

RCGP Annual Report & Accounts 2024–2025



Royal College of
General Practitioners

Charity Registration Number 223106

Scottish Charity Registration Number SC040430

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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.

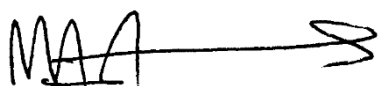
It is fantastic to see so many members engaging with the RCGP, whether through responding to policy surveys or by taking on one of the over 1,000 volunteer roles that are integral to College life. We are continuously working to understand how best we can support the evolving needs of our members and 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.

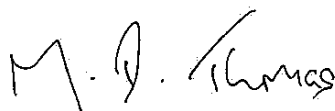
None of the past year's achievements would have been possible without the unstinting and tireless work of Trustee Board, Council, Executive Management Team, and staff. We are immensely grateful for all you do for the organisation. Particular thanks to those Trustees and Council Officers who demitted 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 Ikpo 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.

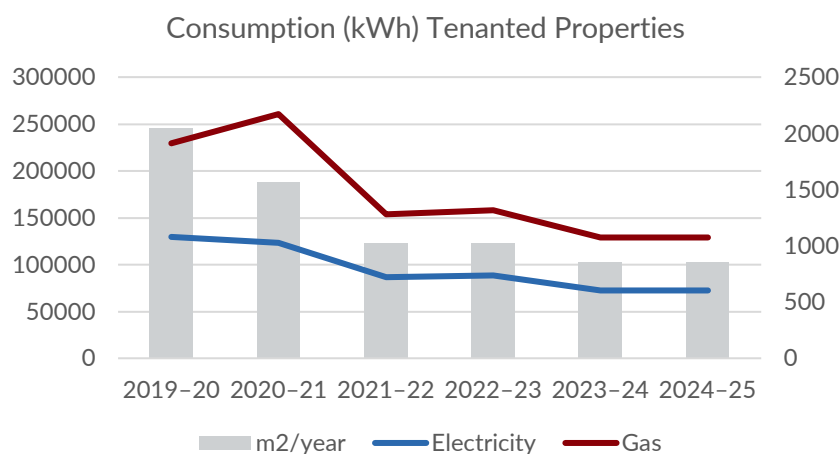
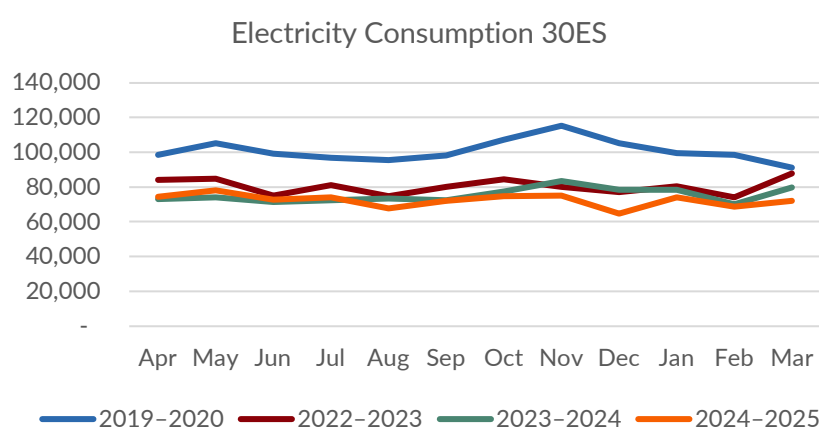
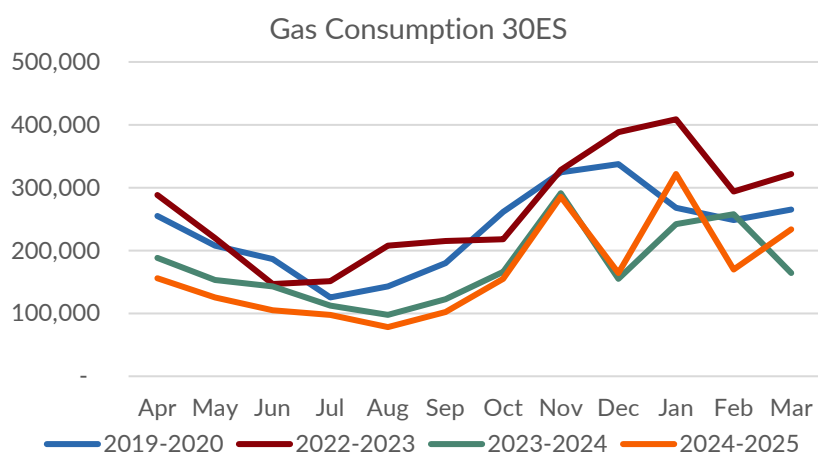
Greenhouse gas emissions and energy consumption data are shown in the table below, comparing the current reporting year (2024/25) with the previous year and the baseline year (2019/20):

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 MRCP	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 MRCP	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 Laurensen 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 Condon	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.

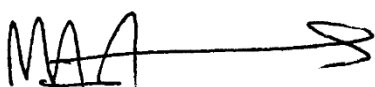
The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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.

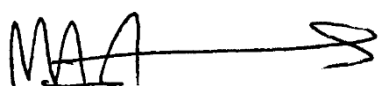
Consolidated statement of financial activities

	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	22	4
Analysis of net return on pension scheme		
Expected return on pension scheme assets	1,087	1,058
Interest on pension liabilities	(1,065)	(1,062)
Net return	(22)	(4)
Actual return on Scheme assets	(1,476)	(70)
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	(889)	-
Actuarial gain/(loss) recognised in the Statement of Financial Activities	(974)	(597)
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	(974)	(597)
Cumulative actuarial (loss) at end of the period	(12,043)	(11,069)
(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)	(974)	(597)
(Deficit) in Scheme at the end of the year	(0)	(28)
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	(1,153)	(724)
Present value of Scheme liabilities at end of period	20,196	22,762

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