

Advancement of the Professions Committee (APC)

7 May 2019, 14:00

The Royal College of Veterinary Surgeons, Belgravia House, London

Agenda

- 1. Apologies for absence, declarations of interest and minutes of the meeting held on 5 February 2019**
- 2. Matters arising**
- 3. Updates from APC workstreams**
- 4. Proposals to revise the RCVS Fellowship Board**
- 5. Report on RCVS visit to the CVC in Bangalore and options for the RCVS Global Strategy**
- 6. Invited speaker – Tris Dyson, NESTA, Executive Director of NESTA's centre for challenge prizes**
- 7. Innovation (ViVet) Strategy**
- 8. Any other business**
- 9. Dates of next meetings:**
 - 1) 10 September 2019 (14:00)**
 - 2) 12 November 2019 (14:00)**

Minutes of the Advancement of the Professions Committee held on Tuesday, 5 February 2019 at
2 pm at Belgravia House, 62-64 Horseferry Road, London SW1P 2AF

Members:	Dr C J Allen	Council Member
	Professor N Bacon*	Chair, RCVS Fellowship Board
	Ms A Boag	President and Leadership lead
	Dr N Connell*	Junior Vice-President
	Professor G England (Chair)	Council Member
	Ms L Lockett	Chief Executive
	Miss R Marshall	Chair, Veterinary Nurses Council
	Mrs J Molyneux	Chair, Board of Trustees for RCVS Knowledge
	Professor S Reid	Chair, Mind Matters Initiative
	Dr C Tufnell	Innovation and Global lead
	Mr T Walker	Lay Council Member
In attendance:	Mr A Roberts	Director of Leadership and Innovation
	Mr O Glackin	Leadership Initiatives Manager and APC Secretary
	Mrs J Dugmore	Director of Veterinary Nursing
	Mr C Gush	Executive Director, Knowledge
	Ms L Quigley	Mind Matters Initiative Manager
	Dr G Wild	Policy and Public Affairs Officer
	Mr B Myring	Senior Policy and Public Affairs Officer
	Mr I Holloway	Director of Communications

*absent

Welcome and apologies for absence

1. The Chair welcomed all present to the meeting of the APC.
2. Apologies were received from:
 - Dr N Connell
 - Professor N Bacon

Declarations of Interest

3. No declarations of interest were received.

Minutes of the last meeting held on 22 November 2018

4. The minutes were approved as an accurate record of the meeting.
5. In relation to matters arising from paragraph 24, the Director of Leadership and Innovation explained that at a subsequent Fellowship Board meeting the Board decided that creating a broad mentoring network was not a priority at this time when set against its other activity streams.
6. In relation to matters arising from paragraph 30, the Director of Leadership and Innovation explained that the advice received was that as the Fellowship represented an RCVS membership category and as veterinary nurses were not members of the RCVS they were precluded from becoming Fellows. It was agreed that further advice from the RCVS Registrar should be sought on whether it might be permissible to create a separate group that could operate in parallel to the Fellowship, much like an associate Fellowship. It was raised that a similar issue could arise in the future in relation to allied veterinary professions.

Action: APC Secretariat

International strategy 'deep dive'

7. The RCVS Innovation and Global lead introduced a session that aimed to look in greater detail at RCVS's International Strategy. The Committee heard that the College had an ambition to extend its global reach by building partnerships and collaborations with other influential organisations and groups from around the world and that progress had been made over the last few years, although managing Brexit-related matters had diverted resources away from it at times.

8. To help the Committee consider how the College might advance its work on this agenda further, it heard from two invited speakers – Rosy Emodi, Head of the Royal College of Surgeons' International Unit, and Ian Travers, a consultant on the regulation of occupational and industrial risk worldwide. They provided presentations sharing their knowledge, expertise and insight.
9. Points the speakers raised included but were not limited to:
- The importance of international members as a means to leverage international influence. It is crucial, therefore, that they are involved in international activities and given a 'voice'.
 - That building institutional relationships is essential. These can be forged through memorandums of understanding.
 - Building capacity of staff at home in the UK and in countries/regions of interest focussed on delivering international work is invaluable particularly for ensuring efficient coordination of activities across territories. By extension this should include using international Fellows as ambassadors and as your 'eyes-and-ears' on the ground as well as trainers in some instances.
 - The UK is looked to and respected for its regulatory expertise and its ability to implement high standards of protection, striking the right balance between protection and freedom as well as being perceived as fair and professional.
 - Important to ensure advice and guidance is targeted and communicated in such a way that it reflects country and local business culture.
 - That outcomes must be tangible and sustainable.
 - That accreditation is only as good as the worst awarded organisation.
10. Comments and questions arising as a result of the presentations included but were not limited to potential sources of funding that might be available to resource RCVS global activities, how to effectively coordinate overseas members' participation and identifying where regulatory expertise can be effectively promoted in other territories.
11. Following the presentations, the Chair invited Committee members to work in groups to consider some questions that the agenda raised before feeding back. It was agreed that this feedback would be compiled and form the basis of a discussion paper to be brought before the next meeting of the APC.

Action: International strategy

Updates from APC workstreams

12. Before the Committee considered matters brought to it by its respective workstreams for discussion, the Chair invited views on the format that had been devised to bring information to it for consideration. Whilst on the whole it was viewed to be satisfactory and there was acknowledgement that care should be taken not to increase the burden of reporting, some areas for improvement were identified by the Committee. First, it was suggested that a section covering matters relating to risk and finance should always be provided irrespective of whether the workstream has any specific information to report so that the Committee can keep track of these issues – even in their absence. Second, that information on workstream activities should be provided within the context of how they support the overarching strategic aims and objectives of the workstream. Third, that an action log should be created to enable progress to be readily tracked.

Action: APC Secretariat

13. The Committee then discussed specific matters that had been brought to its attention.

Innovation Symposium

14. The Director of Leadership and Innovation drew the biennial Innovation Symposium to the Committee's attention and asked for a steer as to whether the College should seek to achieve a level of cost recovery, or if, like the inaugural event, it should be a free-of-charge invitation only event.
15. The Committee agreed that opening the event more widely was preferable and that as such it would be appropriate to charge a fee to contribute towards the costs of hosting the event. This did not, however, preclude inviting key individuals to the event who could helpfully contribute to the discussion and debate.
16. It was agreed that, like the inaugural event, the symposium should be live-streamed to ensure the important content was available the largest possible audience. It was also proposed that a venue outside of London should be sought.

RCVS Knowledge

17. The Executive Director of RCVS Knowledge brought the VET19 Conference (27-28 June, London) to the Committee's attention, noting this could provide an opportunity for Fellows to showcase their work and that veterinary reviewers of abstracts from the farm animal and equine sectors were still being sought.

Mind Matters Initiative budget breakdown **(Confidential)**

18.

19.

20.

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21.

- .

Any other business

22. The Chair noted the difficulty in ensuring the correct balance of the agenda between reporting and governance issues, and in depth topics for discussion and blue-sky thinking; he proposed that in future meetings could alternate between having a focus on reporting on current activities and a focus on in-depth discussion.

Date of the next meeting

23. The date of the next meeting was confirmed as the afternoon of Tuesday, 7 May 2019.

Meeting	Advancement of the Professions Committee
Date	7 May 2019
Title	Updates from APC workstreams
Classification	Unclassified
Summary	<p>Provided below is an update on the outputs and outcomes of APC workstreams since the last Committee meeting in addition to looking forward to planned work for the next. Where relevant, also highlighted are matters arising as a result of these activities that would benefit from further APC scrutiny presently or in due course.</p> <p>The Summary is ordered as follows:</p> <ul style="list-style-type: none"> i. Diversity and Inclusion Working Group Page 8 ii. Fellowship of the RCVS Page 11 iii. Innovation Page 16 iv. International strategy Page 18 v. Leadership Page 20 vi. Mind Matters Initiative Page 23 vii. RCVS Knowledge Page 26 viii. VN Futures Page 29
Decisions required	Decisions and discussion is invited by some workstreams.
Attachments	Annex A – Example of Royal Society of London Fellowship Directory
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Area of work
Diversity and Inclusion Working Group (DIG)
Activities carried out since the last meeting of the APC. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.
<p>The setting up of a Diversity and Inclusion Working Group was approved by the Operational Board in October 2018. The first meeting took place on 23 April 2019 and was chaired by Junior Vice-President Niall Connell.</p> <p>Organisations represented on the Group are as follows:</p> <p>Association of Veterinary Students British Veterinary Association British Veterinary Ethnicity and Diversity Society British Veterinary LGBT+ Group British Veterinary Nursing Association Major Employers Group RCVS Society of Practising Veterinary Surgeons Veterinary Schools Council</p> <p>The Terms of Reference agreed by the group at its first meeting were as follows:</p> <ol style="list-style-type: none"> I. To develop a set of key messages to help ensure that all stakeholders understand the benefits of a diverse and inclusive veterinary team, which could form a statement of intent. II. To make an assessment of the current state of diversity within the veterinary professions, taking account of ethnicity, socio-economic group, gender, sexuality, disabilities and any other relevant groups, based on available statistics, and to benchmark these against other professions. The commissioning of some research may be required at this stage. III. To develop an understanding of the barriers to a more diverse profession, considering factors such as selection and recruitment to veterinary school; recruitment to the workplace; attitudes and support within the workplace and other aspects – this would involve liaison with specific groups that represent the interests of minorities who may not be represented on the WG. IV. To consider what the role of the RCVS might be in changing the culture, making direct interventions, encouraging change from others and supporting other relevant organisations. This would include a review of what other regulators do, both within and outside the veterinary profession, in the UK and overseas. V. To ensure RCVS staff, Council and committee members and other groups have adequate awareness of the issues and are provided with training and development to

mitigate any unhelpful behaviours. This may include surveys to understand current levels of conscious and unconscious bias.

- VI. To establish what success would look like, how long this might take and how it might be measured.

The principles of engagement agreed by the group at its first meeting were as follows:

- a) **Safe-space** – by its nature, the subject matter we will discuss may be personal and difficult for some members of the Group. The WG will be a safe non-judgemental space for discussion. Matters will only be reported in minutes against a name if there is a specific pre-agreed reason to do so.
- b) **Future-focused** – although we will need to spend time understanding the issues, we will then commit to moving forward and not spending time narrating the problems on an ongoing basis.
- c) **Solutions-oriented** – we need to take a pragmatic approach to discovering concrete actions we can take, and understand where we can have best influence.
- d) **Evidence-based** – where possible, our interventions will be backed by evidence.
- e) **Democratic** – everyone in the room has equal voice, they represent their stakeholder groups but also bring their personal experience to bear.
- f) **All in it together** – problems are not just for the RCVS to fix, but for all stakeholders within the profession to work on together.

The plan is for four further meetings to take place during the next 12 months (likely to be June, September, November and February) and a programme of work will be developed before the next meeting based on initial ideas shared at the meeting. Goals will be set for both the working group and also the bigger picture. It is envisaged that some actions for the RCVS will fall out of the proposals of the working group but not exclusively so – these are issues for the whole profession to address in a collaborative fashion.

Proposed activities and issues to be managed before the next APC meeting. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.

By the next APC meeting (September 2019), the DIG will have met a second time and a plan for themes to be addressed at the meetings across the year will have been formulated, together with external speakers and other stakeholders to invite to contribute.

Details of any budgetary or risk related issues that should be brought to the Committee's attention.

At present there is no specific budget attached to the work of this group as its workstreams have not been established. However it is likely that funding will be required for some research work.

It is hoped that much of the activity owned by RCVS to fall out of the DIG's proposals will fall into existing work of the College, eg Standards, Practice Standards, Mind Matters, general communications and events.

Some funding will be required for careers materials and there may be other initiatives that require specific funding. This will either be applied for from the Discretionary Fund or as part of the budget cycle for 2020 or 2021, as applicable.

Synergies with other workstreams that your current activities may introduce?

There are clear synergies with the following workstreams:

- **Mind Matters** – being subject to discrimination and abuse can have a clear impact on mental health and wellbeing
- **Leadership** – especially 'encourage diversity in our Council, our staff and other groups allied to the RCVS' (action B5 from the Strategic Plan)

Areas of your work that you would like to highlight for discussion by the Committee?

Not at this stage

Any other matters arising from your work that you wish to bring to the Committee's attention?

Not at this stage

Area of work
RCVS Fellowship
Activities carried out since the last meeting of the APC. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.
<p>Fellowship application process</p> <p>The deadline for Fellowship applications closed at the start of February. The applications that were received are now being considered by the relevant credentials panel. Final decisions on these are expected by June.</p> <p>Governance of the RCVS Fellowship</p> <p>Proposals on the future composition of the Fellowship Board, the process for appointing/electing new members to the Board and a way of transitioning towards this new structure have been developed. The proposals have been brought to 7th May APC for discussion and decision. Following this they should be ratified at Council.</p> <p>Promoting scientific evidence</p> <p>Fellowship Day – takes place on 20th September 2019. A programme for the day is being developed, this will closely replicate last year's programme which was thought to have worked well. Guest and keynote speakers have yet to be approached. Particular thought is being given to ways to increase attendance, especially by non-Fellows (See discussion section below).</p> <p>Science Advisory Panel – the Fellowship Science Advisory Panel met for the first time in February. It is currently deliberating on one issue, related to surgical training. The question offers a helpful test case enabling the panel to consider the scope of its remit. It was agreed that some preliminary research should be carried out whilst other relevant College work – most notably Graduate Outcomes – took its course. Following this, the FSAP will have a clearer view on where it can make an appropriate contribution.</p> <p>Furthering professional skills and practice and invigorating creativity</p> <p>Fellows on Tour – plans are being made to replicate and expand upon last year's successful series of Fellowship events. These will predominantly take place this autumn. One was recently held at RVC, however.</p> <p>Online platform – as a precursor to creating a Fellowship online hub, work is underway to develop a <i>Find a Fellow Directory</i>. The Royal Society of London Directory of Fellows is being used as a template. The Directory should provide details of Fellows' professional interests and biographies. A point of concern has been raised about the possibility of this directory being misused for marketing purposes. Steps, including guidelines and checks, should safeguard against this risk are being developed (Further discussion and decision by the Committee is invited below).</p> <p>To promote public awareness of veterinary science</p> <p>Promulgating Fellows' research – RCVS Knowledge has incorporated an extra search function into the research alert service they provide. Some Fellows' predilection for publishing under slightly different names has complicated the setting up of this function. However, the first RCVS Fellows research digest should be available shortly.</p>
Proposed activities and issues to be managed before the next APC meeting. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.

Governance of the RCVS Fellowship

Pending agreement by APC and RCVS Council, the new structures for the Fellowship Board will be in place and the new processes for appointing certain Board members should be in progress – this includes running an election.

Promoting scientific evidence

Fellowship Day – Final plans for the day need to be drawn up, agreed and executed. Promotional activities will underscore inclusivity with the purpose of attracting more non-Fellow attendees.

Science Advisory Panel – will have concluded its deliberations on its first question and should have started to consider further questions.

Fellows Award - in parallel with the catalyst grant (below) proposals should have been developed setting out what this early career research grant will look like as well as establishing a process for effectively administering it. These proposals will be brought to APC as a paper.

Furthering professional skills and practice and invigorating

Fellows on Tour – a schedule of dates and a budget for these events will have been set out and agreed.

On line platform – the Find a Fellows directory should in place and an exercise to encourage Fellows to populate it with key information and biographies should be underway.

Catalyst grant – as with the Fellows Award above, proposals for grant should have been developed. These will be brought to APC as a paper.

To promote public awareness of veterinary science

Promulgating Fellows' research – The first research alert will have been circulated. This will be monitored to consider the potential for building on it by creating a research periodical that provides a more detailed synopsis of Fellows' research outputs.

Details of any budgetary or risk related issues that should be brought to the Committee's attention.

The budget for RCVS Fellowship Day reflects its important status in the RCVS calendar, in spite of it being only a recent addition. Acknowledging the level of resource the day attracts a more concerted effort to promote the inclusivity of the event and steps to facilitate access are planned for this year, with the purpose of driving up numbers. If this is not successful, however, it might be appropriate to reappraise the format of Fellowship Day for future years. (See further information in discussion section below).

Synergies with other workstreams that your current activities may introduce?

Leadership, innovation and RCVS Knowledge

Areas of your work that you would like to highlight for discussion by the Committee?

For discussion and decision**1) Find a Fellow – Fellowship Directory****Background**

Committee members are invited to discuss the proposed *Find a Fellow* directory. The directory should be a simple means for Fellows, vet professionals as well as the general public to get further details on Fellows.

The directory would be separate from the *Find a Vet* tool. Access would be acquired via the Fellowship webpage on the RCVS website. It would be modelled on the Royal Society of London Fellow directory (screenshots are included as an annex). This allows Fellows to be searched for by name, as well as scientific area, year elected, gender and free text – free text refers to biographical information. All profiles incorporate a head-and-shoulders photograph of the Fellow.

Issue

The current *Find a Vet* tool provides for a narrow amount of factual information. The proposed *Find a Fellow* directory would go beyond this. Most notably it would seek to give more information on Fellows' specialisms, the particular areas of the Fellowship strategy that they wish to support as well as broader details on their professional background, which would be achieved by including a short (200 word) biography.

Doing this seeks to *inter alia* increase awareness of Fellows who have reached this status as a result of their meritorious contribution, improve understanding of the contributions Fellows have made and continue to make, and provide a useful means to encourage greater Fellow involvement in activities. In the first instance, Fellows would be invited to populate the Directory and provide a suitable photograph to accompany their entry.

The directory will not provide contact details – anyone seeking to contact a Fellow will be given the option to do so via a RCVS online contact form.

Providing a directory of this nature, however, could open it up to misuse – most pertinent here is its use as a professional marketing tool.

It is proposed that this risk can be mitigated with a set of explanatory notes and guidelines that advise on what would be considered appropriate content and explicitly warns against using the directory for marketing purposes. In tandem with this, new directory content would be checked to ensure it abides by the rules and the directory would be routinely audited for the same reason.

Decision

The Committee are asked whether it is content for the *Find a Fellow* Directory proposal to be substantially worked up. This would allow for further professional information about Fellows to be made publically available and would go beyond what has previously been made available on *Find a Vet*. That this further information would be limited to what is considered relevant for an individual with Fellowship status. That safeguards to prevent misuse of the directory can be put in place effectively and practicably.

2) Fellowship Day – inviting a contribution for attendance**Background**

Fellowship Day is the annual celebration of the College's learned society. The day is not, however, an exclusive event it is open to anyone working in the veterinary profession. Committee members are invited to consider a proposal for encouraging Fellows to make a small financial contribution as part of attending Fellowship Day or alternatively to bring someone with them that is potentially interested in joining the Fellowship as a way to raise funds for further outreach activities and to increase attendance and inclusivity of the event.

Issue

There have been three Fellowship Days and thus far they have all been free to attend. Attendance levels have been modest with slightly over 100 people attending on average. It is proposed that

Fellows not receiving a Fellowship or playing a formal part in the day are encouraged to pay a non-compulsory attendance fee of £50. However, if they brought someone with them – for example, an MRCVS who was not also a Fellow – to attend the day the request for a contribution would be waived. Non-Fellows who wish to attend alone would not be invited to pay a contribution.

Decision

The proposal has been approved by the Fellowship Board and the Committee is now asked whether it is content for this cost-recovery scheme to be implemented for this year's Fellowship Day.

Any other matters arising from your work that you wish to bring to the Committee's attention?

None at this time.

Annex A – Example of Royal Society of London Fellows Directory


Search the Fellows Directory

Fellows Directory

Current Fellows


✕ Clear filters

Sort by:
☒ Elected date
☐ Last name (A-Z)
☐ Last name (Z-A)
1715 Fellows




Jonathan Flint FRS

Elected 2019




Caucher Birkar FRS

Elected 2019




Roy Kerr FRS

Elected 2019




Richard Harland FRS

Elected 2019



Liz Sockett FRS

Elected 2019



Christopher Hacon FRS

Elected 2019

Jonathan Flint

[← Fellows Directory](#)

Professor Jonathan Flint FRS
Fellow

Elected: 2019

Biography

Jonathan Flint is a psychiatrist and geneticist who studies the genetic basis of behaviour. His work has identified mutations that cause intellectual disability, and he has developed strategies that identify genes and sequence variants underlying complex behavioural traits, particularly anxiety and depression. His research has implications for psychology, psychiatry and for animal behaviour.

He was trained in medicine at St. Mary's Hospital, London and at Oxford University, and in psychiatry at the Maudsley

[↓ Show full biography](#)

Professional positions

Billy and Audrey Wilder Professor of Psychiatry and Neuroscience, David Geffen School of Medicine at UCLA

Area of work
Innovation (ViVet)
Key activities and issues managed in the last quarter that the APC should be aware of.
<p>Innovation Workshop Series</p> <p>The second full day workshop was held in Cambridge on 20th February and was delivered to an audience of 24 (22 paying participants and 2 VF Student Ambassadors). The morning session aimed to show participants how to test ideas and refine solutions, with the afternoon session focusing on understanding the difference between business plans and business models; looking at how to create, capture and deliver value to the customer. We received hugely positive feedback from the second workshop on the content, delivery and the college's role in supporting innovation.</p> <p>Speaking at Animal Health Investment Forum</p> <p>Animal Health Investment Europe hosted on the 26th & 27th February, where ViVet had a stand where we hosted 13 one-to-one meetings booked in by those looking to receive specific regulatory advice and those from outside the profession seeking to bring new products or services to the veterinary or animal health market. Anthony Roberts – Director of Leadership and Innovation, also took part in a panel discussion on behalf of RCVS and ViVet on the topic of 'Professionalising the Pet Health Business'. Attending this type of events gives ViVet and the RCVS the ability to speak face-to-face with the investors and companies looking to bring new products and services to veterinary health or animal health market.</p> <p>Student Competition</p> <p>Led by the Vet Futures Student Ambassadors and promoted as the ViVet and Vet Futures 'What's your big idea?' competition. Registration for the competition is now open and is actively being promoted by the VF Student Ambassadors and the vet schools across the country. We have had 5 teams (14 individuals) registered so far including Vet students and VN students. The VF Student Ambassadors are leading this promotion of this competition, this includes posters, social media and email communications. We will be allocating mentors to each team in May as well as providing support from the VF Student Ambassadors to guide them through their project.</p> <p>Veterinary Innovation Summit – Texas, April</p> <p>The ViVet team attend the 3-day conference hosted by Texas A&M University, the North American Veterinary Community (NAVC) and the Veterinary Innovation Council (VIC). It was a great opportunity to meet with other veterinary regulators and associations. It gave us a platform to horizon scan, promote ViVet, source speakers for our 2019 Innovation Symposium and identify key organisations to collaborate with at a global level.</p> <p>ViVet Website</p> <p>Published online resources from both of the innovation workshops guiding on topics –</p> <ul style="list-style-type: none"> • Title: Session One – Finding a need and having good ideas • Title: Session Two – Developing your idea • Title: Session Two – Developing and refining business models
Proposed activities and issues to be managed in the next quarter that the APC should be aware of.

Planning For Symposium

We are in the planning stage for the 2019 Innovation symposium with discussions focusing on –

- Keynote Speaker
- Panel discussion topics
- Agenda
- Sponsorship options
-

We have confirmed to host the event at The Lowry in Manchester, 1 October 2019.

Student Competition

Ongoing mentoring and guidance through the competition workbook to develop and refine their innovative idea. Webinar prior to teams recording their 5 min business idea pitch.

Details of any budgetary or risk related issues that should be brought to the Committee's attention.

2019 Innovation Symposium

To review options around funding the keynote speaker.

Synergies with other workstreams that your current activities may introduce?

N/A

Areas of your work that you would like to highlight for discussion by the Committee?

See deep-dive discussion paper.

Any other matters arising from your work that you wish to bring to the Committee's attention?

N/A

Area of work
International (Global activities)
Activities carried out since the last meeting of the APC. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.
<p>Attendance at the Commonwealth Veterinary Association (CVC) in Bangalore. The outcomes of this trip, and resulting options for the committee to explore, are detailed in a paper for the 7 May APC meeting.</p>
Proposed activities and issues to be managed before the next APC meeting. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.
<p>Numerous options have been put before the Committee. Depending on the committee's recommendations, the options will be developed into full, budgeted proposals.</p> <p>In addition, work will be undertaken to explore some of the recommendations put forward at our last APC meeting, including:</p> <ul style="list-style-type: none"> • ways of growing the number of international Members • leveraging the influence of our international Members.
Details of any budgetary or risk related issues that should be brought to the Committee's attention.
<p>Budgetary and risk issues will be included in future papers as individual options are worked up into full proposals.</p>
Synergies with other workstreams that your current activities may introduce?
Areas of your work that you would like to highlight for discussion by the Committee?

Any other matters arising from your work that you wish to bring to the Committee’s attention?

Area of work
Leadership
Activities carried out since the last meeting of the APC. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.
<p>Workstream 1 – Leadership for everyone</p> <ol style="list-style-type: none"> 1) A further step forward was taken in this reporting period as all modules of Edward Jenner Veterinary Leadership Programme have now been made available and tested by learners. 2) The Edward Jenner Veterinary Leadership Programme opened to a new intake of learners on 15th April. This is the second public cohort. The availability of the programme has been promoted through RCVS communication channels. Details of the programme have been included in the President's vet school talks as well as a presentation delivered at BSAVA. 3) The first public cohort, which started in November 2018, will shortly have access to the programme's final assessment – the pilot cohort having already tested it. Like all of the earlier courses the development of the final assessment has required substantial input from RCVS. This is the only module that attracts a fee. This represents an important milestone in gauging learner's appetite to formally reflect and report on their experiences of implementing leadership practice. Completing this successfully earns the professional credential: NHS Leadership Academy award in Leadership Foundations. 4) The two courses of the first open programme has attracted 2,268 and 2,794 learners respectively. Approximately 2/3rds of these learners are vet surgeons. A fifth have been vet nurses. 5) Work to review the Programme's effectiveness is now underway. As part of this analysis top line messages include: <ul style="list-style-type: none"> • 93% of learners said the course met their expectations, 54% said it exceeded them; • 94% said they had gained new knowledge or skills; • 75% said they have applied their learning; • 78% had shared their learning since starting the course; • All learners would recommend the course to a colleague and ~3/4 felt the course equipped them to be effective leaders; and • Learners have perceived an improvement in their transformational leadership style. 6) The programme has been submitted to win an excellence in practice award for learning and development partnership. This is a prestigious award, which is offered by EFMD global, a leading organisation in management development. A substantial document evidencing the programme's impact was sent. The outcome is expected towards the end of May. <p>Workstream 2 – Leading the profession</p> <ol style="list-style-type: none"> 1) Fulfilling a part of the Everyday Leaders initiative a speaker gave a talk to staff on the benefits of Positive Psychology at the beginning of April. They outlined how the method can be used to enhance wellbeing and explained the practical steps that can be taken to encourage flourishing in work. 2) Scoping work continues to identify the types of training which is available and which would be appropriate for Council members and how this might be tailored. A similar approach is being taken to the provision of coaching. <p>Workstream 3 – Tomorrow's Leaders</p> <ol style="list-style-type: none"> 1) Veterinary Role Models – work is underway to identify case studies for this leadership showcase. Council and VN Council members have been invited to nominate potential candidates to be featured.

- 2) Research continues to take place to consider the leadership development landscape. Initially, this has sought to better understand what opportunities are currently available. It also aims to gain a greater appreciation of what the leadership training needs are for vet professionals in leadership roles.

Proposed activities and issues to be managed before the next APC meeting. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.

Workstream 1 – Leadership for everyone

- 1) The NHS Leadership Academy who partnered with RCVS to develop and roll out the EJVLP will from the start of Public programme 2 begin the processes of stepping back from proactively assisting the College support and mentor learners on the courses. It is anticipated that as a consequence more RCVS staff time will be required to fill this gap to provide advice, guidance and direction to learners.
- 2) Further in depth evaluation of the EJVLP will be conducted. This will include a more rigorous qualitative exploration of the substantial weight of data that already exists using thematic analysis. Gathering further data through interviews with learners is planned. This should enable a more nuanced understanding of learners' experience of the programme as well as informing a critical exploration of learners' understanding of leadership at the individual and organisational level. This should also lay the ground work for a longitudinal research study.
- 3) Further opportunities to promote the EJVLP will be pursued.

Workstream 3 – Tomorrow's leaders

- 1) Work to scope out leadership development opportunities will continue. This research should allow RCVS to make a more informed decision on the role it can play in sign-posting to leadership development courses or to pursue the development of its own.
- 2) The Veterinary Role models showcase should have been delivered as part of a short campaign to coincide with Royal College Day. The campaign will provide a series of case studies of individuals that represent the fullest spectrum of those leading in the veterinary field. These vignettes should give an insight into the different types of leadership role that are on offer as well as the diversity of leader that vet settings benefit from. This campaign will draw on a significant level of communications team resource.

Details of any budgetary or risk related issues that should be brought to the Committee's attention.

Workstream 1 – Leadership for everyone

- 1) The potential for the future withdrawal of NHS Leadership Academy help in running the EJVLP will necessitate further involvement from the leadership team so that it can effectively mentor and support learners as well as monitor learners' interaction and response to the programme material.

Synergies with other workstreams that your current activities may introduce?

The Leadership showcase should be relevant to the Diversity Taskforce, VN Futures and the RCVS Fellowship.

Areas of your work that you would like to highlight for discussion by the Committee?

Not at this time

Any other matters arising from your work that you wish to bring to the Committee's attention?

Not at this time

Area of work**Mind Matters Initiative (MMI)**

Activities carried out since the last meeting of the APC. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.

Resilience Training pilot in collaboration with British Small Animal Veterinary Association (BSAVA)

Throughout February and early March, MMI ran a resilience training pilot with four different providers. Following feedback from attendees along with volunteers from BSAVA and the Mind Matters team, a provider has now been selected. Training will be rolled out throughout 2019.

Sarah Brown Mental Health Research Grants

Applications for the first Sarah Brown Mental Health Research Grant of £20,000 are now open and the opportunity is being promoted via press and social media. A judging panel made up of representatives from Mind Matters, Dr Elinor O'Connor from Manchester Business School and Rosie Allister from Vetlife will meet in June. The chosen recipient will be announced at RCVS Day in July and will be invited to present their research at the biennial Mind Matters Mental Health Research Symposium in 2021.

Schwartz Round Pilot

Plans for the launch of a Schwartz Round pilot are underway and Mind Matters has recruited seven veterinary practices to take part. Julian Groves at the Point of Care Foundation, the charity licensed to run Schwartz Rounds in the UK, is currently having initial conversations with the practices to allocate facilitator roles. Following this, a training session will be held, which the Mind Matters Manager will attend. Mind Matters is currently considering various options for the evaluation of this pilot.

BSAVA Congress

Mind Matters attended BSAVA Congress in April, where we sponsored a Mind Matters Stream. This included a session on mental health disclosure led by Darren Humphrey from March on Stress. As part of his clinical work for March on Stress, Darren leads on Vetlife's Health Support Programme. Mind Matters also held an 'e-me Live' session featuring three medical and veterinary professionals who shared their experiences of mental health problems and took part in a panel discussion. These were all well received.

Webinars

Mind Matters has previously purchased a series of webinar slots with the Webinar Vet and will be using these throughout 2019. A webinar on bullying within veterinary workplaces was held on 25 April, featuring Sally Everitt who discussed her research in this area, and Simon Fleming who founded the Hammer It Out campaign to address bullying and harassment within the medical profession. Suggestions for other topics would be welcomed from APC members.

Practice Standards Scheme (PSS)

On 29 March the MMI Manager attended the PSS Module Review meeting to make suggestions for the inclusion of wellbeing and mental health elements in the Practice Standards Scheme. These

were well received and will be discussed at the Practice Standards Group meeting before going to Standards Committee.

Wellbeing Roadshows

Following the success of the joint RCVS/Society of Practising Veterinary Surgeons (SPVSP) Wellbeing Awards, SPVS, the Veterinary Management Group (VMG) and MMI are collaborating on a series of four 'Wellbeing in Practice' Roadshows to be held throughout 2019. These Roadshows cover workplace wellbeing strategies and include contributions from previous Wellbeing Awards winners, Emma Mamo from Mind, and Sean Gilgallon from Citation. The first two roadshows have been held in Milton Keynes and Edinburgh and have received good feedback, two more will be held in the autumn.

Proposed activities and issues to be managed before the next APC meeting. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.

Wellbeing Volunteers

MMI will launch a Wellbeing Volunteer scheme in 2019, recruiting a team of volunteers to perform outreach, wellbeing-related training and awareness-raising, and practice visits on behalf of the Initiative. This is not a counselling, mentoring or advising role and volunteers will be supported to establish and maintain appropriate boundaries within the scope of a clearly defined role description.

Return to Work Scheme

At the last Mind Matters Initiative Taskforce Meeting in April, the possibility of a Return to Work Scheme was discussed. This would be for veterinary professionals who are looking to return to work following a period of mental ill health. One possibility discussed was the development of a Massive Open Online Course (MOOC) for individuals and/or employers which would cover topics around managing mental health in the workplace. The MMI Manager has discussed this proposal with Julie Bailie at the Centre for Mental Health, who indicated that they may be interested in collaborating with Mind Matters on this.

Training for Line Managers

The MMI Manager is developing a programme of training for practice managers and others with a management role that will be launched in early summer.

Student Support Roundtable

A roundtable for veterinary student support is planned for 23 September 2019 and will be run with the support of the Veterinary Schools Council. The aim is to establish what support is available for students, where the gaps are and how collaboration might fill them. External speakers will provide stimulus for discussion. (VSC)

Mental Health Symposium

Plans are underway for the second MMI Veterinary Mental Health Research Seminar, following the successful event in January 2017. This will be held on 24 September 2019 at Church House, London. A call for papers has been released. Plenary speakers will be Professor Neil Greenberg from March on Stress, who will be talking about resilience, and Professor Alexandra Pitman, who

will speak on the impact of veterinary suicide on colleagues. Professor Stuart Reid will give an update on the Mind Matters Initiative.

Audit of the RCVS complaints process on mental health and wellbeing

Open Minds/Connecting with People has carried out an audit of the concerns process and its impact on the mental health of those who go through it. The RCVS response to this research was discussed at the March Council Meeting and will be released as a Mind Matters publication. We await feedback from the Mind Matters Taskforce on the draft and aim to publish during May.

Details of any budgetary or risk-related issues that should be brought to the Committee's attention.

A Risk Register is being prepared for Mind Matters and will be discussed at the July meeting of the Audit and Risk Committee.

Synergies with other workstreams that your current activities may introduce?

Within the Mind Matters budget an amount of money has been set aside to allow for the development of an innovative intervention. Ideally this could be developed in conjunction with support from ViVet.

It is also likely that there will be aspects of work arising from the newly-formed Diversity, Inclusion and Equality Working Group that may link with MMI.

Areas of your work that you would like to highlight for discussion by the Committee?

Nothing specific is highlighted but the MMI team would be happy to take questions on any area of current or future work.

Any other matters arising from your work that you wish to bring to the Committee's attention?

Area of work

RCVS Knowledge

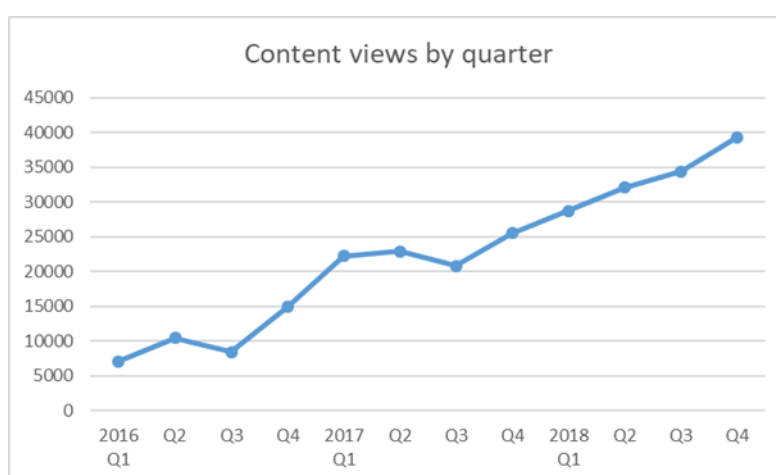
Activities carried out since the last meeting of the APC. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.

During this reporting period to APC, RCVS Knowledge has been developing and delivering its main programmes of work. Areas of work which may be of interest to the APC have been summarised below.

Veterinary Evidence is a platform providing resources to help practitioners deliver better care through informed decision-making.

Content views are increasing on average by 23% each quarter. February 2019 is our best month to date for content views: 20,628

We have published 75 podcasts which have been downloaded 17,872 times



QI

Bradley Viner has stepped down as Chair of the Quality Improvement Advisory Board (QIAB). Pam Mosedale has been appointed as the Chair of the QIAB.

RCVS Knowledge held a stream at BSAVA on Friday 5th April, day two of the event, in the Kingston Theatre, Austin Court. Sessions included quality improvement and evidence-based veterinary medicine linked with clinical examples. The programme was designed to include topics of a more clinical nature in order to attract delegates who wouldn't usually attend a strictly QI session. Delegate feedback forms were handed out and collected for each lecture, a total of 69 forms were completed. Overall the feedback was very positive.

The research project *Assessing the landscape and future actions for quality improvement in the veterinary sector* is progressing according to plan. We are currently progressing through the phase which assesses the landscape (document review, focus groups, interviews and surveys). The RAND Europe research project's co-design event, now titled *The National Summit for Supporting Quality Improvement in Veterinary Care 2019*, will be taking place on 16th May 2019 at etc. venues County Hall in London.

The *Canine Cruciate Registry* is progressing as planned. This registry will record information about the surgical management of canine cruciate ligament (CCL) ruptures. We are finalising contracts between RCVS Knowledge and Amplitude Clinical Outcomes, who will take charge of the data and user interface management.

New resources: the [Clinical Audit Course](#) was launched in November 2018. A [root cause analysis checklist](#) has been added to the Significant Event Audit resources in February 2019.

We are collaborating with Bella Moss to update their Infection Control Guidelines and offer them as corrective action guidelines (high impact interventions) for practices. The Infection Control Guidelines Working Party is currently drafting the updated resources

The QI resources include templates, guides, commentaries, a video and podcasts. Currently 25,000 have accessed these resources.

inFOCUS has published its February and March editions highlighting the most significant articles published in the veterinary literature from the previous two months.

VET19

Due to the challenges faced in securing sponsorship for the VET19 conference, and lack of “early bird” ticket sales, it was decided to cancel the physical conference to minimise the financial exposure to RCVS Knowledge.

We are converting the scientific content of the conference into a digital conference, all speaker who were confirmed for the vent have agreed to participate.

Proposed activities and issues to be managed before the next APC meeting. N.B. Information explaining how these activities contribute to the delivery of the workstream’s agreed plan must be clearly stated.

Veterinary Evidence

- a. We are working to create an updated submission system and journal homepage
- b. VE is currently fulfilling the criteria to apply to PubMed Central.
- c. Currently creating author, reader and reviewer feedback surveys to help improve the publication process and quality of content.
- d. Working with RSA and authors in creating an e-learning package for *Veterinary Evidence*. We hope to provide clinicians with a decision support tool to help implement their findings in practice and to make better and faster evidence-based decisions.

Quality Improvement

- a. The Advisory and Steering Groups for the Canine Cruciate Registry project will be formed.
- b. We will be working with the QI Champions and runners up to promote QI and their work.
- c. BSAVA Council approved a collaboration on a series of roadshows which are expected to take place in 2019 – 2020.
- d. The programme, venue and dates for the HBLB funded CPD events have been set. We have agreed a collaboration with BEVA for these courses to be BEVA Accredited.

Details of any budgetary or risk related issues that should be brought to the Committee's attention.

Synergies with other workstreams that your current activities may introduce?

We are currently recruiting for reviewers for Veterinary Evidence and Equine and farm animal reviewers for inFOCUS. This could be a great opportunity for Fellows to engage with the work of RCVS Knowledge.

Areas of your work that you would like to highlight for discussion by the Committee?

Any other matters arising from your work that you wish to bring to the Committee's attention?

Area of work
VN Futures
Key activities and issues managed in the last quarter that the APC should be aware of.
<ul style="list-style-type: none"> ▪ Two VN Futures Board meetings held ▪ Confirmation of Chairs and Group Members for two of the Working Groups ▪ Discussion with Chairs regarding direction of two currently dormant groups (VN Schools Council, Training Practices) ▪ Appointment of new Chair for the One Health Group ▪ Attendance at events (Clinical Coach Congress and BSAVA) to assist with highlighting the ongoing and future work of VNF, and to enlist 'volunteers' to certain aspects of projects ▪ Update of current website content, and proposals for new website ▪ Creation of update flyer to be used to promote the work of VNF ▪ Obtained two career case studies (one already published on site) ▪ Obtained Training Practice case study/ies
Proposed activities and issues to be managed in the next quarter that the APC should be aware of.
<p>Review working party actions, prioritise agreed activities and allocate to members to complete This will be performed at each of the first meetings for the three active working groups.</p> <p>Career Progression Group Meeting organised (RCVS, 26th April) The activities of this group are likely (but will be confirmed at meeting) to involve:</p> <ul style="list-style-type: none"> ▪ Regional events to promote 'the Value of the Vet Nurse', and fully utilising RVN skills ▪ Facilitating practices charging for nurse time – for example, production of case studies, business models; arranging presentations on this topic ▪ Flexible working ▪ Gathering, addressing and publishing more schedule 3 case studies ▪ Creation of a delegation flow chart to assist delegation to VNs in practice <p>One Health Group First meeting will be arranged within the next few weeks Separate meeting to be held between Chair, JD and + JM regarding first steps for District Veterinary Nursing</p> <p>The activities of this group are likely (but will be confirmed at meeting) to involve:</p> <ul style="list-style-type: none"> ▪ Development of online portal/hub where One-Health resources can be shared and accessed ▪ Creation of One Health Symposium to launch online hub (2020) ▪ Development of smoking cessation materials for practice ▪ Working on links with allied professions ▪ Creation of survey to research extent and diversity of District Vet Nursing roles currently being performed <p>Workforce Group First meeting will be arranged within the next few weeks. Confirmation of the Chair for this group, or appointment of new Chair, is ongoing.</p> <p>The activities of this group are likely (but will be confirmed at meeting) to involve:</p>

- Updating and developing careers materials to include more diversity in imagery and terminology
- Promoting diversity in general – eg talking to RCVS about this also
- Creation of 'role description' for school's ambassadors
- Inception of initial ambassadors (initial steps are underway)
- Ambassador pilot to include training (resources will be provided from the developed pack and directly from STEM)
- Production of a children's book promoting vet nursing as a career
- Developing VN Careers mentors
- Developing career pathway frameworks

Other activities

- Marketing for the newly developed post registration qualifications framework
- Creating content for new website
- Creating blog content for new website
- Developing an e-newsletter to highlight and promote the work of VNF
- Attending and presenting at Head Nurse Congress (May)
- Attending SVN Fest (July)

Details of any budgetary or risk related issues that should be brought to the Committee's attention.

The BVNA have a budgetary commitment for the project, however I am not sure how this should be managed.

A funding application form has been developed that will be used by Working Groups to request funds for approval by Board, for any events/activities/resources.

Synergies with other workstreams that your current activities may introduce?

Collaboration with MMI

Discussion with LQ arranged for 25th April, regarding a potential project to support VN Clinical Coaches in promoting wellbeing and supporting their students

Collaboration with VetFutures on:

One Health
Leadership

Collaboration with VN department on:

Updating career materials

Areas of your work that you would like to highlight for discussion by the Committee?

It would be beneficial to understand any opportunities available to collaborate with Vet Futures, and at least be mutually aware of each project's work. I would welcome thoughts on how I can achieve this in the most effective way.

Any other matters arising from your work that you wish to bring to the Committee's attention?

Not applicable at this time

Meeting	APC
Date	7 May 2019
Title	Fellowship Board: Composition, elections and appointments
Classification	Unclassified
Summary	This paper presents proposals for the future composition of the Fellowship Board, the process for appointing/electing new members to the Board and how to ensure a phased transition that will maintain necessary continuity.
Decisions required	APC is invited to review and consider approving proposals future composition of the Fellowship Board, together with the processes for the election and appointment of Board members
Attachments	None
Author	Anthony Roberts Director of Leadership and Innovation a.roberts@rcvs.org.uk

Fellowship Board: Composition, elections and appointments

Background

1. When the reconstituted Fellowship was established in 2016, it was agreed that its governing Board would comprise:
 - a. Chair
 - b. Vice-Chair from the RCVS Operational Board
 - c. Vice-Chair from the Fellowship
 - d. Three Credential Panel Chairs
 - e. A lay member of the RCVS Council
2. Appointments were made to positions A and C through open competition overseen by a Fellowship Appointment Group. This Group had a 'task and finish' remit. It was expected that Fellowship officers would each serve a three-year term with the option for this to be renewed only once following one term out of office.
3. It was proposed that once the Fellowship was established, the criteria for appointment to the panels would be the responsibility of the Fellowship. The Fellowship, under the guidance of the Fellowship Board Chair, would decide how these positions are filled. It is assumed that the term 'panels' used here refers to the Fellowship Board and the three Credentials Panels.
4. It is now three years since the revitalised Fellowship was launched and consequently the Board needed to consider what the composition of the Board should look like, the process for appointing/electing new members to the Board and how to ensure a phased transition that would maintain necessary continuity.
5. This paper presents proposals agreed and approved by the Fellowship Board on 10 April 2019.

Proposed new Composition of the Board

6. At its meeting on 6 December 2018 the Board considered the Fellowship Three-Year plan and agreed that delivering its ambitious aims would require an enlarged Board. For this reason it is proposed that two members should be added to the Board, who will have a have specific responsibility for delivering projects and engagement with the wider Fellowship.
7. Furthermore, in order to provide continuity it is proposed that the immediate past-Chair will be given the option to stay on the Board as an ordinary member for a further term of three years.
8. It is proposed, therefore, that the new Board would be ten strong, with the following composition:
 - a. Chair
 - b. Vice-Chair from appointed from the RCVS

- c. Vice-Chair from the Fellowship (also the Chair of FSAP)
 - d. Three Credential Panel Chairs
 - e. A lay member appointed by RCVS Council
 - f. Immediate past Chair of the Fellowship Board (NEW POSITION)
 - g. Two members responsible for delivering projects and engaging with the wider Fellowship (NEW POSITIONS)
9. It is proposed that the Vice-Chair from the Fellowships would also be Chair of the Fellowship Science Advisory Panel (FSAP). This should cement the important contribution that the FSAP makes to the activities of the Fellowship.

Elected positions

10. Going forward it is important the Fellowship Board is seen as accessible and connected to the wider Fellowship. To this end it is proposed that the following key positions on the Board should be filled by election from within the Fellowship:

- a. The Chair of the Fellowship Board;
- b. The Vice-Chair from the Fellowship;
- c. The two new Fellow members.

11. The following provides further details as to what such an election could look like:

- a. A nomination period would open during which any Fellow could put their name forward for the position being elected. Candidates would need to be supported by two other Fellows (proposer and seconder) Candidates could only stand for one Board position at a time. Candidates would also need to submit a brief manifesto as to why they wished to be elected to the position. Candidates could only stand for one Board position at a time. Meanwhile, it is proposed that Fellows would be limited to proposing one candidate and seconding two candidates.
- b. Manifestos would be reviewed by a Returning Officer at the College prior to them being accepted for inclusion in the election. An election webpage would be set up and Fellows would be sent the details of those standing and the positions being elected.
- c. In order to keep costs down, voting would be by electronic means only and Fellows would voting using a unique link emailed to them. Currently the RCVS holds email addresses for around 95% of Fellows. The RCVS is exploring a number of providers of election services to ensure any election is secure, fair and suitably independent.
- d. All positions would be elected for a three-year term.

Fellowship Credentials Panels

12. The three Credentials Panel Board Chairs would continue to be appointed positions, based on the fact that these roles have a significant technical aspect to them and require a particular skill set and experience to fulfil.
13. These positions will also be appointed for three-year terms and the current positions will be gradually replaced on a staggered rotation.
14. Appointments will come from the membership of the Credential Panel that is seeking to appoint a new Chair. This would be through expressions of interest from Panel members with the Fellowship Board making the final decision on the appointment, taking advice from the relevant Current Panel Chair, but with that Chair abstaining from any vote.
15. As part of these changes it is also proposed that members of the Credentials Panels should be subject to annual appraisals. These would be conducted by the respective Panel Chairs. Such appraisals would support the appointment process and ensure that decisions were fair and justifiable.

Transition and continuity

16. It is critical that the skills and experience on the present board are not lost wholesale as composition of the Board changes and new processes for electing and appointing members are introduced. For this reason a phased transition is proposed. The following proposals are therefore made in order to ensure an orderly transition:
 - a. The Chair: in order to demonstrate that the Board is open and inclusive to all Fellows it is proposed that an election for the Chair should be held in 2019. In order to ensure continuity, however, the immediate past-Chair will be offered a position on the Board for a further term of three-years.
 - b. The Vice-Chair: to provide further continuity and to demonstrate the commitment to the fledging Fellows Science Advisory Panel it is proposed that the Vice-Chair remains on the Board for a further year until 2020.
 - c. Panel Chairs: a staggered rotation is proposed for the Panel Chairs with one retiring in 2019, one in 2020 and one in 2021. Chairs will be given the option to volunteer to retire early. In the event that no volunteers are received, it is proposed that names are drawn from a hat.
 - d. New Members (Projects and Engagement): In order to deliver the ambitious three-year plan, it is proposed that both new members responsible for Projects and Engagement are elected in 2019. The successful candidates will be asked if one or other wishes to volunteer to stand for a two-year instead of a three-year term. If no volunteer is forthcoming, a name will again be drawn from a hat.

- e. In the first year it is proposed that newly elected Fellows will take up their positions on the Board at Fellowship Day (20 September 2019). Going forward, it is expected that the transition date will become RCVS Day (held in July each year), this will harmonise the Fellowship Board with other senior College positions such as the President, Council members and Chairs of the Committees.

Additional rules

17. All positions are subject to a term limit of three years. Individuals may re-stand for election or appointment to a position they have previously held, but only after a term break during which period they are not on the Board. An individual may, however, stay on the Board for two consecutive terms in different positions. For example, a Panel Chair could stand for election as the Fellowship Chair.
18. The Vice-Chair from the Fellowship would not automatically succeed the Chair at the end of their term.
19. Notwithstanding the Vice-Chair from the RCVS, it is proposed that where a member of the Fellowship Board is appointed to senior position within the wider RCVS governance structure (for example a Committee Chair) they would be required to resign their position on the Fellowship Board.
20. The RCVS Operational Board will be dissolved in summer 2019. Therefore, under the new proposals the Vice-Chair from the RCVS, rather than being a member of the Operational Board, should be the RCVS Council Junior Vice-President. Whoever holds the title of Junior Vice-President at the time in the three-year cycle when the Vice-Chair from the RCVS position becomes available will take up the role. They will retain it for three years.

Decisions required

21. APC is invited to review and consider approving the above proposals future composition of the Fellowship Board, together with the processes for the election and appointment of Board members

Meeting	Advancement of the Professions Committee
Date	7 May 2019
Title	Findings from the RCVS Visit to the Commonwealth Veterinary Conference (CVC), Bangalore
Classification	Unclassified
Summary	This paper outlines the findings of the RCVS visit to the CVC in Bangalore, and sets out a number of options that could be pursued under the College's Global strategy.
Decisions required	APC is asked to consider the options set out in the paper and make recommendations as to which should be pursued further.
Attachments	<p>Annex A – Global activities workstreams</p> <p>Annex B – (CONFIDENTIAL)</p> <p>Annex C – List of statutory body (or bodies of mixed competence) members of the World Veterinary Association</p>
Author	<p>Ben Myring b.myring@rcvs.org.uk</p> <p>Chris Tufnell chris@coachhousevets.com</p>

Introduction

1. From 1-6 March 2019 RCVS Past-President Chris Tufnell and Policy & Public Affairs Manager Ben Myring attended the 7th Pan Commonwealth Veterinary Conference (CVC) in Bangalore. The reasons for the visit were as follows:
 - a. To follow up on the College's 2016 visit to India
 - b. To make new contacts and explore new opportunities in other Commonwealth countries.
 - c. To meet with representatives of global and regional veterinary organisations to discuss how the College might work with them
2. As per the Strategic Plan, the RCVS's 'global reach'; ambition is as follows: "To improve animal health and welfare on an international basis by raising veterinary standards overseas, contributing to the improvement of the One Health agenda and ensuring that our regulation keeps pace in a global market." This ambition will bring benefits both at home and overseas, and the RCVS can hope to see benefits to the UK profession such as:
 - a. Additional opportunities for UK-trained vets to gain experience abroad, as a result of any new mutual recognition agreements
 - b. Increased inward flow of veterinarians recruited from overseas, helping to address workforce shortages in the UK
 - c. Increased income from increased numbers of overseas MsRCVS and overseas accreditation visits, and new income streams from marketing RCVS products overseas
3. The motivations for the CVC visit map closely with the five workstreams in which the 'Global Reach' activities within the Strategic Plan have been grouped, particularly: Workstream One: Ensure that there is a global dimension to everything we do; Workstream Two: Develop our international network; Workstream Four: Improving offer to overseas members and recruiting more; and Workstream Five: Marketing of our services and products to overseas territories. These workstreams are given in more detail in Annex A.
4. A list of individuals and organisations with whom we met can be found in Annex B (confidential).

The Veterinary Landscape in India

5. There are 68,000¹ vets in India tending to a large population of animals. For instance, there are 305 million cattle (compared with 85 million in the EU) and 109 million buffalos. Pet ownership is rising rapidly as the population becomes wealthier. There is a rapidly increasing demand for the profession to cater for the small animal sector. As has been the case in Europe over the last fifty

¹ <http://pib.nic.in/newsite/PrintRelease.aspx?relid=147765>

years, there is a trend for the profession to specialise in a particular species group after graduation.

6. There are 51 veterinary schools in 30 universities each graduating 60-80 students per year. Most veterinary schools are state funded but there are six private veterinary schools. The motivations for students to study veterinary medicine are also changing rapidly. Many have failed to get into medical school and veterinary medicine is their second option, for some it is a route into non-veterinary professional or government service. Many veterinary graduates still desire to enter veterinary government service, but such posts are said to be more difficult to secure than in the past.
7. There is a very strong culture of research in the veterinary establishments and the delegation met many enthusiastic post-graduate and post-doctorate students.

Accreditation of Undergraduate Education

8. The accreditation of veterinary undergraduate education in all of the 51 veterinary schools in India is undertaken by the Veterinary Council of India (VCI). The VCI also dictates the syllabus that is to be followed in the five and a half year course. The VCI was recently disbanded for unknown political reasons and elections are currently underway. It is expected that it will be reformed following the Indian Government elections in May. For this reason it wasn't possible to meet with any current members of the VCI.
9. A former senior official in the VCI indicated that the organisation would be receptive to discussions about international accreditation and that this was within its remit. However, we were repeatedly led to believe by those in the university sector that they are having difficulties in keeping up with inspecting current courses and so might have limited time to give to this. Either way, it would be for the individual institutions, as in the UK, to explore recognition from overseas. Therefore it was suggested that we work with veterinary schools and the VCI contemporaneously. TANUVAS in Tamil Nadu (visited in 2016) that oversees four veterinary schools and Guru Angad Dev Veterinary and Animal Sciences University (GADVASU) in the Punjab were suggested. Vice-Chancellors only have a tenure of three years before they move on so it would be useful to develop a relationship with those at the top of the faculties as well as the VCs. We were repeatedly assured that there would be considerable appetite for international accreditation amongst both the academic institutions and their staff. This is clearly a well-worn path in the medical profession. We were also reassured that this would not be seen as a 'brain drain' of veterinary expertise from India but would more likely enhance their domestic profession. We were

also assured that there is no shortage of veterinarians in India, indeed many end up leaving the profession as they cannot find desirable jobs within India.

Potential Ways Forward

Accreditation in India

10. It would be useful to establish further links with members of the newly formed VCI and heads of selected veterinary schools. Professors from Bangalore, Puducherry and Chennai have volunteered to be spokesmen for us in this. Talks can then be held as to next steps.
11. From very cursory exposure to the Madras Veterinary College in 2016 and the Bangalore Veterinary College on this visit, and looking through the VCI syllabus, it seems likely that standards of undergraduate education in India are different to those in the UK. The next step will need to be a systematic and thorough comparison of the UK and Indian syllabuses to identify any gaps.
12. Should we choose to proceed, it would seem prudent therefore to identify a small number of Indian educational establishments and undertake an exploratory visit with a visiting team. Whilst the syllabus is dictated by the VCI it was suggested to us that the way that it is delivered and the level of facilities varies widely across the country. Therefore great care will be needed in selection of the establishments to visit.
13. The RCVS could consider offering a subsidised first visit to one or more veterinary schools to encourage take-up; one option would be to carry out a competitive process for such a visit to encourage the more enthusiastic and best-qualified veterinary schools to come forward.
14. If, as expected, there is a variance of standards then there are a number of potential ways ahead, some of which could be pursued together:
 - a. We could postpone further in depth engagement with the Indian authorities until such time as the situation has changed, whilst ensuring that they are aware that there is an open door.
 - b. We could consider a two-step accreditation process where we review evidence submitted in a written self-evaluation report with a view to seeing whether an accreditation visit is likely to be successful. Where gaps are identified we could feed back on where these were, and what would be needed, before we agreed to undertake a visit.

- c. In collaboration with an Indian veterinary school, we could develop a 'bridging course' for delivery in India that would addresses any gaps between the two syllabuses and would be designed to lead into the full Statutory Examination.
 - d. We could develop a system of *partial* accreditation for some veterinary schools whereby their graduates would only have to take a tailored part of the statutory exam to ensure that any standards gap had been filled. Depending on the outcome of the accreditation visit such a 'bridging' exam might assess a cross-section of knowledge and skills, or if the RCVS was satisfied with the knowledge base the examination could focus on practical skills/outcomes.
15. A further option, which could be pursued in addition to the aforementioned options, would be to take the statutory exam, or the examination part of it, 'on tour' to India at regular intervals to lower the financial bar to entry for many Indian veterinary graduates. While this would not directly impact the standards of veterinary education in India, it would help us to build links with the veterinary schools (as they would host the examination) and increase familiarity with UK standards, which in turn might increase the appetite for RCVS accreditation. However, it should be noted that the effectiveness of this option would be partly dependent on whether veterinary surgeons are added to the Shortage Occupation List.
16. In summary there remain many reasons why we should continue to pursue this avenue in India. The fact that there is no language barrier and that the situation is clearly working well for the UK medical profession being two of them. It seems likely that the areas in which Indian graduates are strongest, agricultural practice and public health, are those in which we have a most pressing need with regards to manpower.

Other Accreditation possibilities and issues

17. A number of Commonwealth delegates from countries other than India suggested that veterinary schools in their countries (or, in the case of Singapore, neighbouring countries) would be good candidates for accreditation by the RCVS, and may well have the appetite to do so. Examples included UPM Malaysia, both Bangkok schools, and the University of the West Indies in Trinidad. It has been suggested that we could target institutions with a high statutory examination pass rate or which regularly produce applications for the exam: St George's University, Grenada and Ross University School of Veterinary Medicine, St Kitts. The language of instruction may be a factor in deciding which institutions are best to approach.
18. In light of our agreed interim policy for the recognition of graduates of European Association of Establishments for Veterinary Education (EAEVE)-accredited or -approved institutions in a no-

deal situation, it was also interesting to learn that the Hebrew University, Israel, intends to apply for full EAEVE accreditation once it has remedied an outstanding issue with its facilities. Interest was also expressed in accreditation by the UK, particularly if a joint UK-EAEVE visit could be organised.

19. In our discussions, a number of people agreed that veterinary schools and accreditation authorities in developing countries would value a harmonised 'global standard' of veterinary education, assessment and accreditation criteria. This would create a single target for schools and accrediting authorities to aim for, making it easier for them to subsequently seek accreditation with overseas authorities, and increase the likelihood of students passing tests such as the Statutory Examination even in the absence of such accreditation. This would help to facilitate mutual recognition agreements and the mobility of the veterinary profession.
20. This may give impetus to developing a formal RCVS policy in favour of such global harmonisation, working through the International Accreditors Working Group (IAWG) and potentially the World Veterinary Association (WVA). The RCVS has already identified the danger of a 'drift' away from the direction of travel towards global harmonisation (for instance EAEVE's decision to drop outcomes from its criteria), and the RCVS may wish to be in the vanguard when it comes to resisting this. Such a policy would clearly meet the objectives of our Global Strategy.

RCVS Practice Standards Scheme (PSS)

21. We discussed our PSS with many of the people we met. There was considerable interest in the Scheme, particularly amongst the small animal fraternity. It seems likely that this could be pursued in India with their British Small Animal Veterinary Association (BSAVA) equivalents such as the Pet Practitioners Association of Karnataka (PPAK) that was co-organising this conference.
22. Delegates from other parts of the world, most notably Singapore and the Caribbean, were also extremely interested in the PSS. We were informed that the Singapore Veterinary Association had previously expressed an interest in franchising the PSS, but that the discussions had not progressed.
23. PSS has an advantage over some of our other schemes in that it can be tailored to suit the needs of individual countries, rather than having to meet UK standards, as practices are not mobile, unlike individual veterinarians.

RCVS Knowledge

24. We repeatedly were told that the recent provision of Veterinary Evidence and the Quality Improvement initiatives by RCVS Knowledge were of considerable use. There may be a commercial opportunity here; the RCVS could consider restricting free access to these services to Members at home and overseas, and charging non-members for access.

The World Organisation for Animal Health (OIE) Statutory Body Twinning

25. OIE supports veterinary statutory bodies as a means of ensuring “the excellence of the veterinary profession through appropriately licensing or registering veterinary professionals, and providing minimum standards for (initial and continuing) education and professional conduct”². OIE has a statutory bodies twinning programme designed to strengthen competencies and improve self-sufficiency where there is a lack of national regulation or lack of compliance with international standards.
26. Twinning projects vary in length depending on the scope, but are a minimum of one year and a maximum of three years in duration. OIE holds a list of ‘Candidate’ countries seeking a ‘Parent’. The RCVS could give consideration to become a Parent organisation in line with action ‘8 of the Global reach section of the Strategic Plan: *Share knowledge withy developing world countries to help raise standards around regulation and also animal health and welfare.*
27. There may also be opportunities to help OIE develop polices around veterinary nursing and other paraprofessional regulation.

World Veterinary Association (WVA) Membership

28. The WVA has started work on raising the standards of veterinary undergraduate education in the developing world. The Veterinary Education Working Group (VEWG) of WVA has a long-term action to develop a course or programme on teaching methodology and mentoring. To facilitate the development of this programme WVA is developing a ‘global vision of veterinary medicine education’ and is undertaking a survey of stakeholders around the world to help develop this; this has clear link to our global strategy.

² <http://www.oie.int/solidarity/veterinary-statutory-bodies/>

29. While the majority of WVA members are representative organisations, it is clear that they are now engaging more with statutory bodies (or bodies with mixed competence) and have several such bodies as members (see Annex C). Consideration should be given to the RCVS joining this organisation and engaging more closely with it; it is clear that some of its activities are more suitable for engagement by the RCVS rather than representative bodies, and there is a risk that the UK is exerting insufficient influence.
30. RCVS Membership of the WVA would cost €23,400 (c.£20,000) per annum.

For decision

31. APC is asked to consider the options outlined above, and decide which, if any, should be further developed into full, budgeted proposals. The positive options are:
- a. India:
 - i. A two-stage accreditation process, with an initial written submission stage
 - ii. A bridging course for delivery in India, leading to the Statutory Examination
 - iii. A system of partial accreditation of Indian veterinary schools, leading to a partial Statutory Examination
 - iv. Delivering the Statutory Examination in India
 - b. Globally
 - i. Applying the above options to countries other than India
 - ii. A formal RCVS policy calling for further global harmonisation of educational and accreditation standards
 - iii. Marketing the PSS overseas
 - iv. Exploring commercialising the RCVS Knowledge Veterinary Evidence and Quality Improvement initiatives
 - v. Becoming a 'parent' in the OIE statutory body twinning scheme, and offering support on paraprofessional regulation
 - vi. Joining the WVA to work with them on global veterinary education and the relevant issues.

Annex A - Global activities workstreams

1. 'Global reach' is one of the five strands of the current strategic plan. The first item on the list concerned Brexit, and that is where the lion's share of our activities has been to date.
2. The other strands are grouped into five workstreams:
3. **Workstream One: Ensure that there is a global dimension to everything we do.** For our core activities around setting, upholding and advancing standards (conduct, disciplinary, education, leadership, innovation etc) we should be aware of global initiatives and ensure we maintain pace, while supporting countries that are further behind in their development
4. **Workstream Two: Develop our international network.** We need to ensure we are engaged with existing networks and organisations – particularly important post-Brexit
5. **Workstream Three: Maximise the time, relationships and influence of our Council members who have overseas connections.** Many of our Council members are engaged in overseas activities as part of their 'day jobs' – this is an opportunity lost for the College
6. **Workstream Four: Improving our offer to overseas members and recruiting more.** We currently do not specifically support our overseas members or fully understand their motivations or needs and we can improve on this; we could potentially boost this category of membership as a feed into UK membership (dependent on immigration rules post-Brexit)
7. **Workstream Five: Marketing of our services and products to overseas territories.** There may be opportunities to commercialise some of our leading activities – such as the Practice Standards Scheme (PSS), Certificate in Advanced Veterinary Practice (CertAVP) – and offer advice (paid for or not) on best practice in other areas such as educational standards, professional conduct, mental health

Annex B

Annex C – WVA stat body members

VSBs in WVA

Angola

Ordem dos Médicos Veterinários de Angola (OVMA)

Austria

Veterinary Chamber of Austria

Bosnia and Herzegovina

Veterinary chamber of Republic of Srpska

Brazil

Conselho Federal de Medicina Veterinaria (CFMV)

Costa Rica

Colegio de Medicos Veterinarios de Costa Rica

Czech Republic

Chamber of Veterinary Surgeons of the Czech Republic

Kyrgyzstan

Veterinary Statutory Body of Kyrgyzstan (Veterinary Chamber)

Mozambique

Ordem dos Médicos Veterinários de Moçambique

Perú

Colegio Médico Veterinario del Perú

Senegal

Ordre des Docteurs Vétérinaires du Sénégal (ODVS)

Serbia

Veterinary Chamber of Serbia

Slovakia

Chamber of Veterinary surgeons of the Slovak republic

South Africa

South African Veterinary Council (SAVC)

Spain

Consejo General de Colegios de Veterinarios de España

Portugal

Ordem dos Médicos Veterinários

Speaker biography

Tris Dyson: Executive Director of Nesta's Centre for Challenge Prizes.

Nesta works to uncover, analyse and test new ways of supporting innovation from across sectors and around the world. NESTA, (National Endowment for Science, Technology and the Arts) was established by an endowment from the UK National Lottery in 1998. In 2012 it became an independent charity.

Tris Dyson leads on the development of the Centre for Challenge Prizes as a hub for expertise and insight on challenge prizes. His aim is to design and manage challenge prizes to deliver beneficial innovations and also to generate and share learning on the design and use of challenge prizes. Before joining Nesta, Tris co-founded and led Spice, a social enterprise that developed time credits as systematic low cost and sustainable methodology for engaging many more people in communities as active participants in 'co-producing' public and community services.

Meeting	APC
Date	7 May 2019
Title	Innovation (ViVet) Strategy
Classification	Unclassified
Summary	This paper provides background to the RCVS innovation programme (ViVet) and highlights a number of areas in the ViVet three-year plan for consideration by the Committee.
Decisions required	To give consideration to how the RCVS innovation strategy could be refined, in particular in relation to the provision of regulatory advice and guidance; accelerating innovation; the creation of an innovation network; and the ViVet branding.
Attachments	Annex A: ViVet Three-Year Plan Annex B (<i>Confidential</i>)
Author	Anthony Roberts Director of Leadership and Innovation a.roberts@rcvs.org.uk

Innovation (ViVet) Strategy

Background

1. Following the recommendations and actions that emerged from the Vet Futures project (see Annex A), one of the five ambitions in the RCVS Strategic Plan 2017-2019 was *'to become a Royal College with leadership and innovation at its heart, and support this creatively and with determination.'*
2. The RCVS 2017-19 Strategic Plan outlined three key areas of work which will help to deliver this ambition (outlined below):
 1. Develop a biennial Innovation Symposium, to showcase new technologies, educational and business models etc from within veterinary and related fields, and encourage a culture of innovation.
 2. Review the regulatory framework surrounding new technologies, to ensure it is proportionate, enforceable and encourages innovation, while maintaining high standards of animal health and welfare
 3. Collaborate with other competent authorities, associations, educational bodies and the commercial sector to establish a framework for the management of the impact of new technologies, such that animal health and welfare remains centre stage, regardless of from where veterinary services are being delivered into the UK and beyond.
3. On 20 September 2018 the RCVS held the inaugural Innovation Symposium at the Warwick Business School Campus in the Shard, London. At this event the College launched ViVet (www.vivet.org.uk) a wide-ranging programme designed to make veterinary professionals the driving force behind innovation in the animal health sector.
4. ViVet was inspired by the Vet Futures project research which highlighted concerns that 'vets could miss out on developments in technology, such as genomic sequencing, if they fail to be proactive about grasping the opportunities' and identified a pressing need for the veterinary professions to be proactive and demonstrate they 'not only welcome, but are driving, innovation in animal health'.
5. ViVet's mission is: 'enabling creative veterinary solutions for the good of animal health and welfare'. The name ViVet is derived from the latin 'vivet' meaning 'it will live/thrive'. The idea being that the programmes will support the veterinary profession to embrace innovation so that it remains at the centre of the delivery of animal health and welfare, as opposed to veterinary professionals being 'replaced' or 'disintermediated' by technological or business model innovation.

6. Technologies such as telehealth, wearable or implantable devices, fast and low-cost genomic sequencing, big data and artificial intelligence present veterinary practices with huge opportunities for improving the provision of veterinary services and facilitating access to veterinary care, but they also come with challenges in terms of how they are regulated and the impact they could have on existing models for the delivery of veterinary care.
7. A three-year plan was developed and approved at the March 2018 Operational Board, which outlined the aims and objectives of the ViVet programme and how these support the delivery of the RCVS Strategic Plan and Vet Futures Recommendations, and provides details of the ViVet workstreams and projects over the next three years. A copy of the plan can be found at Annex A.
8. We are approaching the mid-point of the delivery of this plan and seek the guidance of the Committee as to the priorities going forward and how those areas of the plan that have yet to be implemented might be refined and taken forward.

ViVet update

9. In its first year, ViVet focused on showcasing innovation to help veterinary professionals to horizon-scan, understand the impact of innovation, how the market is evolving and the opportunities innovation could provide. ViVet has used a multi-channel approach to sharing engaging content. So far ViVet has published 13 expert blogs and case studies, and since the launch of ViVet, Dr Chris Tufnell and Anthony Roberts have presented or taken part in panel discussions at 16 conferences talking to audiences both within and outwith the veterinary professions about the project and veterinary innovation in general.
10. ViVet has also reached audiences via Social Media (Twitter: 542 followers and 275 tweets), Audio Podcasts (90+ downloads) and Webinars (148 views). ViVet has now launched a new resource called ViVet Bites which are short interviews with innovators who are making waves in the profession through technological development, new business models and other inspiring ways of working.
11. The second year has seen the ViVet project start to focus on providing practical advice on developing and launching new products and services, through online resources and events. Our series of innovation workshops hosted at the beginning of 2019, was designed to support Workstream Two (Accelerating Innovation) by identifying and addressing any obstacles to innovation or to veterinary professionals launching new products or services.
12. The workshops hosted in Cambridge attracted a diverse range of people brought together from different fields wanting to make a difference with ideas as to how the delivery of veterinary services could be improved. Participants were guided on how to turn such ideas into innovations, to scale-them and to develop sustainable business models for their delivery. On the final session the feedback for the event including the quality of speakers, content and organisation for the day achieved an average of 4.5 out of 5.
13. ViVet has also been supporting the Vet Futures Student Ambassadors in the development and delivery of a Dragons' Den-style student innovation competition. The Student Ambassadors have led the promotion of the competition through direct marketing using posters at the vet schools,

via social media and email. Registration opened recently and to date we have had 14 students register (both Vet and VN) and will be assigning mentors to teams in May.

14. In March 2019 the ViVet team had a small stand and presented at Animal Health Investment Europe, a conference held annually in London that attracts the leaders of global pharmaceutical, veterinary and service companies, consultants, investors, analysts and entrepreneurs. At the event we had 13 pre-organised, 20 minute meetings, with people who were keen to understand what the RCVS was doing in this space, seeking regulatory guidance or were entrepreneurs keen to find ways to engage with the veterinary profession.
15. As part of our Global collaboration project, members of the ViVet team attended a three-day conference hosted by Texas A&M University, the North American Veterinary Community (NAVC) and the Veterinary Innovation Council (VIC). This event provided an opportunity to meet with other veterinary regulators, associations and innovators. The event is the largest veterinary innovation conference and provides an important opportunity to horizon scan, promote ViVet and source speakers for our 2019 Innovation Symposium. Following on from the event we are exploring further content opportunities to showcase the latest developments in human, veterinary and technology markets.
16. By attending these types of veterinary and innovation events the team has been able to establish further engagement with regulators and organisations at a global level (Strategic Ambition D2), therefore strengthening the RCVS with a reputation as a Royal College that is supporting innovation and at the forefront of addressing the regulatory challenges it brings.

Areas for discussion

Regulatory guidance and advice

17. A key commitment upon launching ViVet was to help incumbents and new entrants navigate the regulatory landscape, by providing specific regulatory advice and guidance to veterinary professionals working at the forefront of innovation or those from outside the profession seeking to bring new products or services to the veterinary or animal health market. In providing such advice and regularly meeting and communicating with innovators, the RCVS has gained important market intelligence allowing it to better prepare the profession for the impact of innovation and to reflect on the future relevance of its regulations.
18. This has proved a very popular part of the ViVet offering, for example, since the beginning of the year we have met with or provided advice to around 20 individuals or organisations and at the Animal Health Investment Forum we had 13 networking meetings booked over two days with innovators, both veterinary and non-veterinary, wanting to learn about the regulatory environment and the role of ViVet/RCVS.
19. In broad terms we have offered anyone the opportunity to meet with the ViVet team to discuss their innovations, to hear about the ViVet programme, the innovation and regulatory landscapes, or to get specific regulatory advice and guidance in relation to compliance with the Code of Professional Conduct. We have refused to sign non-disclosure agreements, but as far as

possible we have agreed to maintain confidentiality in our discussions – except where issues raised required consideration by Standards Committee or other expert input.

20. Those seeking advice and guidance have been made aware that such meetings are an informal first-stage discussion and should be regarded only as guidance. Such guidance does not constitute endorsement by the RCVS and if they require specific formal advice they should provide a written submission to the Standards and Advice team. Where it is clear in advance of the meeting that the issues being discussed are more complex, the Director of Legal Services, or a senior member of the Standards and Advice team has been asked to attend. In such instances formal written responses from the RCVS have often followed the meeting.
21. Recently, meetings with innovators and the provision of such guidance and advice has been brought into question as a result of an occasion when such meetings were misrepresented by the organisation as ‘collaborating’ with the RCVS. Furthermore concern has been raised that such meetings could be used by innovators to inappropriately ‘lobby’ the RCVS.
22. As a consequence additional mitigations have been proposed in the current Leadership and Innovation Risk Register (Annex B – subject to review by Audit and Risk Committee on 25 April), in the form of developing an enhanced log of meetings and the advice given, developing clearer guidelines as to the purpose of such meetings and the nature of the advice or guidance given, and providing guidance to organisations regarding how they can communicate about their interactions with the RCVS.
23. The Committee is invited to consider the provision of regulatory advice and guidance as outlined above and whether the approach is appropriate or additional risk mitigations are required.

Accelerating innovation

24. To date much of the focus of ViVet has been on Workstreams One (Showcasing Innovation) and Three (Regulation and Innovation) with Workstream Two (Accelerating Innovation) having been limited to the organisation of the Vet Futures Student Ambassadors Innovation Competition and the recent aforementioned Innovation Workshops.
25. Work to accelerate innovation potentially creates the most significant risks in terms of being seen to operate outside the remit of the College, being criticised for aiding the development of innovations that challenge existing models for the provision of veterinary services, and, most concerning, to unintentionally support the development of products or services that have a negative impact upon animal health and welfare.
26. Accelerating innovation also creates issues as to how best to meet the ViVet guiding principle that ‘ViVet should seek to provide support and resources to as wide an audience as possible and therefore the focus of activities should be the development of resources, materials and educational programmes that can be widely accessed’ as initiatives are likely to support a relatively narrow group of individuals and organisations. To mitigate this issue it was initially proposed that where a programme does seek to directly support small groups or individuals the focus should be on earliest stages and when they may be exploring the viability of turning an idea into an innovation or their futures as entrepreneurs. This supports the aims of the Vet

Futures programme, helping veterinary professions embrace innovation, explore diverse career paths, take control of their own futures and to improve retention in the professions.

27. To this end two initiatives that remain under consideration are supporting an early-stage Innovation Accelerator and organising a hackathon or series of hackathons.

Hackathon

28. A hackathon is defined by Dictionary.com as 'a usually competitive event in which people work in groups on software or hardware projects, with the goal of creating a functioning product by the end of the event'.
29. A proposal was developed whereby the RCVS could organise a hackathon around the use of its Find-A-Vet data. Such an event would bring together teams of individuals (veterinary and non-veterinary) that would compete to produce useable software around set parameters, such as increasing access to Find-a-Vet data or using the data held to create new insights. At the end of the event the teams would present on what they had developed during the event and a winner would be announced.
30. The hackathon could be organised to provide the maximum possible benefit to the wider animal health community. For example, all materials and code produced during the event could be made publically available so that others could benefit from the sprint of work and continue to build on their developments. Examples of such socially impactful hackathons include 'Random Hacks of Kindness', the 'Social Good Hackathon' and 'Hacks for Humanity'.
31. The RCVS would need to find an event partner to provide the space, physical resources and technical expertise to host such an event. Aside from this, using RCVS data as the substrate for the hackathon would allow the first such event to be controllable and uncontroversial. In future private organisations and universities could be approached to provide relevant data sets, or hackathons could be themed around global challenges such as Antimicrobial Resistance, with the focus being on, for example, behavioural economics and creating behavioural change rather than technical development skills and creating software.
32. Subject to a decision being made to allow access to the already public RCVS Find-a-Vet data in a controlled fashion, the Committee is invited to give consideration to organising such an event.

Innovation Accelerator

33. Innovation accelerators are short-term programmes varying from a few weeks to a few months, designed to help entrepreneurs or early-stage companies to test their ideas, refine their business models and grow their businesses. They achieve this through a combination of structured support programmes, the provision of seed capital and access to mentor networks and venture capital funding. Programmes are often highly selective and in return for the support they provide, take an equity stake in the business.
34. In 2018, the RCVS explored the potential of supporting the development and delivery of a veterinary specific cohort going through the London Chapter of Founder Institute. Founder Institute is the World's largest pre-seed startup accelerator and has a low-cost programme

designed to support early-stage entrepreneurs who are developing and refining ideas prior to launch. A significant advantage of this programme was the small equity stake taken compared to similar programmes and the focus on very early stage entrepreneurs. Unfortunately discussions came to an end when the Director of the Chapter, who had previous experience in the veterinary sector, left to move to a new venture.

35. Concurrently the RCVS also had conversations with the Tony Young, National Clinical Lead for Innovation, NHS England, about whether veterinary professionals could join the relevant parts of the NHS Clinical Entrepreneurs Programme, to support the concept of One Health and translational medicine. Discussions have been positive, but are ongoing and there are still obstacles that need to be overcome. As a result, even if successful, the first cohort veterinary professionals would be unlikely to be able to join before 2020.
36. Supporting veterinary professionals on the NHS programme would be high profile, unlikely to elicit controversy and would cement the important role of veterinarians in addressing One Health issues. The Committee, however, is invited to consider whether the ViVet team should explore the potential opportunities for working with a commercial provider to run an early stage dedicated veterinary innovation incubator and to work up proposals as to what such a programme might look like, any area of focus, for example, One Health innovation, and the costs for the RCVS of developing and running such an initiative. Specifically the Committee is invited to consider whether ViVet should support an accelerator programme that might only benefit a small group of individuals and which by its nature is likely to be highly commercial.

Innovation Online Course

37. In the Three-Year plan proposals were made to explore the viability of developing an online course around veterinary innovation and regulation. Given the recent success of the online RCVS Edward Jenner Veterinary Leadership Programme and the ViVet Innovation Workshops, a further option available to the RCVS would be to develop an online veterinary innovation course with a wider focus (moving it from Workstream Three to Workstream Two). This course could, for example, cover issues such as the identification of needs and wants, the development and refinement of ideas, the creation of business models, winning support and funding for new ventures, and understanding the current regulatory environment.
38. Developing such a course would require considerable effort, but would have the significant advantage of being open to the widest possible group of people. The downside, however, is that it would be difficult to control who had access to the content and participants would not benefit from the face-to-face contact and networking that workshops and incubator programmes can bring.
39. The Committee is invited to consider whether to explore the costs and resourcing implications of developing such an online course in conjunction with or in place of supporting an innovation accelerator and/or the continuation of the workshop programme.

An innovation network

40. ViVet was launched as 'The Network for Veterinary Innovation', but to date little work has been done to foster the development of such a network and resource. Beyond regulatory advice many

innovators we speak to are also looking to make contact with veterinary professionals to learn about specific issues in the profession or to seek technical guidance, in addition many are looking for more specific business advice or sources of funding.

41. Such issues are likely beyond the scope of what the RCVS could offer, but addressing them is crucial to promoting innovation in the sector and ensuring that veterinary expertise remains at the heart of innovation pertaining to animal health and welfare. Should ViVet seek to foster the development of a network of veterinary professionals interested in supporting innovation and innovators from outwith the sector, the network itself could provide the advice and guidance the innovators are seeking and help those outside the profession to forge important connections to veterinary surgeons.
42. Based on the experience of running ViVet over the last 18 months it would appear there may be demand for such a network. Veterinary professionals we speak to frequently ask how they can support the ViVet initiative, meanwhile external innovators seek out additional opportunities to engage with the profession. Moreover, we are aware of the early stage development of such a network in commercial sector.
43. As a tentative step to investigate this demand further, ViVet will be hosting an evening talk and networking event at the RCVS in May/June.
44. The Committee is invited to consider whether the RCVS should seek to develop such a network and the activities it might undertake to support its development.

Name and Branding

45. The ViVet name and branding was designed to ensure the programme was at an arm's length from the RCVS, allowing the initiative freedom to pursue activities that would accelerate innovation. By distancing ViVet from the RCVS, however, the College does not benefit from the credit ViVet has received for being a progressive and forward thinking initiative. Furthermore, when marketing events such as the ViVet Innovation Workshops there has been confusion as to what ViVet is and who is behind it.
46. Consideration should be given to whether ViVet needs to remain at arm's length in this fashion. Many regulators are now involved in initiatives to promote innovation in their sectors and the RCVS arguably has more legitimacy to do so, as it is both a regulator and a Royal College. Furthermore, the scope of the programme as outlined in the Three-year plan, bar perhaps the proposed accelerator, does not go beyond the remit of what might be expected of a forward-looking regulatory body.
47. In considering this issue it is not proposed that the ViVet name is lost entirely, but there may be benefit in adjusting the branding so as to articulate the connection with the RCVS, for example, 'ViVet: an RCVS initiative'
48. The Committee is invited to consider the branding of ViVet and the extent to which the programme should be kept at an arm's length from the RCVS.

Decisions required

49. The Committee is invited to give consideration to the future ViVet strategy. The Committee's attention is specifically drawn to:
- a. the provision of regulatory advice and guidance as outlined above and whether the approach is appropriate or additional risk mitigations (to those outlined in paragraph 22) are required;
 - b. programmes to accelerate innovation including: organising a hackathon; developing proposals for a potential veterinary innovation accelerator and/or an online innovation course;
 - c. the development of a network for veterinary innovation;
 - d. and the branding of the ViVet programme.

Annex A

ViVet Three-Year Plan

Mission and Aims

ViVet's mission is: *'Enabling creative veterinary solutions for the good of animal health and welfare'*.

The main aims of ViVet are to:

1. Foster innovation in the sector and encourage innovators to think about the veterinary profession, so as to put vets and vet nurses at the centre of innovations in animal health.
2. Help incumbents and new-entrants navigate the regulatory landscape, ensuring high standard of animal health and welfare continue to be maintained.
3. Showcase innovative products and business models to the profession, thus helping the profession to better serve existing clients and access new ones.
4. Provide market intelligence and prepare the profession for the impact of innovation whilst at the same time allowing the College to reflect on the future relevance of its regulations

Premises and Principles

The ViVet was designed on the basis of the following premises:

1. Innovation and exponential technological progress will lead to disruption in the veterinary market.
2. Without revisions current regulations will increasingly become less relevant as new technology and business models emerge.
3. Regulation should support and foster innovation not discourage it.
4. Innovation is an irresistible force – the only choice is whether to engage with it.

The following guiding principles have been developed to ensure the programme achieves its mission and aims, and to provide a yardstick against which to assess the appropriateness of projects and interventions:

1. As the mission suggests animal health and welfare must always be paramount and the innovation ViVet seeks to support and foster should serve to improve the quality, efficiency or accessibility of veterinary services. Equally, however, the RCVS must not be or perceived to be protectionist of traditional models for the delivery of veterinary care and should always work in the public interest.
2. As a regulatory body the RCVS must ensure that its neutrality and impartiality is not compromised. To this end it is not considered appropriate for the RCVS to directly invest the innovations that ViVet showcases or supports.
3. Innovation is a wide ranging term and is not exclusive to technology, the programme will cover innovation in all its forms including, but not limited to product, service, business model, marketing, process, supply chain, customer experience and technological innovation.
4. ViVet should seek to provide support and resources to as wide an audience as possible and therefore the focus of activities should be the development of resources, materials and educational programmes that can be widely accessed. Where the programme does seek to directly support small groups or individuals the focus should be on earliest stages and when they may be exploring the viability of turning an idea into an innovation or their futures as entrepreneurs. This support the aims of the VetFutures programme, helping veterinary professions embrace innovation, explore diverse career paths, take control of their own futures and to improve retention in the professions.
5. Innovation brings opportunities to improve animal health and welfare, however, new technologies and novel approaches also bring potential risks. In order to mitigate risk Standards Committee and the Ethics Review Panel should be closely involved in the ViVet programme.

Resourcing

Chris Tufnell is the Council sponsor for the RCVS Leadership Programme and Anthony Roberts is the staff lead. A new role of 'Innovation Executive' was also created in Summer 2018 to support the delivery of the following workstreams.

Workstreams

Over three years (2018-2020) the Programme will comprise three workstreams:

1. Showcasing Innovation

Delivering ViVet Aims: 1 and 3

This workstream focusses on showcasing innovation to the veterinary professions to help busy veterinary professionals to horizon scan, understand the impact of innovation, how the market is evolving and the opportunities innovation could provide to improve the care they provide, meet better the needs of their existing clients or to adapt and expand their services to access new markets, animals and clients.

There is also an externally facing element to this workstream designed to position the veterinary professions as being open and welcoming to innovations and innovators from outwith the professions and thereby to encourage innovators to engage with the veterinary professions when launching new products or services.

The website provides the key resource to deliver this workstream. Already the website www.vivet.org.uk has a number of case studies and blogs from innovators and thought leaders to showcase new and emerging innovation, resources useful to veterinary professionals engaging with innovation or seeking to launch new products or services, and links to events and sources of advice. It is critical, however, that the website remains up-to-date, relevant and vibrant, which will demand significant resources in terms of staff time.

The website will also be supported by a quarterly ViVet newsletter which will provide a round-up of ViVet activities and signpost individuals to latest website content and upcoming activities.

Events will provide another medium through which to showcase innovation and the work of ViVet. The biennial Innovation Symposium will be the flagship event, but in order to ensure the programme does not lose momentum consideration will be given to hosting or collaborating to host additional events which support the programme's aims or address issues of importance. One such event currently under consideration is a collaboration with the Royal Veterinary College to curate a conference on innovation in translational medicine.

2. Accelerating Innovation

Delivering ViVet Aims: 1 and 3

The workstream builds on workstream one and seeks to accelerate innovation in the veterinary space by identifying and addressing any obstacles to innovation or to veterinary professionals launching new products or services.

Research will be undertaken to identify the road-blocks to veterinary innovation and online resources will be developed to provide practical advice on launching new products and services. Consideration will be given to the demands and need for more in-depth innovation education resources such as a dedicated Massive Open Online Course (MooC).

Events can provide another tool to accelerate innovation with hackathons and MBA style case-competitions providing a model which could be adapted for the veterinary context. The VetFutures Student Ambassadors have presented proposals for a dragon's den style innovation competition which will bring together the UK veterinary schools and other university departments to come up with innovative solutions to a pre-defined challenge. The ViVet programme has already committed its support to this initiative. Innovation is best fostered in context such as this, when a diverse range of people are brought together from different fields to share, discuss and refine their ideas. The ViVet programme could have a key role to play in providing a platform for such interaction to occur and to facilitate interactions between veterinary professionals, innovators and professionals from other fields.

The veterinary professions are full of individuals wanting to make a difference and with ideas as to how the delivery of veterinary services could be improved. It is not always apparent, however, how to turn such ideas into innovations, to scale-them and to develop sustainable business models for their delivery. As a part of this workstream ViVet will seek to pilot supporting groups of veterinary professionals on a number of early stage accelerator programmes. The viability of supporting veterinary professionals on the Founders Institute (<https://fi.co/>) and / or the NHS Accelerator (<https://nhsaccelerator.com/>) is currently being explored.

3. Regulation and Innovation

Delivering ViVet Aims: 2 and 4

This workstream focusses on the provision of regulatory advice and guidance to help veterinary professionals working at the forefront of innovation or those from outside the profession seeking to bring new products or services to the veterinary or animal health market. This will provide veterinary professionals and innovators with the confidence to launch new products and services, whilst at the same protecting animal health and welfare. Moreover, the workstream will also assist the RCVS to gain insights into the market and how it is evolving, allowing the College to develop a regulatory framework that is adaptable to 21st century technology.

In 2017 the RCVS launched the first initiative to review our regulatory frameworks in the light of new technology in the form of our consultation on 'The use of telemedicine within veterinary practice', the results of which are under-review by Standards Committee and Council. The market intelligence provided by the ViVet programme will help to identify the need for similar exercises in relation to other emergent technologies or models for the delivery of veterinary services.

Over the next three years the RCVS will seek to form collaborations with regulators and competent authorities globally to develop a joined-up approach to the how new technologies can be regulated. As a first stage the RCVS is already participating on the global Innovation and Technology Advisory Group set up by The College of Veterinarians of Ontario.

Through ViVet the RCVS will continue to explore best practice in terms of regulatory involvement in supporting innovation and will monitor existing programmes such as the Financial Conduct Authority's 'Innovate' programme.

A priority action in this workstream will be the development of a formalised system for dealing with those contacting the College through ViVet seeking regulatory advice and guidance on innovative products, services or approaches.

Key projects and campaigns

The following table outlines the key projects and campaigns in each of the three workstreams during this initial three-year period. It also includes an estimate of the likely costs incurred by the various projects, it is important to note, however, that these estimates do not take account of staff time or where existing budgets may be accessed. Where costs have already been included in the leadership budget for 2018 this is indicated within the plan.

Workstream 1:			
Project	Work packages	Year	Milestones / Key Events
Blogs and case studies	Develop a rolling six month programme of potential blog contributors and case studies to showcase innovation on the ViVet website	2018-2020	Ongoing
ViVet newsletter	Develop a template for the ViVet newsletter and produce the first issue Agree a regular schedule for the newsletter and initiatives to ensure maximum reach.	2018	First issue (Q1/Q2 2018) Q2 2018
Event programme	Develop a one-year rolling programme of events to ensure the continued momentum of the programme in showcasing innovation – identifying key events to attend and potential collaborations.	2018-20	First iteration (Q1/Q2 2018), then ongoing
	Innovation in Translational Medicine Conference	2018 <i>[2019 event considered, but no current plans]</i>	Investigate the potential for collaborate with RVC on an Innovation in Translational Medicine Conference.
	Biennial Innovation Symposium	2019	Secure venue and draft agenda (late 2018/early 2019) Symposium (Autumn 2019)

Workstream 2:			
Project	Work packages	Year	Milestones
Identifying roadblocks to innovation	Develop and undertaken research to understand the roadblocks to innovation in the veterinary sector.	2018	Q4 2018 <i>[Delayed due to wider RCVS Research]</i>
	Develop and cost evidence based initiatives to address obstacles to innovation	2019	
Innovation Accelerator	Pilot the use of innovation accelerator programmes	2018/9	<p>Investigate the potential for veterinary professions to join the Founders Institute and/or NHS Accelerator Programmes (Q2 2018)</p> <p>Investigate the cost of support vets to attend such programme (Q2 2018)</p> <p>Promote the opportunity (TBC 18/19)</p> <p>Monitor group and seek feedback on impact (TBC 18/19)</p>
Events programme	Hackathon	2018/9	<p>Develop proposals for a hackathon around the use of the RCVS Find-a-Vet API (Q2/Q3 2018) <i>[postponed pending API and Open data decisions]</i></p> <p>Seek collaborators (TBC)</p> <p>Run Hackathon (TBC)</p>
	Support Vet Futures Student Ambassadors Innovation Competition	2018/19 (timings amended to bring in line with Innovation Symposium)	<p>Scope project and gather support (2018)</p> <p>Agree industry challenge(s) (Q3/Q4 2018)</p> <p>Promote competition (2019)</p> <p>Dragons' Den style pitching competition (Innovation Symposium – October 2019))</p>

Workstream 3:

Project	Work packages	Year	Milestones
Regulatory Advice and Guidance	Develop formal protocols for providing advice and guidance on innovation and the scope of support that can be offered.	2018	Agreed scope of support provided (Q2 2018) Develop protocols and provide necessary staff support (Ongoing) Clarify offering (Ongoing) Gather feedback and monitor advice requests (ongoing)
	Online resources	2018-20	Formulate an advisory group to help develop practical online content on innovation and entrepreneurship (Q3 2018) <i>[postponed]</i>
	Examine potential for innovation MooC	2020	Scope demand and potential for MooC (Q4 2019) Seek collaborators, secure funding and formulate working party (2020)
Review of telemedicine in veterinary practice	Complete review and disseminate results	2018/19	Publish consultation summary (Q2 2018) Further review by Standards Committee and Council (Q2 2018 onwards) Disseminate results Discussion ongoing
Global collaboration	Identify global innovation initiatives from veterinary regulators and associations and seek to collaborate.	2018-20	Identify key organisations and working parties at a global level and position RCVS as supportive party (ongoing)

Measuring success

Strategic plans need metrics against which success can be measured and programmes refined to meet better their aims and objectives. Such metrics are difficult to develop in relation to projects

that seek to bring about cultural or attitudinal change. The following, however, are proposed as acceptable proxies that could be used to assess the impact of the programme over the next three years. More detailed measures will be developed in relation to individual projects.

- Newsletter subscribers / click rate
- Website analytics / social media impressions
- Events attendance and feedback
- Feedback from innovation accelerator initiatives / businesses launched
- Engagement with consultations
- Appropriateness of subsequent regulatory guidance when dealing with 'real-life' scenarios – to be measured via RCVS Advice team and RCVS concerns process.

Vet Futures Report: summary of innovation ambitions and recommendations

- Review the regulatory framework for veterinary businesses to ensure a level playing field, enable a range of business models to coexist, ensure professionalism in commercial settings, and explore the implications for regulation of new technologies (eg telemedicine).
- Establish a business and innovation hub to showcase new technologies, services and business models, celebrate the innovators and ensure appropriate regulatory underpinnings are in place.

Vet Futures Action Plan

Innovation Programme

Innovation symposium

Organise a biennial symposium to showcase new technologies from within veterinary and related fields.

Rationale

The digital veterinary market is nascent, however, the innovation 'revolution' is on the horizon for the profession. It is important to showcase innovation at an early stage that can be adopted by the profession, and new technologies which are nearer to market, in order both to enable the profession to become comfortable with them, and to inspire members of the profession to pursue day-to-day clinical innovation.

In order to encourage innovation and entrepreneurship, and to ensure the profession becomes comfortable taking advantage of opportunities presented by digital developments, it is essential that leadership is shown. The profession must move away from conservatism and embrace change and, if those organisations in leadership positions, including RCVS and BVA, are able to demonstrate this it will help to engender a positive culture across the profession

The Action Group recommends that a biennial symposium, supported and promoted by key organisations within the veterinary profession and the fields of human medicine/technology, will provide opportunities to showcase innovation, celebrate the innovators and inspire the profession.

Next steps

- Confirm scope/structure of innovation symposium/summit
- Consider working with existing events, such as the Royal Society of Medicine (RSM) Medical Innovations Summit and SPVS Technology Day Timeframe Planning for the first symposium during 2017, with a view to holding it in 2018.

Who?

The RCVS to jointly lead on developing the scope for the symposium, working alongside suitable partners, such as BVA and other veterinary associations, the RCVS Fellowship, RCVS Knowledge, universities (veterinary and non-veterinary), relevant start-ups and blue-chip companies, industry,

relevant human medical organisations (for example, healthcare accelerators, start-up hubs and communities of practice, such as Health 2.0).

Evaluation

- Event attracts appropriate speakers and support
- Number of, and feedback from, delegates

Review regulation of new veterinary technologies

Undertake a review of the regulatory issues relating to new technologies with a view to establishing a framework to encompass future innovations.

Rationale

The Vet Futures report highlighted that there is “no limit to the impact that technological advances may have on the veterinary profession”, from genomic sequencing and Big Data, to new diagnostic tools, including those for remote diagnosis, and genetically modified organisms. New technology brings a new set of questions for veterinary ethics and regulation, and the profession has recently debated issues such as ‘treating as far as we should, not as far as we can’.

It has been recognised by the RCVS for some time that innovations in delivering healthcare in the veterinary sector will require changes to the regulatory framework to ensure animal health and welfare remain front and centre. It is also essential that new technology that may improve access to veterinary care (for example, financially or geographically) is not stifled, and that a positive and creative environment for the development of new technology is developed.

Work in this area has already been started by RCVS Standards Committee and an evidence-gathering exercise will commence towards the end of 2016.

Next steps

- RCVS Standards Committee to develop a timetable for the review, to ensure maximum consultation with stakeholders

Timeframe

Consultation to run from the end of 2016.

Who?

RCVS Standards Committee to lead the review, working with RCVS Science Advisory Panel, RCVS Knowledge, the RCVS Fellowship and VSC, in consultation with industry and the wider profession.

Evaluation

- Engagement with consultation
- Appropriateness of subsequent regulatory guidance when dealing with ‘real-life’ scenarios – to be measured via RCVS Advice team and RCVS concerns process

