be spent over the life span of the projects which is normally 1 year.

Fixed Asset Designated Fund - The charity has established a separate reserve to reflect a proportion of the value of the College's building assets and other assets to prevent the general reserves being overstated by the inclusion of assets which are part of its permanent operating structure. This reserve is different from other reserves as it cannot be realised for cash purposes (e.g. as in charging any other fees or costs that are payable by means of cash going out – this is what we normally do for most designated funds). Transfers represent the net effect of additions to the assets, depreciation on the asset and repayment of the loan secured against

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

the building. The gain is the unrealised gain on revaluation of the investment property to current market value.

32. Restricted funds

	At 1 April 2021 £'000	Income £'000	Expense £'000	Realised and Unrealised gains/(loss) £'000	Transfers £'000	At 31 March 2022 £'000
Kuenssberg Prize	110	-	-	-	-	109
Other secretariat funds	53	-	(2)	-	1	52
Other international funds	135	1	-	-	(11)	125
OLE & educational	411	439	(536)	-	(174)	141
Research Projects	214	31	(37)	-	(87)	121
Other Scottish Funds	189	239	(213)	-	-	215
Welsh funds	48	-	-	-	(23)	25
Faculties funds	309	-	(1)	-	6	314
Total Restricted Funds	1,469	710	(789)	-	(288)	1,102

Kuenssberg prize – This is awarded to those who have had an impact on clinical excellence or patient safety in general practice.

OLE & educational – These relate to projects the College is undertaking delivering education programs for General Practice, primarily in e-learning on specific topics. These will be spent over the development of the various projects, which is normally 1 year. Restricted funds also include funds for the ongoing maintenance and development of the online learning platform

Research projects – These funds represent grant project income for clinical innovation and research. Included in the balance is £100k for research into Adolescent special interest groups. Transfer out of the fund represent reclassification of management fees from unrestricted fund.

Scottish appeal fund – This appeal was established to develop the College in Scotland and included in the balance is a fund to investigate health inequalities in Scotland

Faculties funds – These funds are grants held by individual faculties for a range of purposes.

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

33. Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000
Tangible fixed assets	65,422	-	65,422
Investments	12,295	1,102	13,397
Net current assets	1,924	-	1,924
Amounts falling due after one year	(15,830)	-	(15,830)
Net assets excluding pension liability	63,811	1,102	64,913
Pension liability	(151)	-	(151)
Net assets including pension liability	63,660	1,102	64,762

34. Pension commitments

As described in Note 15, the College operates two pension schemes, one of which is a defined benefits scheme. The assets of this scheme are held separately from those of the College, being invested with a range of investment managers via an investment platform provided by Mobius Life Limited.

The last formal actuarial valuation was at 1 April 2020. Pension deficit funding contributions was agreed at £1.0m per annum from April 2018.

The level of funding at 1 April 2020 was 72%, and the market value of the fund at the time of the last valuation was £472m. The pension contribution for the year was £1.0m (2021: £1.0m), and no amounts were outstanding at the year end.

Financial Reporting Standard 102 (FRS102) requires the surplus or deficit on the Scheme as at 31 March 2022, calculated in accordance with the requirements of the FRS102, to be included on the balance sheet.

For the purpose of FRS102, the assets of the Scheme have been taken at market value and the liabilities have been calculated by a qualified independent actuary. The major assumptions used by the actuary were:

	2022 %	2021 %	2020 %	2019 %	2018 %
Rate of increase in salaries	3.05	2.65	2.05	2.45	2.30
LPI pension increases (based on RPI subject to a maximum of 5% p.a.)	3.65	3.30	2.80	3.45	3.30
Discount rate	2.75	2.00	2.30	2.45	2.60
RPI Inflation assumption	3.85	3.45	2.85	3.45	3.30
CPI Inflation assumption	3.05	2.65	2.05	2.45	2.30

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

34. Pension commitments (continued)

The underlying mortality assumption is based upon the standard table known as S3PA Light on the year of birth usage with CMI_2019 future improvement factors and a long-term rate of future improvement equal to 1.25% p.a (2021: same). This gives the following life expectancies in years at 60, for members aged either 45 or 60 at 31 March 2022 (with comparative figures based on mortality assumptions used at previous year end)

	Value at 31 March 2022 £'000	%	Value at 31 March 2021 £'000	%
Equity and property	9,521	31	13,418	45
GARS & LDI Funds	20,886	68	16,102	54
Cash	307	1	298	1
		100		100
Total market value of assets	30,714		29,818	
Present Value of Scheme Liabilities	(30,865)		(34,064)	
Net Pension Liability	<u>(151)</u>		<u>(4,246)</u>	

	2022 £'000	2021 £'000
Movement in deficit during year		
Deficit at 1 April	(4,246)	(4,727)
Contributions	980	980
Other finance costs	(75)	(118)
Actuarial gain/(loss)	3,190	(381)
Surplus/(Deficit) at 31 March	<u>(151)</u>	<u>(4,246)</u>

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

34. Pension commitments (continued)

	2022 £'000	2021 £'000
Analysis of amount charged to Statement of Financial Activities		
Other finance cost	(75)	(118)
Total operating charge	(75)	(118)
Analysis of net return on pension scheme		
Expected return on pension scheme assets	750	837
Interest on pension liabilities	(675)	(719)
Net return	75	118
Actual return on Scheme assets	523	2,756
Amounts recognised as Pension Scheme gains and losses		
Actual return less expected return on pension scheme assets	(77)	2,134
Experience gains and losses arising on scheme liabilities	(169)	569
Change in financial and demographic assumptions underlying scheme assets	3,436	(3,084)
Actuarial gain/(loss) recognised in the Statement of Financial Activities	3,190	(381)
	2022 £'000	2021 £'000
Cumulative amount of actuarial gains and losses recognised for the year ending 31 March 2022 are as follows:		
Cumulative actuarial (loss) at beginning of the period	(12,409)	(12,028)
Recognised during the period	3,190	(381)
Cumulative actuarial (loss) at end of the period	(9,219)	(12,409)

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

34. Pension commitments (continued)

Movement in (deficit) during the year ending 31 March 2022 are as follows:

(Deficit) in Scheme at the beginning of year	(4,246)	(4,727)
Expenses recognised in profit and loss	(75)	(118)
Contribution paid by the College	980	980
Actuarial gain	3,190	(381)
	<u>3,190</u>	<u>(381)</u>
(Deficit) in Scheme at the end of the year	<u>(151)</u>	<u>(4,246)</u>

Changes in the present values of the Scheme liabilities for the year ending 31 March 2022 are as follows:

Present value of Scheme liabilities at the beginning of period	34,064	31,727
Interest cost	675	719
Actuarial losses/(gains)	(3,267)	2,515
(Gains)/Losses on plan changes	-	21
Benefits paid	(607)	(918)
	<u>(607)</u>	<u>(918)</u>
Present value of Scheme liabilities at end of period	<u>30,865</u>	<u>34,064</u>

Changes in the present values of the Scheme assets for the year ending 31 March 2022 are as follows:

Market Value of Scheme assets at the beginning of period	29,818	27,000
Expected return	600	622
Actuarial gains	2,134	2,134
Benefits paid	(77)	(918)
Contributions paid by the College	980	980
	<u>980</u>	<u>980</u>
Market value of Scheme assets at the end of period	<u>30,714</u>	<u>29,818</u>

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

34. Pension commitments (continued)

Group Personal Pension Plan

On 1 July 2006, the College established a Group Personal Pension Plan with Aviva into which it contributes a maximum of 8% of basic annual salary provided the employee also contributes a minimum of 4%. In order to comply with legislation, a Stakeholder Plan was also established but no employer contribution is paid into this arrangement and, to date, nobody has joined.

The assets of the Group Personal Pension Plan are held separately from those of the College and are invested by Aviva. The total employer contribution for the year was £1.3m (2021: £1.5m) The pension contribution outstanding at 31 March 2022 was £0.1m (2021: £0.1m).

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

35. Prior year financial information

	Note	Unrestricted Funds £'000	Restricted Funds £'000	2021 Total £'000
Income from:				
<i>Charitable activities</i>				
Project income		4,448	870	5,318
Examination fees		6,515	-	6,515
Membership income		19,869	-	19,869
Courses & events		809	4	813
Other income		1,392	-	1,392
<i>Other trading activities</i>				
Trading income from subsidiaries		2,638	-	2,638
Investment income		38	1	39
Total income		35,709	875	36,584
Expenditure on:				
<i>Raising funds</i>				
Fundraising costs		-	-	-
Trading expenditure		2,280	-	2,280
Investment management fees		62	18	80
		2,342	18	2,360
<i>Charitable activities</i>				
Future of general practice		4,133	60	4,193
GP education		10,109	490	10,599
Supporting membership		9,367	170	9,537
Voice of General Practice		8,120	2	8,122
		31,729	722	32,451
Total expenditure	20	34,071	740	34,811
Net income / (expenditure) before gains		1,638	135	1,773
Net gains on investments	25	907	23	930
Net gains on disposal of fixed assets		832	-	832
Net income / (expenditure)		3,377	158	3,535
Transfers between funds	32, 33	192	(192)	-
Actuarial gains	34	(381)	-	(381)
Net movement in funds		3,188	(34)	3,154
Balances at 1 April 2020		50,689	1,503	52,192
Balances at 31 March 2021		53,877	1,469	55,346

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

36. Restricted funds

	At 1 April 2020 £'000	Income £'000	Expense £'000	Realised and Unrealised gains/(loss) £'000	Transfers £'000	At 31 March 2021 £'000
Kuenssberg Prize	96	-	-	14	-	110
Other secretariat funds	55	-	(2)	-	-	53
Other international funds	151	16	(42)	10	-	135
OLE & educational	338	521	(496)	-	48	411
CIRC Projects	406	90	(54)	-	(228)	214
Scientific Foundation Board	16	-	(16)	-	-	-
Other Scottish Funds	72	238	(121)	-	-	189
Welsh funds	46	9	(8)	-	-	47
Faculties funds	321	-	-	-	(12)	309
Total Restricted Funds	1,501	874	(739)	24	(192)	1,468

37. Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000
Tangible fixed assets	67,499	-	67,499
Investments	10,393	1,469	11,862
Net current liabilities	(1,405)	-	(1,405)
Amounts falling due after one year	(18,364)	-	(18,364)
Net assets excluding pension liability	58,123	1,469	59,592
Pension liability	(4,246)	-	(4,246)
Net assets including pension liability	53,877	1,469	55,346

**ROYAL COLLEGE OF GENERAL PRACTITIONERS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

38. General and designated funds

	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Realised and unrealised gains/(loss) £'000	Transfers £'000	At 31 March 2021 £'000
International	145	-	(20)	-	(3)	122
Education	167	-	(244)	-	242	165
Special measures & other projects	322	-	(176)	-	341	487
CIRC Projects	1,398	-	(1,603)	-	1,841	1,636
Fixed Assets Designated Fund	45,559	-	-	-	4,536	50,095
Total Designated Funds	47,591	-	(2,043)	-	6,957	52,505
General funds	7,824	35,008	(30,375)	907	(7,746)	5,618
Pension funds	(4,727)	-	(118)	(381)	980	(4,246)
Total Unrestricted funds	50,688	35,008	(32,536)	526	191	53,877

Accounts

Annual report and accounts

31 March 2021



Charity Registration Number 223106

Scottish Charity Registration Number SC040430

Contents

Honorary Treasurer's introduction	3
Reference & administrative details of the charity, trustees & advisors	4
Report of the Trustees	9
Independent auditor's report to the members of Royal College of General Practitioners	32
Consolidated statement of financial activities	36
Balance sheets	37
Consolidated cash flow statement	38
Notes to the financial statements	40

Honorary Treasurer's introduction for the year ended 31 March 2021

This year has truly been a year like no other for RCGP. I am immensely proud of the response of both RCGP and our members, to what continues to be one of the most challenging public health crisis of modern times.

The response to Covid-19 has understandably dominated our work over the year, particularly the vaccination programme where some three quarters of vaccinations have been led by GP services. At the same time General Practice has evolved to more remote working and dealing with the consequences of long-covid and longer hospital waiting lists. It has been a tough time for GPs and our patients, and we will continue to be challenged as we deal with the terrible legacy Covid leaves on the nation's health.

Over the year the College has continued to grow with membership increasing 0.45% on last year's record-breaking year to 54,159. Our new three-year strategy 'Putting members at the heart of everything we do' launched this year around four major themes to support our ever-growing membership base:

1. Deliver practical solutions to tackle workload pressures and sustain and equip GPs to provide the best possible patient care.
2. Develop the College into a dynamic and inclusive membership community.
3. Promote the contribution of general practice and the role of the GP.
4. Ensure members place a high value on their College membership.

Despite the demands of the pandemic, we have made a great start to delivering on this strategy and will continue to integrate our response to Covid-19 with our wider priorities. Workload and burn-out have exacerbated under Covid as it has for many other specialities, and we are working hard to amplify our core message that more needs to be done both to recruit new GPs and retain our more experienced workforce. We all want our patients to get the best standards of care possible and that is only possibly by nurturing and protecting our dedicated GPs and wider practice team.

The COVID-19 pandemic has continued to have an impact on the College's operations and finances but over the year we have adapted to on-line, remote working and events, including two major membership conferences. The RCGP team has shown remarkable resilience and professionalism throughout.

It has been a difficult year where we have made difficult choices about priorities. Throughout, the guiding principles have been to support members and protect and develop the assets we hold on their behalf.

It continues to be a great privilege to serve as Honorary Treasurer and I would like to thank everyone who contributes to and supports the College's work.

Dr Steve Mowle FRCGP

Honorary Treasurer

Reference & administrative details of the charity, trustees & advisors

For the year ended 31 March 2021

The constitution of the College

The Royal College of General Practitioners was founded in 1952 and granted a Royal Charter in 1972. It is a Chartered Corporation and a registered charity, administered in accordance with its Royal Charter, Ordinances and Bye-Laws.

The Charter, Ordinances and Bye-Laws of the College are the governing instruments of the College, and the Trustees are ultimately responsible for ensuring that the administration of the College is in accordance with those instruments.

Patron of the College

Our Patron, HRH Prince Philip, The Duke of Edinburgh sadly passed away on 9 April 2021.

Members of the Trustee Board

The members of the Trustee Board during the year ended 31 March 2021 were:

Chair and Officers	
Chair	Prof Nigel Mathers FRCGP (until 31 May 2021) Dr John Chisholm CBE FRCGP (from 1 June 2021)
Honorary Treasurer	Dr Steve Mowle FRCGP
Honorary Secretary (job-share)	Dr Jonathan Leach OBE FRCGP (until 19 November 2020) Dr Victoria Tzortziou-Brown OBE FRCGP (from 20 November 2020)
Chair of Council	Prof Martin Marshall CBE FRCGP
Council Member Trustees	
Dr John Chisholm CBE FRCGP	
Professor Kamilla Hawthorne (from 20 November 2020)	
Dr Miles Mack FRCGP (until 19 November 2020)	
Prof Simon Gregory FRCGP	

Lay Trustees

Dr David Pendleton FRCGP (Hon)

Mr Brendan Russell

Mr Ian Jeffery

Mr Simon Sapper

Observer

Dr Paul Myres FRCGP, Observer and Chair, RCGP Audit Committee

Members of College Council

The members of College Council during the year ended 31 March 2021 were as follows:

Council Members

Professor Nigel Mathers FRCGP	Chair - Trustee Board (Until June 2021) Dr John Chisholm CBE FRCGP (from 1 June 2021)
Professor Simon Gregory FRCGP	Council Trustee
Dr Andrew Papanikitas FRCGP	Chair - Committee on Medical Ethics - from Nov 2020
Dr Sophie Lumley AiT	Co-Chairs - AiT Network
Dr Adam Thomas AiT	
Dr Ian Wood MRCGP	First 5 Committee Chair
Dr Aarti Bansal MRCGP - from Nov 2020	Nationally Elected Council Member
Dr Abrar Ibrahim MRCGP	Nationally Elected Council Member
Dr Ashley Liston MRCGP	Nationally Elected Council Member
Dr Catherine Tichler MRCGP	Nationally Elected Council Member
Professor Clare Gerada MBE FRCPsych FRCGP	Nationally Elected Council Member
Dr Ginikachukwu Ilechukwu MRCGP - from Nov 2020	Nationally Elected Council Member
Dr Holly Hardy FRCGP	Nationally Elected Council Member
Dr Hussain Gandhi MRCGP	Nationally Elected Council Member
Dr Imran Rafi FRCGP	Nationally Elected Council Member
Dr John Chisholm CBE FRCGP	Nationally Elected Council Member
Professor Kamila Hawthorne MBE FRCGP	Nationally Elected Council Member
Dr Kirsty Alexander MRCGP	Nationally Elected Council Member
Dr Lucy Henshall FRCGP	Nationally Elected Council Member
Dr Margaret Ikpoh FRCGP - from Nov 2020	Nationally Elected Council Member
Dr Margaret McCartney MRCGP	Nationally Elected Council Member
Dr Omon Imohi MRCGP - from Nov 2020	Nationally Elected Council Member
Dr Sonali Kinra MRCGP - from Nov 2020	Nationally Elected Council Member
Dr Susi Caesar FRCGP	Nationally Elected Council Member

Faculty Representatives	
Representative(s)	Faculty
Dr Frances Cranfield FRCGP	Bedford & Hertfordshire
Dr Fiona Leckie FRCGP– until Feb 2021	East Anglia
Dr Alice Cozens MRCGP – from Feb 2021	East Anglia
Dr David Shackles MRCGP – until Feb 2021	East of Scotland
Dr Munro Stewart MRCGP - from Feb 2021	
Dr Sunil Gupta FRCGP	Essex
Dr Thomas Patel-Campbell MRCGP	Humber and the Ridings
Dr Saqib Anwar FRCGP	Leicester
Dr Andrew Spooner FRCGP	Mersey
Professor Veronica Wilkie FRCGP - until Nov 2020	Midland
Brigadier Robin Simpson FRCGP	
<i>Dr Jamie Hynes FRCGP - from Nov 2020</i>	<i>(with additional member >5%)</i>
Dr Andrew Dharman MRCGP	North & West London
Dr Sam Bethapudi FRCGP	North East England
Dr Sabir Zaman MRCGP	North East London
Dr Alasdair Forbes FRCGP	North East Scotland
Vacant	Cumbria
Dr David Stephens FRCGP - from Nov 2020	North of Scotland
Dr Sioned Enlli MRCGP	North Wales
Dr Alison Lea MRCGP	North West England
<i>Dr Narveshwar Sinha MRCGP</i>	<i>(with additional member >5%)</i>
Dr Waqar Ahmed MRCGP	Northern Ireland
Dr Diarmuid Quinlan FRCGP - until Nov 2020	Rol
Dr Ide Delargy FRCGP - from Nov 2020	Rol
Dr Steve Holmes FRCGP	Severn
Dr Sian Tucker MRCGP	South East Scotland
Dr Kate Neden FRCGP	South East Thames
Dr Rowena Christmas FRCGP	South East Wales
Dr David Mummery MRCGP	South London
Dr Jaspreet Dhillon FRCGP	South West Thames
Professor Simon de Lusignan FRCGP	South West Thames (as Faculty Deputy)
Dr Mark Vaughan FRCGP	South West Wales
Dr Janet Hall FRCGP	SYNT
Dr Susanna Hill FRCGP	Tamar
Dr Shamila Wanninayake MRCGP	Thames Valley

Council Observers

Mrs Jenny Aston	Allied Health Professionals representative
Prof Carolyn Chew-Graham FRCGP	Society for Academic Primary Care (SAPC)
Dr MeiLing Denney FRCGP	RCGP Chief Examiner
Dr Alan Dow FRCGP – from 22 June 2019	British Medical Association General Practitioners Committee (BMA GPC)
Dr Mary McCarthy FRCGP – from 22 June 2019	
Dr Tim Morton FRCGP - from Feb 2021	
Dr Chandra Kanneganti MRCGP	British International Doctors Association (BIDA) representative (Job Share)
Dr Sanjiv Sinha MRCGP - (job share)	
Dr Euan Lawson FRCGP	Editor (Acting) of the British Journal of General Practice (BJGP)
Wing Commander Dr Dudley Graham FRCGP	Committee of General Practice Education Directors (COGPED) representative
Colonel Professor Michael Smith FRCGP	Armed Forces representative
Dr Dharini Shanmugabavan – until Feb 2021	RCGP Medical Director Clinical Quality
Owen Richards – from 23 Nov 2019	RCGP PCPG representative

PRINCIPAL ADDRESS	30 Euston Square London NW1 2FB
PRINCIPAL ADVISORS	
Bankers	Barclays Bank PLC 1 Churchill Place Level 28 Canary Wharf London E14 5HP
Solicitors	The College uses various firms of solicitors based on their speciality
External Auditor	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW
Internal Auditor	RSM LLP 25 Farringdon Street London EC4A 4AB
Investment Managers	Ruffer LLP 80 Victoria Street London SW1E 5JL Royal London Asset Management 55 Gracechurch Street London EC3V 0RL

Report of the Trustees

For the year ended 31 March 2021

The Trustees of the Royal College of General Practitioners (RCGP) are pleased to present their report together with the College's accounts for the year ended 31 March 2021.

Introduction

This Governance Statement sets out the governance, risk management and internal control arrangements for the Royal College of General Practitioners. It applies to the financial year 1 April 2020 to 31 March 2021 and includes key areas of best practice as identified in the Charity Governance Code 2020 and how the organisation has responded and continues to respond to the impact of Covid-19.

Governance structure

The Trustee Board is responsible for the management and administration of the College and its status as a charity.

The Trustee Board Chair and the four Council Member Trustees are elected by Council via ballot. The remaining three Officer Trustees are appointed to the Trustee Board following election by Council and comprised the Chair of Council, the Hon. Treasurer and the Hon. Secretary. As the Hon. Secretary position is currently held as a job share, one of the post holders is appointed as a Trustee and one is an observer to the Trustee Board.

The four external lay Trustees are sought through open public advertisement of the vacancy, short listing and interview by the Nominations Sub-Committee. Their appointment is approved by resolution of Council on the recommendation of Nominations Sub-Committee and in the light of their expertise and experience in matters within the terms of reference of the Trustee Board. To ensure proper communication and accountability, the Chair of the Audit Committee also sits on the Trustee Board as an observer.

The RCGP is unique amongst the medical Royal Colleges in having both a President and a Chair of Council. These two roles are complementary but distinct. The Chair of Council is responsible for representing and guiding the views of Council and for representing the RCGP with a wide range of stakeholders. The Council is responsible for the overall strategic policy direction and leadership of the College in leading the profession of general practitioners.

The President is a non-voting member of Council and is a figurehead with ceremonial duties. There are no executive powers attached to the role. The President is an elected position by ballot of the whole membership. The term of office is a single term of two years.

There are six Officers of Council as listed below. All are elected by Council via ballot.

Post	Officer	Term
Chair	Prof Martin Marshall CBE FRCGP	3 years
Vice-Chair	Dr Gary Howsam FRCGP	3 years
Vice-Chair	Dr Michael Mulholland FRCGP	3 years
Vice-Chair	Dr Mike Holmes FRCGP (until 23 February 2021 and thereafter vacant)	3 years
Honorary Secretary	Dr Jonathan Leach OBE FRCGP	4 years
	Dr Victoria Tzortziou-Brown OBE FRCGP (job sharers)	
Honorary Treasurer	Dr Steve Mowle FRCGP	5 years, with further 3 years possible

Devolved nations

Each of the devolved nations is represented by a Devolved Chair and Council who develop and lead the profession for the specifics in each country.

Post	Officer	Term
Chair of RCGP Northern Ireland	Dr Laurence Dorman FRCGP	3 years
Chair of RCGP Scotland	Dr Carey Lunan MRCGP (until 31 December 2020) Dr David Shackles MRCGP Dr Chris Williams MRCGP (job sharers – both took office from 1 January 2021)	3 years
Chair of RCGP Wales (job-share)	Dr Mair Hopkin FRCGP Dr Peter Saul FRCGP	3 years

Faculty representatives

The College has a network of 32 faculties to support its members across the UK which are each supported by regional offices, and national offices in each of the devolved nations. The business of each faculty is determined by a Faculty Board and they each have a representative on Council.

Executive Management Team

The Executive Management Team is responsible for implementing the policies of the College and managing the day-to-day business. It comprises the Chief Operating Officer and five Directors.

Executive Management Team	
Chief Operating Officer	Dr Valerie Vaughan-Dick PhD
Executive Director of Policy and Engagement	Mark Thomas
Executive Director of Professional Training and Standards	Fiona Erasmus
Executive Director of Planning and Resources	Harriet Jones
Executive Director Membership Development and Education (from 6 October 2020; Managing Director of Enterprises and Conferences previously)	Ben Clacy
Executive Director of Membership and International (to 3 September 2020)	Simon Bowen

Trustee Board and Committee structures are shown in the table below

Committee	Role	Reports to	Trustee Board	Collective decision making on the management and administration of the College and its status as a charity.
Audit Committee Chair – Dr Paul Myres FRCGP Two Trustees, one independent and three College members including the Chair. Met four times in 2020/21	Oversees the adequacy of the risk and control systems with an emphasis on scrutiny of key risks and monitoring internal audit programme.		12 Trustees Met nine times in 2020/21 (including two extra-ordinary meetings and three planned additional meetings)	
Planning & Resources Committee Chair – Dr Steve Mowle FRCGP Four Trustees (including the Chair), two independent members and one College member. Met four times in 2020/21	Oversees the financial management of the College			
Governance Committee Chair – Dr Jonathan Leach FRCGP (until 20 Nov 20) Dr Victoria Tzortziou-Brown (from 21 Nov 20) Three Trustees (including the Chair), one Council member, one member of the College and one member from the College's Patient Carers Partnership Group. Met six times in 2020/21.	Supports the Chair of the Trustee Board with advising on the skills required by Trustees and through its Nominations Sub-Committee appraises suitability of candidates for Officer roles			
Remuneration Committee Chair – Alan Wells Three Trustees, one external member, one Council member, and an independent Chair. Met twice in 2020/21.	Approves the Executive Pay Policy			
Investment Committee Chair – Dr Steve Mowle FRCGP Three Trustees (including the Chair). Met twice in 2020/21 but now disbanded and duties transferred to Planning & Resources Committee.	Ensures the College's investment policy is met			

Covid-19

Initial Response

From 23 March 2020, when the Government advice on social distancing came into force, the College moved rapidly to contain risks to the organisation and its people by setting up internal and external working groups to implement rapid decisions and seek to mitigate, reduce or transfer risks as they arose.

Internal Overview & Prioritisation Group

This group assessed and considered the College-wide response to the Covid-19 pandemic and provided oversight of the risks identified by the two main Covid groups detailed below. The strategic risk on Covid-19 is the key mechanism for providing assurance to the Trustee Board on how risks are being mitigated where possible or where the current risk score remains high.

Covid Clinical Advisory and Policy Group

This group coordinated the College's response to key Covid-related policy and clinical issues and had been active in advising NHS England on the development of Standard Operating Procedures.

Covid Response Group

This group focused upon the College's internal response to the pandemic, regularly reporting key decision areas, actions and risks to the Internal Overview & Prioritisation Group. Immediate areas of focus included the utilisation of the Government's Job Retention Scheme, managing the College finances in response to the pandemic and mitigating impact on the College's essential business as usual activities.

Other Governance Changes

The Trustee Board would normally hold workshops prior to each quarterly meeting to cover training needs and provide Trustee updates. During 2020 these were suspended, and the focus of the Trustee Board between April-July 2020 was the implementation of the Finance Recovery Plan and managing critical risks.

Clinical Skills Assessment

In order to ensure that the cohort of trainee doctors in 2020 were able to exit training as planned in August 2020 the College developed at speed a new assessment to be used as part of the MRCGP examination. This is called Recorded Consultation Assessment (RCA) in place of the Clinical Skills Assessment (CSA) which enables trainees to submit recorded consultations with real patients as opposed to travelling to London and having mock consultations in person. This rapid development mitigated one of the key risks around the delay of doctors qualifying during the pandemic.

Homeworking

The College was already well advanced with its IT infrastructure and transitioned rapidly to remote working. The College's decision-making meetings moved online with all non-essential meetings either cancelled or postponed during the early stages of the pandemic.

Financial Assessment and Actions

From April 2020 the College worked to minimise the financial consequences of the pandemic on the financial stability of the organisation. The scale of the challenge was substantial.

An additional two College short life working groups were set up to prepare for activities of the College once the immediate threat of the pandemic had passed – the Future of the College Post Covid-19 and the Future of General Practice Post Covid-19 (the work of this later group is detailed under our progress and achievements section). A Financial Recovery Plan was agreed by Trustees. The closure of the College's

headquarters at 30 Euston Square for commercial use significantly impacted the financial model for the College. The Trustee Board met monthly from April to October 2020 (omitting August) in order to steer the College through the implementation of the revised financial planning. A staff restructure took place resulting in redundancies and some staff were placed on long term furlough.

Continuing Response

A wide-ranging consultation was undertaken with staff, partners, clinicians, Council and faculty members to help steer how the future function and organisational structure of the College needed to change. Six formal consultation events were held – four with staff; one with Council; and one with RCGP clinicians.

It was clear from the consultation and the recommendations from the Future of the College short life working group that there needed to be increased transparency over how decisions were made and an increase in diversity – of people and opinions, so members could see themselves and their views reflected in the work of the College.

Covid-19 Risks

There is a specific strategic risk on Covid-19 which details the obvious ongoing risks associated with the pandemic such as financial; staff; and wellbeing but in addition wider risks include:

- Risk of disagreement over how limited resources are allocated but within the overall steer that priority must be given to digital development, communication and wellbeing.
- Risk of further financial impact from the ongoing wider effects of the pandemic which may limit how much investment is possible in digital initiatives at least short term.
- Immediate risks associated with coming out of lockdown and managing staff anxiety about returning to the office or being permanently based at home.

Patient Groups

Patients are at the heart of activity at the College and are the hub of healthcare. Their viewpoints are an important development of general practice. There are patient groups based in each country and the aims of each are to:

- Promote partnership between patients and general practitioners
- Address patient concerns and needs
- Encourage and support the RCGP and its members to involve patients in their own care

The effectiveness of the Trustee Board and its committees

The Charity Governance Code, which is endorsed by the Charity Commission, recommends that charities publish in their Annual Report & Accounts a statement explaining use of the Code. A detailed report on the seven principles of the Code was considered by Trustees and focussed upon principle 4 – decision making, risk and control: and principle 5 – Board effectiveness.

Overall, the College is performing well against many of the principles including reviewing delegation of authority; membership of committees; and access to specialist advice as required. Areas of additional focus were found to be the need to ensure there was necessary time and space to consider information during Board meetings and for Trustees to discuss their own effectiveness and ability to work together. The move to remote meetings and the pause in Trustee Board workshops during the pandemic have meant there has been less time to consider relationship building. Another area which requires further improvement is the prioritisation of items for discussion within a limited time frame.

There has been a resumption of Trustee Board workshops with a focus on risk appetite the most recent topic. These workshops will continue into 2021/22.

Policies and procedures for the induction of Trustees

Upon appointment each Trustee is provided with an induction process that includes the following:

- Governance overview of the RCGP's charitable object and the focus on public benefit.
- Attendance at the annual Council member induction to ensure that the roles of Council and Trustee Board are understood as well as gaining insight into the wider College structures and projects.
- An information folder that includes a declarations of interest policy and form; information security policy; Equality, Diversity & Inclusion policy; previous minutes from Trustee Board meetings; indemnity insurance information; College strategy and the Annual Report & Accounts of the previous year; and
- Access to external Trustee training as required.

Performance reporting to the Trustee Board

During 2020-21 the information considered by the Trustee Board was quality assured by:

- Using a consistent framework for the collation of data that allowed Trustees to compare performance and targets; and
- Quality assurance processes preceding finalisation of reports to ensure that information contained in the reports was accurate.

Risk management

The Audit Committee provides detailed scrutiny of the risk management processes in place across the College whilst the Trustee Board retains overall responsibility for risk management and reviews the strategic risk register at each meeting.

Risk management is designed to achieve a proportionate balance between control, cost and risk-taking.

The remaining major strategic risks excluding Covid-19 which are discussed above facing the College, including financial sustainability, are:

Workforce

The risk when there is a misalignment between the organisation's existing workforce and the workforce required to deliver its objectives. The risks relating to the impact on staff of Covid-19; including furlough where applicable; school closures; wellbeing; as well as the ability of staff to pivot quickly to ensure the new requirements of members are met have been under consideration. Key mitigations include improved communication; flexible working with staggered start and finish times; staff talks from GPs on specialist topics including men's health; resilience and cardiovascular health. An internal audit report dated March 2021 that assessed whether the College had effective controls in place in order to build an effective and motivated workforce was rated with substantial assurance. A People Plan was launched in January 2021 with five workstreams that seek to strengthen staff engagement and resilience.

Information Technology

The risks arising from cyber threats exploiting weaknesses in controls and security of processing activities and the need to ensure threats to technology are constantly monitored and mitigated. Ongoing work to minimise the risks include technical patching on an agreed schedule; annual review of relevant policies on passwords and security; frequent vulnerability scans, penetration testing and other reviews of the technology eco-system by external specialists. In March 2021 the internal auditors did a follow up report on cyber security and confirmed that the College had adequate policies and guidelines for remote working that had been in place since before the pandemic.

During 2020-21 the College had not been required to report a formal incident to the Information Commissioner's Office or the Charity Commission. However, in June 2021 a notification was made to the

Charity Commission about the resignation of the Chair of the Trustee Board. This did not meet the criteria of a 'serious incident' but was made to demonstrate proactive transparency.

Pensions Deficit

Detail on the pension deficit can be found in the financial section but under risk management the pension deficit is mitigated through effective budgeting and forecasting which takes into account payments, including deficit payments, in relation to the pension plan.

30 Euston Square

The headquarters of the College has been predominately closed during 2020 including its hospitality and hotel commercial functions. This closure has had a significant impact on the finances of the College as well as leading to new risks relating to maintenance whilst empty and the need to ensure work on HS2 and its possible impact on the building remains under scrutiny. The mitigations included an early robust risk assessment of the building to ensure staff and visitor safety during the pandemic as well as the Finance Recovery Plan that detailed the commercial impact of closure on the College's finances.

Equality, Diversity & Inclusion

Strategy

The College published its first Equality Diversity & Inclusion Plan 2020-2023 in September. This set out ambitious milestones relating to membership; governance; and policy. Plans are underway for short life working groups on each of the nine protected characteristics under the Equality Act 2010 with the intention of ascertaining if there are issues the College should be addressing. This is a key priority for the Council of the College and Council and Faculty members will be participating in this area of work.

The responsibility for ensuring that the Equality, Diversity & Inclusion Policy is implemented lies with the Chief Operating Officer and through the Chair of Council and the Chair of the Trustee Board in respect of Council members, Trustees volunteers and membership involvement. Further information about the impact of this work is reported in pages 29 and 30.

Employment

The College is committed to a policy of equality of opportunity in its employment practices and aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of race (including colour, nationality, ethnic or national origins), sex, sexual orientation or marital status, disability or of other conditions not justified in law or relevant to the performance of the job.

Individuals are selected, promoted and treated on the basis of their abilities and merits, and according to the requirements of the job.

Safeguarding

An advisory report by our internal auditors provided recommendations on how to ensure the College adopts best practice for safeguarding arrangements. These recommendations reflect the wider scope of what is considered safeguarding in the charity sector to include duty of care to staff, volunteers and beneficiaries in general. The College used this as the basis for a review to reflect safeguarding as a culture and to use the expertise of our GPs to inform this implementation.

Our vision, purpose and values

Object of the College

“To encourage, foster and maintain the highest possible standards in general medical practice and for that purpose to take or join with others in taking any steps consistent with the charitable nature of that object which may assist towards the same”

Our vision

Excellence in general practice for patients worldwide

Our purpose

To promote the best possible quality of health and healthcare for the population by:

- setting the highest standards for general practice
- ensuring that GPs have the best possible training
- supporting GPs throughout their professional lives to deliver the best possible service
- leading the profession and demonstrating the value of general practice
- developing general practice as the foundation of effective and sustainable primary care worldwide
- using resources efficiently to support our members and develop the College sustainably

Our values

The RCGP is the heart and voice of General Practice and as such:

- we protect the principle of holistic generalist care which is integrated around the needs of and partnership with patients.
- we are committed to equitable access to, and delivery of, high quality and effective primary healthcare for all.
- we are committed to the theoretical and practical development of general practice.

Public benefit

The College provides public benefit, and the advancement of health and of education, through:

- developing professional standards which help to ensure that patients are treated by fully trained, competent general practitioners.
- encouraging professional development by developing and providing educational resources to enable general practitioners to maintain and develop their skills.
- support to individuals as general practitioners; and
- promotion of the profession as fundamental to integrated primary health care.

The Trustees have referred to the Charity Commission's guidance on public benefit when reviewing its aims and objectives and in planning its future activities to ensure that the activities the College undertakes are in line with its charitable objects and aims.

Strategic plan 2020–2023

This year we published our new strategic plan ‘Putting members at the heart of everything we do’ which set out the following four main objectives:

1. Deliver practical solutions to tackle workload pressures and sustain and equip GPs to provide the best possible patient care.
2. Develop the College into a dynamic and inclusive membership community.
3. Promote the contribution of general practice and the role of the GP.
4. Ensure members place a high value on their College membership.

These objectives are to be achieved whilst maintaining our core values set out in our People Plan

Compassion – for our patients, the populations we serve, our members, our colleagues and ourselves

Inclusivity – we value diversity as part of our community and treat each individual with equal respect

Sustainability – we look to the future and care about the long-term wellbeing of our members, our profession, our patients and the world around us

Accountability – we take responsibility for the results of our actions and continuously strive to be the best that we can be

Integrity – we are honest, open, ethical, just and fair

Activities and achievements during 2020-21

Responding to Covid-19

The response to the Covid-19 pandemic and the need to equip members with the resources to support their work and well-being has inevitably dominated the work of RCGP. At the outset of the pandemic, GPs were faced with the immediate challenge of remote working - introducing new on-line and telephone consultations for patients and ensuring those requiring urgent care received this, all against the backdrop of a reduced workforce itself experiencing increased absence levels due to Covid-19. Throughout the pandemic, GPs have dealt with some of the toughest conditions to have faced the profession in modern times through to spearheading the NHS Vaccination Programme.

The governance response has been outlined in “COVID-19, Risk Management and the Trustee Board” above. The major achievements listed below are those which were the focus on specific Covid response workstreams which inevitably took priority, particularly during the first half of the year. As the pandemic has progressed more Covid related work has become a mainstream part of our strategic priorities and where this is the case are reported in progress on the four priority objectives.

Progress and Achievements

Campaigning work

The RCGP has played a highly influential role externally throughout the pandemic with our Chair, Officers and Devolved Council Chairs appearing in the national media almost daily most particularly at the outset of the pandemic and the GP-led vaccination programme. In July 2020 we published ‘General Practice in the Post Covid World’ setting out our vision for the future of General Practice. This was informed by a rapid RCGP engagement exercise with members, patients and external stakeholders. This included virtual engagement events during the Covid-19 lockdown; a written consultation exercise with our member groups and Committees; a virtual workshop with external stakeholders including think tanks, academics, clinical leaders, and policy makers; and written submissions from responders to a consultation document

We have been a significant influence on national policy in all four nations on issues including on issues such as PPE, shielding, care home guidance, testing, end of life drugs, anticipatory care planning and death certification. We successfully lobbied for a suspension of CQC inspections for our members in England,

the suspension of QOF in Wales and Northern Ireland, as well as relaxation of the professional regulatory burden by the GMC and removal of red tape which delayed the return of retired GPs to support the national vaccination programme.

Continuation of the delivery of the MRCGP examination:

The College has responded to the disruption of arising from the COVID-19 pandemic by developing a Recorded Consultation Assessment ("RCA") in place of the Clinical Skills Assessment. The RCA is a summative assessment of a doctor's ability to integrate and apply clinical, professional, communication and practical skills appropriate for general practice. It requires candidates to submit 13 recorded consultations, which may be any combination of audio, video or face to face encounters.

Establishment of the Covid Resource Hub

At the outset of the Covid-19 pandemic we recognised the need to quickly develop and signpost members to guidance to support GPs in understanding and managing their response and contribution. Freely available to anyone on the RCGP website, it brings together information on topics ranging from diagnosis to keeping practices safe. The hub is updated daily with the latest developments and guidance.

On-line events

As a result of the pandemic, we have successfully moved our income and non-income generating event delivery online. We began with 1-hour free online Covid webinars to support general practice in managing the significant demands thrown up in a fast-changing environment. We re-developed our existing face to face courses, such as one day Essentials for an on-line audience and also created some new 'for digital' webinars, such as the Essentials Webinar Series. Our face-to-face Telephone Consulting & Triage Skills courses have always been very popular, and the pandemic has increased demand threefold for our online equivalent.

International Collaboration

In a further demonstration of RCGP's standing internationally, we hosted a webinar in collaboration with the World Health Organisation in February 2021 examining global lessons learnt from COVID -19. The event attracted over 600 members and healthcare professionals from around the world and is expected to be the first of several high-level collaborations between RCGP International and WHO.

Delivering practical solutions to tackle workload pressures and sustain and equip GPs to provide the best possible patient care.

Our objective

By 2023 members will be able to access a range of practical resources to tackle workload pressures and deliver relationship-based care in new ways; and that the College will be the first port of call to meet members' professional development needs.

To achieve this aim we are:

- Providing a one-stop-shop for CPD throughout a GP's career, enabling them to record and reflect on their learning journey and to access high-quality CPD resources.
- Developing solutions to support GPs and their teams in implementing key elements of RCGP's Fit for the Future vision document, such as continuity of care and the digitally enabled practice.
- Working with practices to monitor workload and how it is impacted by new ways of working, including through the development of the Research and Surveillance Centre's workload observatory.
- Working with partners to develop new qualifications in family medicine for international doctors, and for UK-based members of the wider primary care team.

Progress and achievements:

A one stop shop for CPD

At the end of December, we transferred over 25,647 active users to a new trainee e-portfolio and introduced a new Appraisal Toolkit enabling trainees who gain their CCT to move their records seamlessly to the latter, providing they have RCGP membership. This is a welcome development enabling RCGP members to have a single e-record in which to hold all professional qualifications and CPD records.

Fit for the Future

We have successfully completed Continuity of Care and Person-Centred Care outputs in partnership agreements with NHS England and the Health Foundation. We published a Digital Technology roadmap which outlines the actions required to achieve our vision of a digitally enabled general practice by 2030.

Monitoring Workload

The Research and Surveillance Centre service transfer from Surrey University to Oxford University is complete and a new CRM system in place to support further expansion of the number of practices providing surveillance data. A member survey provided important data to assess the impact of Covid-19 work on GPs.

New Qualifications in Family Medicine

The scoping and market research assessment of an RCGP Diploma in Family Medicine has been completed and following a cost benefit evaluation we are considering an alternative 'International Certificate'. Although Covid-19 has had an impact on international partnership agreements for delivery of MRCGP (INT), we have continued to advise partners through virtual meetings.

Developing the College into a dynamic and inclusive membership community

Our aim with this priority:

Our aim is that by 2023 more members will be engaged in the College and its work, and that RCGP will be recognised as a responsive and inclusive organisation that better reflects the diversity and dynamism of the profession.

To achieve this aim we are:

- Supporting our Faculties to increase member engagement through implementation of the RCGP Faculty Strategy.
- Creating new opportunities for members to engage with the College digitally, including the College's MyRCGP app and online communities of interest.
- Providing better support and pathways to enable more members to become fellows and replace Membership by Assessment of Performance (MAP) with a more inclusive alternative for established GPs.
- Removing barriers to member participation and improving information and support to members taking on College leadership roles.

Progress and achievements

Membership

Total membership for the year ended at **54,159** compared to 53,918 for the same period last year - a net increase of 0.45%.

The total number of new members joining since 1 April 2020 is **4,781** compared to 4,563 for the same period last year - an increase of 4.8%.

The total number of reinstatements since 1 April 2020 is **1,690** compared to 1,326 for the same period last year – an increase of 27.45%.

The total number of leavers is **5,907** (10.62% of total membership) - an increase of 741 leavers compared to the previous year.

The retention rate ended at **89.38%**.

Faculty Events

We held 317 on-line events across the UK. These events consist of a mix of CPD, wellbeing, member and student engagement and MRCGP Preparation courses for our GP Trainees. A number of English Faculties and RCGP Wales have developed online courses and events to support Trainees with the new Recorded Consultation Assessment (RCA).

Digital Engagement

The MyRCGP app was launched in February 2020 providing members with instant access to the latest news, courses, and e-learning. Members can stay up-to-date when they are on the move. The app also features personalisation to user interests to provide a tailored list of events local to members. Feedback shows the app is increasingly being used to improve access to toolkits, events and Covid-19 resources.

An online member forum was launched in May 2020 with an initial focus on supporting members posting experiences, questions, concerns and sharing good practice in responding to Covid-19. The Forum has since evolved to cover communities of interest such as Associates in Training, Research, Equality Diversity and Inclusion, International and Overseas members, and Technology.

Membership Pathways

From May 2021 any GPs who have been on the GMC GP register for a minimum of five years and have completed at least one revalidation cycle (or completed CEGPR) are now eligible to apply for membership via a new, inclusive route advertised on the RCGP website. Work on development of a refreshed and streamlined fellowship process is underway, although progress was interrupted by the need to direct resources to Covid-19 work. An interim offline application process expected early May 2021 and further progress detailed under future plans.

Member Participation and Development

RCGP Mentoring was launched in February 2021 offering an array of resources to help members to:

- Connect with a thriving community of members who support one another in their personal and career development locally and further afield.
- Support fellow members by sharing the wealth of experience and knowledge you have developed as a GP; and
- Grow both by helping the profession to flourish and by supporting your own personal development. Refine a raft of expertise such as communication and leadership skills.

In the first two months since launching RCGP Mentoring, we have over 400 mentors and 200 mentees registered and using the platform.

Career support

The College aims to develop a compressive 'careers hub' to equip current and prospective members with the knowledge, understanding, confidence and skills that they need to make informed choices and plans for their future learning and career. To date, early work has taken place to develop dedicated support and resource for early career GPs, navigating GP training and life post-CCT. Our CelebrAiT and GP Ready campaigns provide an example of the support and resource we wish to offer on a larger scale, for all members, at all stages of their career.

Promote the contribution of general practice and the role of the GP

Our aim with this priority:

Our aim is that by 2023 members feel that because of the College's efforts, the contribution of general practice and the role of GPs and their teams are more highly valued by patients, the public, politicians and opinion formers. We would also like to see general practice as the preferred destination for more students, doctors and other trainees and professionals considering their career options in the NHS.

To achieve this aim we are:

- Delivering a member and patient-led campaign to celebrate the value of general practice and promoting appropriate and sustainable use of the health service.
- Holding government and NHS decision-makers across the UK accountable for delivering the increased investment and workforce numbers that general practice needs.
- Developing the College as the go-to source of information and guidance about general practice as a career.
- Championing the contribution of general practice by hosting the 2022 WONCA Europe Conference.
- Maintaining the MRCGP as a world-class professional licensing assessment and work with educators and trainers in the UK and internationally to support medical students and trainees into the profession and beyond.

Progress and achievements

Celebrate the Value of General Practice

This work was overtaken by Covid-19 and redirected into the highly successful General Practice is Open Campaign. We have created a series of resources that can be incorporated into practice websites. We further responded to the Covid-19 Vaccine programme led by GPs using social media to raise awareness through #GPisOpen and #GPCovidJab. Amongst all this ongoing work, RCGP Scotland and RCGP Wales developed and launched highly influential manifestos to promote the value of general practice to candidates and the media ahead of Parliamentary elections in May 2021.

Investment and workforce numbers

We successfully campaigned for the removal of unnecessary bureaucratic obstacles to enable GP returners to be cleared to deliver the vaccination programme. We have as well as working hard behind the scenes on these issues. As a result of our lobbying, the requirement in England for GPs wanting to assist with the vaccination programme to be on the performers list has been removed, and we have been feeding into NHSE/I guidance and processes to ensure the route for returners is as streamlined as possible. We've also successfully lobbied to see an increase in GP training places in Wales, investment in an occupational health service for GPs in Scotland, and a commitment to continue to the rollout of MDTs across Northern Ireland.

GP as a career

The College aims to develop a comprehensive 'careers hub' to equip current and prospective members with the knowledge, understanding, confidence and skills that they need to make informed choices and plans for their future learning and career. To date, early work has taken place to develop dedicated support and resource for early career GPs, navigating GP training and life post-CCT. Our CelebrAiT and GP Ready campaigns provide an example of the support and resource we wish to offer on a larger scale, for all members, at all stages of their career.

Launched in April 2020, Observe GP is a free, interactive learning platform for aspiring medics. It is an alternative to work experience, providing value insights into medicine, available 24/7, irrespective of geography, background, or family network.

Since it launched, over 20,000 aspiring medics have registered and used the platform.

The platform has been designed specifically for young people, aged 16 and over, who are living in the UK and who are interested in applying to study medicine.

In developing Observe GP, our ambitions were:

- To expose young people to the endless opportunities associated with a career as a GP.
- Those pupils will feel more likely to consider pursuing a career as a GP as a result of using the platform.
- To provide a learning experience which is accessible to all young people across the UK regardless of geography or family background.

Over 90% of users indicate that they now have a better understanding of what a GP does. 70% of which stated, 'Yes I am more likely to consider pursuing a career as a GP because of Observe GP'.

WONCA 2022 Conference

RCGP will be host to the WONCA Europe Conference at the Excel Centre in June 2022. This highly prestigious event will be cojoined with the RCGP annual conference for one of the largest gatherings in primary care internationally. A scientific committee has been convened to start work on developing a scientific programme that will enable members to exchange experiences and good practice with GPs from across Europe.

MRCGP

To become licensed to practise as a GP in the UK, doctors must pass the College's MRCGP examination, comprising the Applied Knowledge Test (AKT), Remote Consultation Assessment (RCA) and Workplace-Based Assessment (WPBA). The RCA replaced the Clinical Skills Assessment (CSA) in July 2020, as a result of the Covid-19 pandemic. In 2020-2021, 4673 candidates sat the AKT and 4102 sat the RCA.

Ensure members place a high value on their College membership

Our aim with this priority:

By 2023 we want to improve member satisfaction levels and the retention rate among all member grades.

To achieve this aim we are:

- Enhancing our CPD offer and streamlining our in-house CPD delivery to drive improved integration and efficiency.
- Investing in our online presence and digital engagement and making better use of data to provide members with a more personalised service.
- Improving our business planning and supporting our staff to work more effectively so that they can provide the best possible member value.
- Developing new income-generating activities aligned to our values and mission, including establishing the College as a leading provider of consultancy advice in primary care development.

Progress and achievements

Enhancing our CPD offer

New Membership and Events Teams were established in Scotland, Wales and Northern Ireland, to ensure that locally appropriate CPD is developed and delivered locally, as well as CPD from across the College is promoted to members.

Digital Transformation

The new Trainee e-Portfolio system has been successfully rolled-out to all 45,000 users of the system. The discovery phase for a new website is nearing completion and implementation will begin in Q2 of 2021.

Business Planning and Supporting Staff

Business plans were amended to reflect the unexpected challenges arising from Covid including resource constraints. These have been reviewed throughout the year along with monthly re-assessment of the financial impact and progress in delivering the agreed finance recovery plan. The two organisational restructures during the year were challenging for the organisation and all staff. Despite these, progress against the delivery of the People Plan is continuing well with the successful delivery of management development training and the launch of staff wellbeing initiatives.

New Income-Generating activity

The Programme delivery teams are delivering the NHSE/I backed Personalised Care Institute, which remains a high-profile programme. It is the organisation responsible for standard setting and accreditation for personalised care, with the objective to educate seventy-five thousand professionals to deliver personalised care by 2024, working closely with more than forty partners to achieve its goals. The Women's Health, QOF QI, Physical Activity Charter project, Veterans Friendly are among the most successful projects and are likely to continue into the next financial year.

The RCGP consultancy programme, Primary Care Development, has successfully moved to the provision of virtual rather than face to face coaching and practical support due to the pandemic. The coaching element has been especially important during the pandemic.

The events team have successfully transferred face to face events to online events which have proved to be extremely popular with our members. A new webinar series has also been created, the 'Essential Webinar Series', aimed at providing short clinical updates that can be accessed live or recorded to access anytime.

Future plans

We anticipate that Covid-19 will continue to be a major influence on our work over the coming year. GPs will have a critical role in dealing with the terrible legacy left by the pandemic from those suffering the effects of Long Covid and mental health issues, patients waiting for urgent treatments that have been displaced by critical Covid care, and the prospect of on-going vaccination programmes.

We plan to continue our work to support the key objectives of the Strategic Plan during 2021-22.

Delivering practical solutions to tackle workload pressures and sustain and equip GPs to provide the best possible patient care.

We will be developing a new consultation assessment component of the MRCGP, which will replace both the CSA and the interim RCA. This is a major project which will involve considerable resource and include engagement with stakeholders.

Developing the College into a dynamic and inclusive membership community

A new online application process will be developed as the primary method of application. This will incorporate new pathways to fellowship and new digital functionality. Preliminary work on this has already begun and further development will continue over the next 10 months. It is anticipated that the new online application process will be ready to launch in early 2022.

Promote the contribution of general practice and the role of the GP

We will shape the future of general practice post-Covid, through our policy and influencing work, focusing on relationship-based care, digital innovation and community health. We will deliver a programme of work to measure GP workload and reduce the workload pressures on general practice through policy influencing and practical solutions.

Ensure members place a high value on their College membership

We will continue to offer our events, coaching and consultancy services virtually while re-introducing face to face options as appropriate. We will also be introducing hybrid events, where members can attend an event face to face and others virtually. We will further develop this offer based on the feedback from our membership.

The development of the new website will continue at pace this year, with personalised marketing of events and CPD offers to members increasingly becoming a feature as digital integration between our systems enables us to understand more about our member needs and wants.

Equality, Diversity and Inclusion.

In September 2020 we published the RCGP action plan reinforcing our determination to be an inclusive organisation where diversity is respected and encouraged. We realise it is easy to promise commitments in writing, but it is much harder to make concrete improvements to our organisational culture. For that reason, we have initiated an ambitious programme of work around the seven protected characteristics in the Equality Act 2010, building on the foundations of our initiatives to support BAME and LGBT+ staff and members.

BAME Task Force

A BAME Task Force was established to identify measures for addressing a number of issues following feedback from members. Working groups involving staff and members were commissioned around the following themes:

- Awareness Raising
- Representation and Positive Inclusion
- Training and Education
- Working with Stakeholders
- Continuing Professional Development (CPD)

Progress

Work is still being finalised but already the groups have made significant progress:

- We have initiated a statement of appreciation for the work of BAME GPs and staff.
- Assembled a collection of videos for Black History Month highlighting what racism in medicine looks like and how it can affect GPs.
- Established a methodology for collecting data on how ethnicity maps across the different activities of membership, including committee representation.
- Initiated work on making Fellowship more approachable and inclusive.
- Created a trainee survey which will aim to explore experiences of discrimination in training.
- Undertaken a review of current support across the UK.

In the light of experience of BAME GPs and communities, we have written to the Equalities Minister, along with the Department for Health and Social Care to raise concerns regarding culturally competent occupational risk assessment tools; the need for better public health communication and improved data collection on ethnicity, the inclusion of primary care in the NHS Staff survey; and asking for more accountability for health inequalities in the NHS. Briefings to all MPs highlighted these and other broader issues in general practice and we called on the Secretary of State to clarify the rationale for people from Black, Asian and Minority Ethnic communities not being included on the initial JCVI prioritisation list.

We have engaged major stakeholders on how they monitor for differentials on BAME GPs and develop mitigating actions.

LGBT

In September 2020, in a partnership with the Government Equalities Office (GEO) we launched a suite of e-learning resources to support GPs and other healthcare professionals to deliver the best possible care for Lesbian, Gay, Bisexual and Trans (LGBT) patients. The first-of-its-kind learning hub is designed to be accessible to busy GPs working under considerable time pressures with six on-line modules ranging from 15-30 minutes in length. Backed-up with podcasts and screencasts, the resources aim to ensure users have access to evidence-based, up-to-date information to deal with the unique health needs LGBT patients may have.

Future actions

BAME Task Group is expected to conclude its work by June 2021 including recommendations for future work.

We have established seven Equality, Diversity and Inclusion Working Groups to review priorities for members around each of the nine protected characteristics. This work will aim to conclude and report mid-year.

Sustainability and carbon reporting

As a founding member of the UK Health Alliance on Climate Change, RCGP is committed to playing a leading role in decarbonising General Practice as well as our own climate footprint. In 2019 we took the decision to disinvest in fossil fuels and switched to the purchase of renewable electricity.

This is the first report where we are providing Streamlined Energy and Carbon Reporting data. We have carried out detailed work to measure and understand our main energy usage. These figures are for our main buildings at 30 Euston Square, London and 25 Queen Street Edinburgh. We have not been able to obtain figures from landlords for the 19 leased premises and have excluded these from the report.

Our reporting methodology is based on the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (revised edition), and the UK Government's Environmental Reporting Guidelines, 2019.

We have reported emissions from operations over which RCGP has operational control. All emissions calculations are derived from activity data. The primary sources used for energy and fuel is billing data. The data for air, train and car (land) travel is derived from expenses claims and invoices from our company travel broker.

We will continue to embed measurement of greenhouse gas emissions (GHG) as an integral 'business as usual' approach to energy management practice, improve our understanding of how energy is being utilized and identify further opportunities to reduce this.

Energy Reduction and other sustainability Initiatives

Energy usage in 2020/21 was materially impacted by COVID with our move to remote working and curtailment of College activity. Our planned activity to support our initiatives to reduce emissions were impacted as a result. Our electricity is from renewables.

We have improved monitoring and management of building temperature and increased the use of light sensors across 90% of our main building. We sold our office in Scotland which as an older building was energy inefficient.

The impact of COVID resulted in limited flights on College business during the year. Travel emissions had been declining over recent years as the use of digital channels increased, having been at nearly 400,000 kgCO₂e in 2018/19 and now zero in 2020/21.

We have made significant investment in upgrading our technology to improve digital accessibility and reduce the need for printed documents as part of our 'digital-first' policy. Print volumes in 2018 were 1.5m pages (average of 125,000 per month); volumes in 2020/21 were 175,000 pages in total.

Overall recycling rates have steadily increased in 2020/21 with improved awareness of recycling facilities in working areas as well as across commercial activity. We achieve zero waste to landfill through analysis of each waste stream, suitable end of life solutions through re-use, recycling and redesign of waste products. We removed the provision of disposable cups from our staff kitchenettes. Prior to closure necessitated by COVID, 87% of packaging used in our café facility had a green credential (recyclable origin, compostable, bio-degradable). Various initiatives have reduced food waste including re-use of coffee grounds, bespoke ordering, cooking oil conversion to bio-diesel. We have replaced bottled water for hospitality purposes with in-house filtered water.

Energy Consumption

GHG - CO2e Tonnage	2019/2020	2020/21
Natural Gas Consumption	528	486
Electricity Consumption	319	174
Water	16	4
Land Travel	19	0.2
Air Travel	Not available	1
Train Travel	Not available	0.35
Total	882	665
Intensity Ratio (total emissions/RCGP fte as of 31 March 2021)		2.98
Methodology GHG Conversion Factors for Company Reporting		

Financial review for the year

Results for the year

The consolidated statement of financial activities shows the College's total incoming resources for the year have decreased to £36.5m (2020: £43.4m), while total resources expended decreased to £34.9m (2020: £44.2m).

This year there were gains on the revaluation and disposal of investments of £0.9m (2020: Loss of £0.1m).

The actuarial loss on defined benefit pension scheme was £0.4m (2020: gain of £0.4m). The pension scheme deficit decreased to £4.2m (2020: £4.7m).

The funds balances at the year end are represented by unrestricted funds £53.9m (2020: £50.7m), restricted funds £1.5m (2020: £1.5m) and capital endowment funds £Nil (2020: £Nil).

The College has net current liabilities of £1.4m (2020: £3.9m) at the year end. The improvement on the previous financial year is due to higher cash balances due to the sale of our office in Edinburgh which completed in March and proceeds from sale of investments being held as cash in the short term.

The principal funding sources for the College remain membership subscriptions, examinations income and surplus generated by its trading subsidiaries.

Reserves policy

The College has £53.9m held in general funds. These funds represent the accumulated surpluses from general business activities and are available for use at the discretion of the Trustees.

General funds include unrestricted funds, designated project funds, a designated property reserve and the pension deficit fund.

Fund	Total £(m)
Unrestricted funds	5.6
Designated project funds	2.4
Designated property reserve	50.1
Pension deficit	(4.2)
Total General Funds	53.9

Designated project funds

These are funds that have been assigned to particular projects the College is undertaking. For more detail on individual designations see Note 31 on page 54.

Designated property reserve

This reserve represents funds invested in the property owned by the College, 30 Euston Square, London and other fixed assets less the amount repayable on the loan for the building.

This is a change from the prior year calculation which excluded non property fixed assets.

Pension deficit

The College has a material pension deficit which remains a risk. This is being managed with an effective budgeting and forecasting process in place that takes into account payments, including deficit payments, in relation to the pension plan.

Where further actions are being taken in terms of plans for the future of the scheme or discussions with pension Trustees this is also being included.

Free reserves

The Trustees consider all unrestricted funds and designated project funds to be free reserves and readily realisable. As at year end these totalled £8.0m.

Trustees have reviewed key risks, as outlined in **Risk Management**. Where possible these risks have been quantified in order to assess the optimal level of free reserves required.

Following this review Trustees have agreed a target range for the level of free reserves of 3 to 6 months operational expenditure (£9.0m to £18m).

Currently the College holds free reserves totalling £8.0m. This is £1.0m less than the lower end of agreed range. Trustees have reviewed a 3-year plan which intends to restore reserves to within the desired level through delivering higher surpluses.

Going concern

Trustees have considered several factors in concluding that the adoption of a going concern basis in the preparation of these financial statements is appropriate. These factors have included a summary of the key risks and uncertainties in the context of the College's operations (including COVID-19) and a review of the budgets and forecasts for the next three years. The forecasts consider both immediate liquidity and longer-term solvency, together with the impact on reserves.

For the period to 31 March 2024 the Board has considered the impact of a series of scenarios, detailing what is considered to be an assumed position against a 'best-case' and 'worst-case' scenario. Material differences between the scenarios result from assumptions relating to commercial use of the Head Office, member numbers and inflation.

Working capital requirements are met through income received from business activities. The College has the ability to drawdown against funds held within the College's investment portfolio if required. The College has a loan facility in place with Barclays Bank as detailed in note 29 to the financial statements.

During the year the College agreed a deferral of loan capital repayments for 12 months from June 2020 as part of the Finance Recovery Plan implemented in response to challenges presented by COVID. Repayment will be at the end of the loan term.

The COVID-19 pandemic had a significant, immediate impact on the College's operations.

The government guidelines introduced in March resulted in the Clinical Skills Assessment examination in March and the Applied Knowledge Test in April being cancelled. The College rapidly developed an alternative Recorded Consultation Assessment with the first sitting taking place in July and continuing throughout the year.

Membership income is a key income stream, and the College continues to ensure the delivery of value of being a member to guard against decline.

The most significant financial impact has been in relation to the cancellation of face-to-face events and conferences, impacting College activity directly as well as activity in the College's trading subsidiary, RCGP Enterprises, as third-party events were significantly reduced with only external exams being hosted at 30 Euston Square. With the expected easing of lockdown restriction during Summer 2021, events income is assumed to make a gradual recovery.

Having regard to the financial models for the period to 2024 and the assumptions on which those are based, the Trustees believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

Subsidiary and related companies (subsidiaries)

The College has three subsidiary undertakings which are consolidated in these accounts:

- RCGP Enterprises Limited – which manages commercial activity in 30 Euston Square
- RCGP Conferences Limited – which manages the College's annual conference and various other activity on behalf of the College.
- RCGP International Limited – which manages commercial activity overseas.

Investment policy

The investment objective of the portfolio, as set by the Trustee Board, is an absolute return strategy which aims to maintain the capital value of the portfolio in real terms and achieve positive returns.

The Charity's ethical investment policy precludes direct or indirect investment in companies that generate more than 10% of revenues from:

- a) alcohol
- b) tobacco-related business activities
- c) adult entertainment services
- d) weapons systems, components, and support systems and services
- e) gambling-related business activities

Investment is also precluded in companies which:

- a) have an ICB sector classification of Oil & Gas producers and a sub-sector classification either of Integrated Oil & Gas or of Exploration & Production
- b) have an ICB sector classification of Mining and a sub-sector classification of Coal

Updated: 06/2020

- c) manufacture cluster munitions systems, components or delivery platforms
- d) manufacture landmines
- e) are involved in the production of depleted uranium weapons, ammunition or armour
- f) manufacture biological or chemical weapons.

During the financial year, Trustees agreed to move investments from a discretionary portfolio managed by Ruffer LLP to a managed fund with Royal London Asset Management Ltd. Liquidating the investment portfolio held with Ruffer and reinvestment with Royal London was partially complete by 31 March 2021. The investment portfolio valuation as of 30th June 2021 was £9.5m, £0.5m higher than at year-end.

Fundraising policy

The College is a member of the Fundraising Regulator. The College does not currently undertake specific fundraising activities, but it supports the Code of Fundraising Practice, and any future fundraising activity would be carried out in line with its recommendations.

Grant making policy

The Scientific Foundation Board (SFB) awards grants for research whose findings will be of direct relevance to the care of patients in the general practice setting. Any GP, primary healthcare professional or university-based researcher may apply for a grant for scientific research to be undertaken in the UK. The SFB's definition of research is descriptive and includes experimental studies. All applications are judged on the quality of the project proposal. It should be noted that the Board does not fund audit projects.

The SFB gives a high priority to submission from practising GPs and other members of primary care teams. The SFB encourages, and will give priority to, applications from young and/or new researchers and to those who have not previously been funded by the SFB. Applications are not restricted to those from members of the College.

The SFB administers offers two forms of research funding: annual research grants of up to £30,000 and Practitioner Allowance Grants of up to £2,000. Applications for annual research grants are reviewed by members of the SFB, and at the annual meeting of the SFB (held in the Autumn) the Board decides where research grants will be awarded. Practitioner Allowance Grants can be applied for at any time of the year and are awarded following review by the chair and at least one other member of the SFB.

Employment

The College is committed to a policy of equality of opportunity in its employment practices and aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of race (including colour, nationality, ethnic or national origins), sex, sexual orientation or marital status, disability or of other conditions not justified in law or relevant to the performance of the job.

Individuals are selected, promoted and treated on the basis of their abilities and merits, and according to the requirements of the job.

Pay policy for staff

Senior staff

The Executive Management Team is considered the key management personnel of the College. The pay of the Executive Management Team is monitored by the Remuneration Committee. A professional reward consultancy undertakes an extensive benchmarking exercise triennially and produces a report which is then considered by the Remuneration Committee, who makes a final decision on the Executives pay. Our Executive Pay Policy sets out our approach to pay and is underpinned by the following principles: to pay a fair salary and reward package to attract and retain skilled and expert senior leaders for the College and to ensure our salaries and benefits are competitive within the sector, proportionate to the complexity of each role and responsibility and affordable.

All staff

RCGP operates the Reward Connected Job Evaluation scheme (JESS), which determines the College's pay structure and associated pay. The median market rate for each of the grades is the minimum salary for all posts at RCGP. In order to ensure RCGP salaries continue to accurately reflect median market rates, an exercise to review the market is conducted triennially by an external consultancy. Following the external

review, which informs the College on the market rates, amendments to the pay and grading are considered by Trustees.

Separately to the benchmarking exercise, the College determines on an annual basis any general uplift to existing rates of pay for College employees.

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Report and Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales and Scotland requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the of the College and the group and of the incoming resources and application of resources of the College and the group for that year.

In preparing the financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently.
- observe the method and principles in the Charities Statement of Recommended Practice.
- make judgements and accounting estimates that are reasonable and prudent.
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group will continue its operations.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the College's and group's transactions and disclose with reasonable accuracy at any time the financial position of the group and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and the Charity's constitution. They are also responsible for safeguarding the assets of the group and taking reasonable steps for the prevention and detection of fraud and other irregularities.

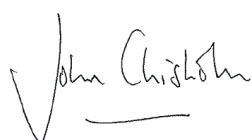
The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor

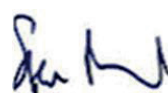
Crowe U.K. LLP were re-appointed as auditor during the year and have indicated their willingness to continue in office.

The Trustees who held office at the date of the Report of the Trustee Board confirm that there is no relevant audit information of which the College's auditors are unaware. Each Trustee has taken the necessary steps to ensure they are aware of any relevant audit information and to establish that the College's auditors are aware of that information.

Approved by the Trustee Board and signed on its behalf by:



Dr John Chisholm
Acting Chair of Trustee Board



Dr Steve Mowle FRCGP
Honorary Treasurer

Approved on 29th July 2021

Independent Auditor's Report to the Members of Royal College of General Practitioners Year to 31 March 2021

Opinion

We have audited the financial statements of the Royal College of General Practitioners ('the parent charity') and its subsidiaries ('the group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the College and Group Balance Sheets, the Consolidated Cash Flows Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 March 2021 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's or the

group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 34 the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011, and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an

audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation, Health and Safety legislation, Taxation legislation and employment legislation. We also considered compliance with local legislation for the group's overseas operations.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Crowe U.K. LLP

Statutory Auditor

London

Date 26 August 2021

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Crowe U.K. LLP is eligible for appointment as auditor of the charity under regulation 10(2) of the Charities Accounts (Scotland) Regulations by virtue of its eligibility under section 1212 of the Companies Act 2006.

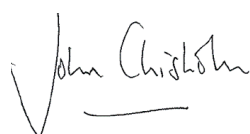
Consolidated statement of financial activities

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total £'000	2020 £'000
Income from:					
Charitable activities					
Project income		4,448	870	5,318	4,917
Examination fees		6,515	-	6,515	6,382
Membership income		19,869	-	19,869	19,579
Courses & events		809	4	813	2,202
Other income		1,392	-	1,392	855
Other trading activities					
Trading income from subsidiaries		2,638	-	2,638	9,344
Investment income		38	1	39	94
Total income		35,709	875	36,584	43,373
Expenditure on:					
Raising funds					
Fundraising costs		-	-	-	9
Trading expenditure		2,280	-	2,280	6,892
Investment management fees		62	18	80	103
		2,342	18	2,360	7,004
Charitable activities					
Future of general practice		4,133	60	4,193	4,566
GP education		10,109	490	10,599	10,448
Supporting membership		9,367	170	9,537	13,958
Voice of General Practice		8,120	2	8,122	8,208
		31,729	722	32,451	37,180
Total expenditure	20	34,071	740	34,811	44,184
Net income / (expenditure) before gains		1,638	135	1,773	(811)
Net gains on investments	25	907	23	930	104
Net gains on disposal of fixed assets		832	-	832	-
Net income / (expenditure)		3,377	158	3,535	(707)
Transfers between funds	32, 33	192	(192)	-	-
Actuarial gains	34	(381)	-	(381)	359
Net movement in funds		3,188	(34)	3,154	(348)
Balances at 1 April 2020		50,689	1,503	52,192	52,540
Balances at 31 March 2021		53,877	1,469	55,346	52,192

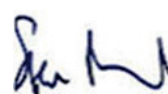
Balance sheets

	Note	College 2021 £'000	College 2020 £'000	Group 2021 £'000	Group 2020 £'000
Fixed assets					
Tangible assets	24	67,499	70,062	67,499	70,062
Investments	25	11,862	11,070	11,862	11,070
		<u>79,361</u>	<u>81,132</u>	<u>79,361</u>	<u>81,132</u>
Current assets					
Stocks		11	10	44	51
Debtors	26	2,472	2,779	2,871	3,354
Short term deposits		-	443	-	443
Cash at bank and in hand	27	7,834	3,763	9,445	4,637
		<u>10,317</u>	<u>6,995</u>	<u>12,360</u>	<u>8,485</u>
Creditors:					
amounts falling due within one year	28	(11,722)	(10,944)	(13,765)	(12,434)
Net current liabilities		<u>(1,405)</u>	<u>(3,949)</u>	<u>(1,405)</u>	<u>(3,949)</u>
Total assets less current liabilities		<u>77,956</u>	<u>77,183</u>	<u>77,956</u>	<u>77,183</u>
Creditors:					
amounts falling due after one year	29	(18,364)	(20,264)	(18,364)	(20,264)
Net assets excluding pension liability		<u>59,592</u>	<u>56,919</u>	<u>59,592</u>	<u>56,919</u>
Defined benefit pension scheme liability	34	(4,246)	(4,727)	(4,246)	(4,727)
Net assets including pension liability	34	<u>55,346</u>	<u>52,192</u>	<u>55,346</u>	<u>52,192</u>
Represented by:					
Unrestricted funds		5,618	7,825	5,618	7,825
Designated funds	31	52,505	47,591	52,505	47,591
Pension deficit	34	(4,246)	(4,727)	(4,246)	(4,727)
General funds		<u>53,877</u>	<u>50,689</u>	<u>53,877</u>	<u>50,689</u>
Restricted funds	32	<u>1,469</u>	<u>1,503</u>	<u>1,469</u>	<u>1,503</u>
Capital funds		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Funds		<u>55,346</u>	<u>52,192</u>	<u>55,346</u>	<u>52,192</u>

Approved by the Trustee Board and signed on its behalf by:



Dr John Chisholm
Acting Chair of Trustee Board
Approved on 29th July 2021



Dr Steve Mowle FRCGP
Honorary Treasurer

Consolidated cash flow statement

Cash flow statement	2021 £'000	2020 £'000
Net cash inflow from operating activities	4,996	783
Returns on investments and servicing of finance:		
Interest received	2	30
Dividends received	37	64
Net cash inflow from returns on investments	39	94
Payments to acquire tangible fixed assets	(766)	(982)
Proceeds from disposal of fixed assets	1,565	-
Purchase of investments	(9,276)	(3,896)
Proceeds from disposal of investments	8,747	3,963
Net cash outflow from investing activities	270	(915)
Pension deficit repayments	(980)	(980)
Capital repayment of secured loan	(533)	(3,200)
Interest payable on secured loan	(552)	(560)
Revaluation of investment property	711	(35)
Interest rate swap liability	(126)	289
Net cash outflow from financing activities	(1,480)	(4,486)
Cash inflow / (outflow) before use of liquid resources	3,825	(4,524)
Decrease in short term deposits	443	389
Increase / Decrease in cash	4,268	(4,135)
Reconciliation of incoming resources to operational cashflow		
	2021 £'000	2020 £'000
Net incoming / (outgoing) resources	3,537	(707)
Adjustment for investments	(1,516)	(378)
Adjustment for pension	118	134
Gains on disposal of fixed assets	(832)	-
Depreciation	2,595	2,506
Interest payable on secured loan	552	560
Investment income and bank interest receivable	(39)	(94)
Decrease in stock	8	11
Decrease in debtors	482	71
Increase / (Decrease) in creditors	91	(1,320)
Net cash inflow from operating activities	4,996	783

Reconciliation of movement in net debt

	2021 £'000	2020 £'000
Increase / (decrease) in cash	4,268	(4,135)
Cash outflow from bank loan	534	3,200
Movement in net debt in the period	<u>4,802</u>	<u>(935)</u>
Net debt at 1 April 2020	<u>(15,619)</u>	<u>(14,684)</u>
Net debt at 31 March 2021	<u><u>(10,817)</u></u>	<u><u>(15,619)</u></u>

Analysis of net debt

	2021 £'000	2020 £'000
Cash held by investment managers (note 26)	-	540
Cash at bank and in hand (note 28)	<u>9,445</u>	<u>4,637</u>
	9,445	5,177
Bank loan due within one year (note 29)	(1,898)	(533)
Bank loan due after one year (note 30)	<u>(18,364)</u>	<u>(20,263)</u>
Net debt at 31 March 2021	<u><u>(10,817)</u></u>	<u><u>(15,619)</u></u>

Notes to the financial statements

Year to 31 March 2021

1. Charity information

The Royal College of General Practitioners is a Chartered Corporation and a registered charity, administered in accordance with its Royal Charter, Ordinances and Byelaws. The Charter was granted to the College in 1972. The Charity Registration Numbers are 223106 (England) and SC040430 (Scotland). The registered address is 30 Euston Square, London, NW1 2FB.

2. Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice 2005 which has since been withdrawn.

The Royal College of General Practitioners meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Trustees have considered several factors in concluding that the adoption of a going concern basis in the preparation of these financial statements is appropriate. These factors have included a summary of the key risks and uncertainties in the context of the College's operations (including COVID-19) and a review of the budgets and forecasts for the next three years. The forecasts consider both immediate liquidity and longer-term solvency, together with the impact on reserves.

For the period to 31 March 2024 the Board has considered the impact of a series of scenarios, detailing what is considered to be an assumed position against a 'best-case' and 'worst-case' scenario. Material differences between the scenarios result from assumptions relating to commercial use of the Head Office, member numbers and inflation.

Working capital requirements are met through income received from business activities. The College has the ability to drawdown against funds held within the College's investment portfolio if required. The College has a loan facility in place with Barclays Bank as detailed in note 29 to the financial statements. During the year the College agreed a deferral of loan capital repayments for 12 months from June 2020

as part of the Finance Recovery Plan implemented in response to challenges presented by COVID. Repayment will be at the end of the loan term.

The COVID-19 pandemic had a significant, immediate impact on the College's operations.

The government guidelines introduced in March resulted in the Clinical Skills Assessment examination in March and the Applied Knowledge Test in April being cancelled. The College rapidly developed an alternative Recorded Consultation Assessment with the first sitting taking place in July and continuing throughout the year.

Membership income is a key income stream, and the College continues to ensure the delivery of value of being a member to guard against decline.

The most significant financial impact has been in relation to the cancellation of face-to-face events and conferences, impacting College activity directly as well as activity in the College's trading subsidiary, RCGP Enterprises, as third-party events were significantly reduced with only external exams being hosted at 30 Euston Square. With the expected easing of lockdown restriction during Summer 2021, events income is assumed to make a gradual recovery.

Having regard to the financial models for the period to 2024 and the assumptions on which those are based, the Trustees believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

Having regard to the above the Trustees believe it appropriate to adopt the going concern basis of consolidation in preparing the financial statements.

The consolidated accounts comprise the results of the College and its wholly owned subsidiary companies, RCGP Conferences Limited (company number 03896012 (England and Wales)), RCGP Enterprises Limited (company number 01984344 (England and Wales)) and RCGP International Limited (company number 12033221 (England and Wales)), made up to the balance sheet date. Accounts of all three companies will be filed with the Registrar of Companies.

A separate statement of financial activities for the College is not presented as permitted by the SORP. The College has taken advantage of the exemption available to a qualifying entity in FRS102 from the requirement to present a College only cash flow statement.

3. Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Membership/Examination income is credited to the statement of financial activities (SoFA) in the year to which it relates.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

Government grants are recognised on the accruals basis, when there is reasonable assurance that the College will comply with the conditions attaching to the grant and the grant will be received. The grant in connection to the job retention scheme, has been recognised in the period to which the underlying furloughed staff costs relate to.

4. Expenditure and the basis of apportioning costs

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Expenditure comprises the following:

- a) The costs of generating funds include the salaries, direct costs and overheads associated with generating income and the fees paid to the investment managers in connection with the management of the College's listed investments.
- b) Charitable activities comprise expenditure on the College's primary charitable purposes as described in the Report of the Trustee Board on pages 7 to 33. Such costs include grants payable which are included within the SoFA when approved and when the intended recipient has either received the funds or has been informed of the decision to make the grant and has satisfied all related conditions. Grants approved but not paid at the end of the financial year are accrued for.
- c) Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the College it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment. These costs are allocated out to the activities they are supporting on the basis of the number of employees and are described in note 20.

5. Investments

Listed investments are included in the balance sheet at their open market value at the end of the financial period. Realised and unrealised gains or losses are recorded in the SoFA in the year in which they arise.

Investment property is revalued annually using a discounted cash flow approach to rental income.

Investments in subsidiary companies are included at cost.

6. Stocks

All stocks are stated at the lower of cost and their net realisable value.

7. Tangible fixed assets

All assets costing more than £5,000 and with an expected useful life expectancy exceeding one year are capitalised. The College also capitalises items of less than £5,000 which are part of the capital replacement programme.

Freehold properties, comprising freehold buildings and freehold land owned by the College are stated in the accounts at cost.

Freehold buildings which, following professional advice, are deemed to equate to 85% of the total cost of the freehold properties are depreciated over 50 years, on a straight-line basis.

Finance costs and interest payments associated with the acquisition of fixed assets are not capitalised.

No depreciation is charged on freehold land.

Improvements to property are depreciated on a straight-line basis over five years.

Furniture and equipment (other than computer equipment) are capitalised and depreciated on a straight-line basis over two or five years determined by the useful life of the asset.

Computer equipment, software and network systems are capitalised and depreciated over three years with the exception of servers and website which are depreciated over five years both on a straight-line basis and IT design equipment which is depreciated over 7 years.

The CRM is capitalised and depreciated over 10 years.

Website and Revalidation capitalisation - Design and content development costs have been capitalised only to the extent that they lead to the creation of an enduring asset delivering future economic benefits at least as great as the amount capitalised. The useful life has been determined to be five years with exception of software costs which have a three-year life and are both depreciated on a straight-line basis. The carrying value of the asset will be subject to annual impairment reviews.

8. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

9. Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

10. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

11. Financial instruments

The College only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. Included in creditors is a total of £0.5m relating to the interest rate swap on the College's loan. This is a derivative financial instrument which has been measured at fair value through the SoFA.

Other basic financial instruments held by the college include investments measured at fair value through statement of financial activities, total value £11.9m (2020: £11.0m).

12. Fund accounting

Restricted funds comprise monies raised for, or have their use restricted to, a specific purpose, or contributions subject to donor-imposed conditions.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

General funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the College's charitable objects.

13. Councils and faculties

Transactions, assets and liabilities of the Scotland, Wales and Northern Ireland Councils and the individual faculties of the College are included in the SoFA and balance sheet of the College.

14. Pension costs

The College operates two pension schemes for or on behalf of eligible staff:

i) Group personal pension plan

All staff are eligible to contribute to this scheme on joining the College. The College contributes 8% and employees contribute 4%, based on eligible employees' pensionable earnings, which is payable to employees' personal pension plans. Contributions by the College are recognised in the SoFA in the period to which they relate.

ii) Defined benefit pension plan

The College contributes to a defined benefits pension scheme providing benefits based on final pensionable salary, which closed on 30 June 2006. Pensionable contributions are paid into the scheme in accordance with the recommendations of actuaries.

The scheme is funded, with the assets of the scheme held separately from those of the College.

Current service costs, past service costs, gains and losses on settlement and curtailments, interest on pension scheme liabilities and the expected return on pension scheme assets are charges to resources expended, allocated on the basis of the number of employees.

Actuarial gains and losses are recognised immediately as other recognised gains and losses, after “net incoming/ (outgoing) resources for the year”.

As detailed in note 36, pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained triennially and are updated at each balance sheet date. The resulting defined benefit pension scheme liability is presented separately after “net assets excluding pension liability” on the face of the balance sheet.

15. Termination payments

Termination payments are recognised as an expense in the SoFA when incurred.

16. Leased assets: Lessor

Rentals applicable to operating leases are charged to the SoFA on a straight-line basis over the period of the lease.

17. Leased assets: Lessee

Rentals applicable to operating leases are charged to the SoFA on a straight-line basis over the period of the lease.

18. Related Party Transactions

During the year the charity made payments for services of £114,277 to Health Education England of which Professor Simon Gregory (Trustee) is a director, and Steve Mowle (Trustee) is an employee.

The charity made payments of £5,720 to King Edward Road Surgery, of which Professor Simon Gregory (Trustee) is a director.

There is no amount outstanding between the charity and these entities at year end.

During the year the charity made payments for services of £250 to University of Oxford, of which Margaret McCartney (Trustee) is an employee.

There is no amount outstanding between the charity and this entity at year end.

During the year the charity made payments for services of £61,881 to University of East Anglia, of which Professor Amanda Howe (President) is an employee.

The amount outstanding between the charity and this entity at year end was £12,412.

During the year the charity made payments for services of £67,885 to Cambridgeshire and Peterborough CCG, of which Dr Gary Howsam (Officer) is an employee.

There is no amount outstanding between the charity and this entity at year end.

During the year the charity made payments for services of £52,435 to Gough Walk Practice, of which Dr Victoria Tzortziou Brown (Officer) is an employee.

There is no amount outstanding between the charity and this entity at year end.

During the year the charity made payments for services of £714 to Pendleton King Ltd of which Dr David Pendleton (Trustee) is a director.

There is no amount outstanding between the charity and this entity at year end.

19. Critical accounting judgements and estimates

The preparation of the Group financial statements requires the use of certain judgements, estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenses, including the assumptions associated with the College's pension scheme liability and the estimates used to revalue the Investment property. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Changes in accounting estimates may be necessary if there are changes in the circumstances on which the estimate was based or as a result of new information or more experience, for example with the actuarial assumptions used for the pension scheme.

20. Expenditure

	Direct costs £'000	Grants made £'000	Support costs £'000	Total 2021 £'000	Total 2020 £'000
<i>Cost of generating funds</i>					
Fundraising costs	-	-	-	-	9
Commercial expenditure	2,280	-	-	2,280	6,892
Investment management	18	62	-	80	103
<i>Charitable expenditure</i>					
Future of general practice	3,095	-	1,098	4,193	4,566
GP education	7,222	-	3,377	10,599	10,448
Supporting membership	4,164	-	5,373	9,537	13,958
Voice of General Practice	4,793	-	3,329	8,122	8,208
Total	21,572	62	13,177	34,811	44,184

Support costs total £11.6m (2020: £15.3m) for the year. These include property services, finance, IT, HR and other governance costs. These are allocated on a headcount basis as below. Included is £44k (2020: £45k) for audit fees.

	2021 £'000	2020 £'000
Support costs		
Finance & procurement	1,401	1,908
Property costs (including depreciation)	5,611	5,913
Faculty & devolved council support	628	1,209
IT costs	4,384	4,852
HR (including pension costs)	998	1,169
Governance	155	225
	13,177	15,276

21. Grants payable

During the year eleven (2020: thirteen) grants were payable to individuals totalling £107k (2020: £52k). These grants were made in accordance with the policy outlined in the Trustees report.

22. Employee information

	2021 £'000	2020 £'000
Wages and salaries	10,431	11,776
Social security costs	1,073	1,228
Childcare Vouchers	22	38
Group personal pension plan costs	1,303	1,489
	12,829	14,531

The average number of employees during the year was as follows:

	2021	2020
Cost of generating funds, charitable activities and governance	222	274
Support function	47	53
Total	269	327

At year end the number of employees whose emoluments exceeded £60k was:

£60,001 - £70,000	19	17
£70,001 - £80,000	9	10
£80,001 - £90,000	1	4
£100,001 - £110,000	2	3
£110,001 - £120,000	1	1
£160,001 - £170,000	1	1
	33	36

During the year the College paid salaries, including Employer's NI and pension, totalling £729,843 (2020: £775,849) to key management personnel as listed on page 7.

During the year the College made redundancy payments of £250k (2020: £57k) and there were no balances outstanding at year end (2020: £Nil).

Employer pension contributions totalling £250k (2020: £361k) were made in respect of thirty-three employees (2020: thirty-six) who earned total emoluments in excess of £60,000.

23. Trustees' and council members' expenses

None of the Trustees or members of Council received any remuneration in respect of their services in those roles during the year (2020: none).

Expenses in the year were paid to 31 Trustees and members of council (2020: 71) and comprised the following:

	2021 £'000	2020 £'000
Locum fees	141	109
Travel and subsistence	5	130
	146	239

24. Tangible fixed assets

	Freehold properties	Furniture and equipment	Computer and network systems	Revalidation system and website	Total
Cost (£'000)					
At 1st April 2020	71,702	3,064	8,392	186	83,344
Additions	246	64	248	208	766
Reclassification	100	(100)	(752)	752	-
Disposals	(816)	(47)	(163)	(186)	(1,212)
At 31st March 2021	71,232	2,981	7,725	960	82,898
Depreciation (£'000)					
At 1st April 2020	8,755	1,189	3,197	141	13,282
Charge for the year	1,208	461	808	118	2,595
Disposals	(207)	(18)	(104)	(149)	(478)
At 31st March 2021	9,756	1,632	3,901	110	15,399
Net book values (£'000)					
At 31st March 2021	61,476	1,349	3,824	850	67,499
At 31st March 2020	62,947	1,875	5,195	45	70,062

Assets under construction costing £0.3m are included in Computer and network systems.

£1.4m of assets under construction have been completed in the year. £0.8m current year computer and network systems assets under construction spend has been reclassified to Revalidation system and website on completion.

Freehold property includes 30 Euston Square, London and in the opinion of the Trustee Board the market value of the property is considerably in excess of their cost.

Freehold property 25 Queen Street, Edinburgh was sold in March 2021.

25. Investments

	College		Group	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Listed investments				
Market value at 1 April 2020	6,958	6,647	6,958	6,647
Additions at cost	9,275	3,896	9,275	3,896
Disposals at opening market value	(8,747)	(3,963)	(8,747)	(3,963)
Realised gains on disposal	1,046	28	1,046	28
Net unrealised investment gains	470	350	470	350
Market value at 31 March 2021	9,002	6,958	9,002	6,958
Other investments				
Cash held by investment managers	-	540	-	540
Investment property	2,860	3,572	2,860	3,572
Total	11,862	11,070	11,862	11,070

	RCGP Enterprises Ltd		RCGP Conferences Ltd		RCGP International Ltd	
	2021	2020	2021	2020	2021	2020
	£'000	£'000	£'000	£'000	£'000	£'000
Turnover	1,260	8,561	1,336	2,389	43	-
Cost of sales	(1,027)	(5,820)	(1,073)	(1,678)	(34)	-
Gross profit	233	2,741	263	711	9	-
Administrative expenses	(22)	(95)	(123)	(178)	-	-
Operating profit	211	2,646	140	533	9	-
Gift aid to parent	(211)	(2,646)	(140)	(533)	-	-
Net profit for year	-	-	-	-	9	-
Assets	1,716	2,486	718	525	82	-
Liabilities	(1,716)	(2,486)	(718)	(525)	(73)	-
Net assets	-	-	-	-	9	-

The College owns the entire share capital of RCGP Enterprises Limited, RCGP Conferences Limited and RCGP International Limited, all registered in England and Wales. All three entities traded in the year, RCGP Enterprises Limited providing catering and event income from room hire at 30 Euston Square, RCGP Conferences Limited the annual conference and other events and RCGP International Limited providing consultancy services for overseas customers. At year-end both RCGP Enterprises Limited, RCGP Conferences Limited and RCGP International Limited had net assets of £1 (2020: £1).

During the year RCGP Enterprises made no sales of room hire and catering services to the College (2020: £1.6m). At year-end there is a balance of £0.2m owing from RCGP Enterprises Limited to College (2020: £1.2m owing from College to RCGP Enterprises Limited).

During the year RCGP Conferences made no sales of publishing services to the College (2020: £0.01m). At year end there is a balance of £0.2m (2020: £0.3m) owing from RCGP Conferences Limited to the College.

RCGP International started trading during the financial year and made no sales of consultancy services to the College. At year end there is a balance of £0.04m (2020: Nil) owing from RCGP International Limited to the College.

The balance included in investments for investment property is the valuation applied to the area of 30 Euston Square rented out to 3rd parties. The valuation has been calculated using a discounted cash flow model based on forecast yields.

26. Debtors

	College		Group	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade debtors	1,506	1,237	1,881	2,010
Other debtors	36	71	57	109
Accrued income	43	200	506	244
Amount due from RCGP Conferences Ltd	205	285	-	-
Amount due from RCGP Enterprises Ltd	212	-	-	-
Amount due from RCGP International Ltd	43	-	-	-
Prepayments	427	986	427	991
	2,472	2,779	2,871	3,354

27. Cash at bank

	College		Group	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Current accounts	6,894	915	8,505	1,789
Faculties' current and deposit accounts	940	2,848	940	2,848
	7,834	3,763	9,445	4,637

28. Creditors

	College		Group	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade creditors	1,430	2,537	1,551	2,757
Income received in advance	3,602	4,060	4,829	5,634
Accruals	2,410	1,858	2,767	1,943
Taxation and social security	426	237	764	540
Barclays Loan due within one year	1,900	533	1,900	533
Other creditors	1,479	426	1,479	426
Amount due to RCGP Enterprises	-	692	-	-
Interest rate swap	475	601	475	601
	11,722	10,944	13,765	12,434

The interest rate swap is valued at the present value of future cash flows estimated and discounted based on the applicable yield curves derived from quoted interest rates. It has an average fixed rate of 2.662%, the notional principal value is £27.2m and is shown at fair value of £0.5m.

The College has agreed a deferral of loan capital repayments with Barclays for 12 months from June 2020.

Reconciliation of deferred income	College		Group	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Balance brought forward	4,060	3,482	5,634	5,373
Released to SoFA	(4,060)	(3,482)	(5,634)	(5,373)
Deferred in year	3,602	4,060	4,829	5,634
Balance carried forward	3,602	4,060	4,829	5,634

29. Creditors: amounts falling due after more than one year

	College		Group	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Bank loan due between 2 & 5 years	10,133	10,128	10,133	10,128
Bank Loan due after 5 years	8,231	10,136	8,231	10,136
	18,364	20,264	18,364	20,264

The College has entered into an agreement with Barclays Bank plc for a development and term loan facility of up to £32m. The bank loan is secured by way of a first legal charge over the College's headquarters (that is, 30 Euston Square, London, NW1 2FB)

The College's exposure to interest rate fluctuations on the loan has been managed by using an interest rate swap. An agreement was signed in July 2016 to fix the interest costs on the loan at 2.662%.

30. Operating leases

	College		Group	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Operating lease due within 1 year	82	51	82	51
Operating lease due with 2 & 5 years	154	102	154	102
	237	153	237	153

Operating leases relate to IT equipment and renewals are at the option of the lessee. The annual lease cost is £82k (2020: £51)

31. General and designated funds

	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Realised and unrealised gains/ (loss) £'000	Transfers £'000	At 31 March 2021 £'000
International	145	-	(20)	-	(3)	122
Education	167	812	(244)	-	(570)	165
Special measures & other projects	322	289	(176)	-	52	487
CIRC Projects	1,398	1,978	(1,603)	-	(137)	1,636
Fixed Assets Designated Fund	45,559	-	-	-	4,536	50,095
Total Designated Funds	47,591	3,079	(2,043)	-	3,878	52,505
General funds	7,824	31,929	(30,375)	907	(4,667)	5,618
Pension funds	(4,727)	-	(118)	(381)	980	(4,246)
Total Unrestricted funds	50,688	35,008	(32,536)	526	191	53,877

International Fund - This fund was set up following the introduction of the MRCGP International programme to support the development of general practice/family medicine world-wide and in raising standards of the discipline, being of equivalent academic rigour to the MRCGP in the UK. A new category of International Member was created, and the designation MRCGP [INT] will be in addition to the qualification awarded by the relevant national bodies in the countries concerned, which fund the accreditation process. These are expected to be utilised over the next few years.

Education - These relate to projects the College is undertaking delivering education programs for General Practice, primarily in e-learning. These will be spent over the development of the various projects, which is normally 1 year. Transfer between funds represents the reclassification of Primary care Institute funding to the general funds at the end of the year.

Special measures and other projects - This is project funding relating to the work the College undertakes supporting practices that are at risk of being placed in special measures. It is anticipated the fund will be utilised over the next year.

CIRC projects - This is project funding relating to the work the College undertakes delivering clinical innovation and research, these funds are expected to be spent over the life span of the projects which is normally 1 year.

Fixed Asset Designated Fund - The charity has established a separate reserve to reflect a proportion of the value of the College's building assets and other assets to prevent the general reserves being overstated by the inclusion of assets which are part of its permanent operating structure. This reserve is different from other reserves as it cannot be realised for cash purposes (e.g. as in charging any other fees or costs that are payable by means of cash going out – this is what we normally do for most designated funds). Transfers represent the net effect of additions to the to assets, depreciation on the asset and repayment of the loan secured against the building.

32. Restricted funds

	At 1 April 2020 £'000	Income £'000	Expense £'000	Realised and Unrealised gains/ (loss) £'000	Transfers £'000	At 31 March 2021 £'000
Kuenssberg Prize	96	-	-	14	-	110
Other secretariat funds	55	-	(2)	-	-	53
Other international funds	151	16	(42)	10	-	135
OLE & educational	338	521	(496)	-	48	411
CIRC Projects	406	90	(54)	-	(228)	214
Scientific Foundation Board	16	-	(16)	-	-	-
Other Scottish Funds	72	238	(121)	-	-	189
Welsh funds	46	9	(8)	-	-	47
Faculties funds	321	-	-	-	(12)	309
Total Restricted Funds	1,501	874	(739)	24	(192)	1,468

Kuenssberg prize – This is awarded to those who have had an impact on clinical excellence or patient safety in general practice.

OLE & educational – These relate to projects the College is undertaking delivering education programs for General Practice, primarily in e-learning on specific topics. These will be spent over the development of the various projects, which is normally 1 year. Restricted funds also include funds for the ongoing maintenance and development of the online learning platform

CIRC projects – These funds represent grant project income for clinical innovation and research. Included in the balance is £100k for research into Adolescent special interest groups. Transfer out of the fund represent reclassification of management fees from unrestricted fund.

Scottish appeal fund – This appeal was established to develop the College in Scotland and included in the balance is a fund to investigate health inequalities in Scotland

Faculties funds – These funds are grants held by individual faculties for a range of purposes.

33. Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000
Tangible fixed assets	67,499	-	67,499
Investments	10,393	1,469	11,862
Net current liabilities	(1,405)	-	(1,405)
Amounts falling due after one year	(18,364)	-	(18,364)
Net assets excluding pension liability	58,123	1,469	59,592
Pension liability	(4,246)	-	(4,246)
Net assets including pension liability	53,877	1,469	55,346

34. Pension commitments

As described in Note 15, the College operates two pension schemes, one of which is a defined benefits scheme. The assets of this scheme are held separately from those of the College, being invested with Insight Investment Management Limited.

The last formal actuarial valuation was at 1 April 2020. Pension deficit funding contributions was agreed at £1.0m per annum from April 2018.

The level of funding at 1 April 2020 was 72%, and the market value of the fund at the time of the last valuation was £472m. The pension contribution for the year was £1.0m (2020: £1.0m), and no amounts were outstanding at the year end.

Financial Reporting Standard 102 (FRS102) requires the surplus or deficit on the Scheme as at 31 March 2020, calculated in accordance with the requirements of the FRS102, to be included on the balance sheet.

For the purpose of FRS102, the assets of the Scheme have been taken at market value and the liabilities have been calculated by a qualified independent actuary. The major assumptions used by the actuary were:

	2021 %	2020 %	2019 %	2018 %	2017 %
Rate of increase in salaries	2.65	2.05	2.45	2.30	2.40
LPI pension increases (based on RPI subject to a maximum of 5% p.a.)	3.30	2.80	3.45	3.30	3.40
Discount rate	2.00	2.30	2.45	2.60	2.50
RPI Inflation assumption	3.45	2.85	3.45	3.30	3.40
CPI Inflation assumption	2.65	2.05	2.45	2.30	2.40

The underlying mortality assumption is based upon the standard table known as S3PA Light on the year of birth usage with CMI_2019 future improvement factors and a long-term rate of future improvement equal to 1.25% p.a (2020: same). This gives the following life expectancies in years at 60, for members aged either 45 or 60 at 31 March 2021 (with comparative figures based on mortality assumptions used at previous year end)

	Value at 31 March 2021 £'000	%	Value at 31 March 2020 £'000	%
Equity and property	13,418	45	13,230	49
GARS & LDI Funds	16,102	54	13,500	50
Cash	298	1	270	1
		<u>100</u>		<u>100</u>
Total market value of assets	29,818		27,000	
Present Value of Scheme Liabilities	<u>(34,064)</u>		<u>(31,727)</u>	
Net Pension Liability	<u>(4,246)</u>		<u>(4,727)</u>	

	2021 £'000	2020 £'000
Movement in deficit during year		
Deficit at 1 April	(4,727)	(5,932)
Contributions	980	980
Other finance costs	(118)	(134)
Actuarial gain/(loss)	(381)	359
Deficit at 31 March	<u>(4,246)</u>	<u>(4,727)</u>

	2021 £'000	2020 £'000
Analysis of amount charged to Statement of Financial Activities		
Other finance cost	<u>(118)</u>	<u>(134)</u>
Total operating charge	<u>(118)</u>	<u>(134)</u>
Analysis of net return on pension scheme		
Expected return on pension scheme assets	837	638
Interest on pension liabilities	<u>(719)</u>	<u>(772)</u>
Net return	<u>118</u>	<u>(134)</u>
Actual return on Scheme assets	<u>2,756</u>	<u>735</u>
Amounts recognised as Pension Scheme gains and losses		
Actual return less expected return on pension scheme assets	2,134	97
Experience gains and losses arising on scheme liabilities	569	45
Change in financial and demographic assumptions underlying scheme assets	<u>(3,084)</u>	<u>217</u>
Actuarial gain/(loss) recognised in the Statement of Financial Activities	<u>(381)</u>	<u>359</u>
Cumulative amount of actuarial gains and losses recognised for the year ending 31 March 2021 are as follows:		
Cumulative actuarial (loss) at beginning of the period	(12,028)	(12,387)
Recognised during the period	<u>(381)</u>	<u>359</u>
Cumulative actuarial (loss) at end of the period	<u>(12,409)</u>	<u>(12,028)</u>
Movement in (deficit) during the year ending 31 March 2021 are as follows:		
(Deficit) in Scheme at the beginning of year	(4,727)	(5,932)
Expenses recognised in profit and loss	(118)	(134)
Contribution paid by the College	980	980
Actuarial gain	<u>(381)</u>	<u>359</u>
(Deficit) in Scheme at the end of the year	<u>(4,246)</u>	<u>(4,727)</u>

Changes in the present values of the Scheme liabilities for the year ending 31 March 2021 are as follows:

Present value of Scheme liabilities at the beginning of period	31,727	31,780
Interest cost	719	772
GMP equalisation cost	-	-
Actuarial losses/(gains)	2,515	(262)
(Gains)/Losses on plan changes	21	-
Benefits paid	(918)	(563)
Present value of Scheme liabilities at end of period	34,064	31,727

Changes in the present values of the Scheme assets for the year ending 31 March 2021 are as follows:

Market Value of Scheme assets at the beginning of period	27,000	25,848
Expected return	622	638
Actuarial gains	2,134	97
Benefits paid	(918)	(563)
Contributions paid by the College	980	980
Market value of Scheme assets at the end of period	29,818	27,000

Group Personal Pension Plan

On 1 July 2006, the College established a Group Personal Pension Plan with Aviva into which it contributes a maximum of 8% of basic annual salary provided the employee also contributes a minimum of 4%. In order to comply with legislation, a Stakeholder Plan was also established but no employer contribution is paid into this arrangement and, to date, nobody has joined.

The assets of the Group Personal Pension Plan are held separately from those of the College and are invested by Aviva. The total employer contribution for the year was £1.5m (2020: £1.5m) The pension contribution outstanding at 31 March 2021 was £0.1m (2020: £0.1m).

35. Prior year financial information

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total £'000	2019 £'000
Income from:					
<i>Donations and legacies</i>					
Donations		-	-	-	10
<i>Charitable activities</i>					
Project income		4,262	655	4,917	4,662
Examination fees		6,382	-	6,382	6,663
Membership income		19,579	-	19,579	19,773
Courses & events		2,197	5	2,202	2,216
Other income		855	-	855	848
<i>Other trading activities</i>					
Trading income from subsidiaries		9,344	-	9,344	9,375
Investment income		67	27	94	108
Total income		42,686	687	43,373	43,655
Expenditure on:					
<i>Raising funds</i>					
Fundraising costs		2	7	9	6
Trading expenditure		6,892	-	6,892	6,862
Investment management fees		2	101	103	129
		6,896	108	7,004	6,997
<i>Charitable activities</i>					
Future of general practice		4,411	155	4,566	4,674
GP education		10,082	366	10,448	11,315
Supporting membership		13,544	414	13,958	14,757
Voice of General Practice		8,081	127	8,208	7,993
		36,118	1,062	37,180	38,739
Total expenditure	21	43,014	1,170	44,184	45,736
Net (expenditure) before gains		(328)	(483)	(811)	(2,081)
Net (losses)/gains on investments	26	(57)	161	104	(170)
Net expenditure		(385)	322	(707)	(2,251)
Transfers between funds	32, 33, 34	2,142	(2,142)	-	-
Actuarial gains	35	359		359	1,474
Net movement in funds		2,116	(2,464)	(348)	(777)
Balances at 1 April 2019		48,573	3,967	52,540	53,317
Balances at 31 March 2020		50,689	1,503	52,192	52,540

36. Restricted funds

	At 1 April 2019 £'000	Income £'000	Expense £'000	Realised and Unrealised gains/(loss) £'000	Transfers £'000	At 31 March 2020 £'000
Kuenssberg Prize	91	1	(1)	3	-	94
Other secretariat funds	58	-	(4)	-	-	54
Other international funds	193	26	(71)	2	-	150
Information Service Foundation	145	5	(122)	28	(56)	-
OLE & educational	376	315	(353)	-	-	338
CIRC Projects	451	146	(186)	-	-	406
Scientific Foundation Board	2,065	20	(103)	120	(2,086)	16
Scottish Appeal Fund	150	1	(159)	8	-	-
Other Scottish Funds	48	168	(143)	-	-	73
Northern Ireland Funds	4	-	(4)	-	-	-
Welsh funds	65	5	(24)	-	-	46
Faculties funds	321	-	-	-	-	321
Total Restricted Funds	3,967	687	(1,170)	161	(2,142)	1,503

37. Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total 2019 £'000
Tangible fixed assets	70,062	-	70,062
Investments	9,412	1,658	11,070
Net current liabilities	(3,794)	(155)	(3,949)
Amounts falling due after one year	(20,264)	-	(20,264)
Net assets excluding pension liability	55,416	1,503	56,919
Pension liability	(4,727)		(4,727)
Net assets including pension liability	50,689	1,503	52,192

38. General and designated funds

	At 1 April 2019 £'000	Income £'000	Expenditure £'000	Realised and unrealised gains/ (loss) £'000	Transfers £'000	At 31 March 2020 £'000
International	215	-	(70)	-	-	145
Education	200	39	(72)	-	-	167
Special measures & other projects	204	211	(93)	-	-	322
CIRC Projects	1,544	1,257	(1,403)	-	-	1,398
Scottish Council Funds	132	-	-	-	(132)	-
Northern Ireland Council Funds	10	-	-	-	(10)	-
RCGP Wales Development Fund	7	-	-	-	(7)	-
Faculties Central Designated Funds	6	-	-	-	(6)	-
Fixed Assets Designated Fund	43,565	-	-	-	1,994	45,559
Strategic Development Fund	283	-	(38)	-	(245)	-
Leadership fund	118	-	(53)	-	(65)	-
Business development fund	441	-	(19)	-	(422)	-
Contingency & Capacity Fund	932	-	(131)	-	(801)	-
Total Designated Funds	47,657	1,507	(1,879)	-	306	47,591
General funds	6,848	41,179	(41,001)	(57)	856	7,825
Pension funds	(5,932)	-	(134)	359	980	(4,727)
Total Unrestricted funds	48,573	42,686	(43,014)	302	2,142	50,689