

Council Meeting

Meeting to be held on Thursday, 4 June 2026 at 10:00 am in Rooms 4a and 4b, 1 Hardwick Street, London EC1R 4RB

Agenda	Classification ¹	Rationale ²
1. President's introduction	Oral report Unclassified	n/a
2. Apologies for absence	Oral report Unclassified	n/a
3. Declaration of interests	Oral report Unclassified	n/a
4. Minutes of previous meetings		
i. 23 February 2026 – classified appendix	Confidential	1, 2, 3, 4
ii. 12 March-13 April 2026 – unclassified minutes	Unclassified	n/a
iii. 12 March-13 April 2026 – classified appendix	Confidential	1, 2, 3, 4, 5
5. Matters arising		
a. Obituaries	Oral report Unclassified	n/a
b. Council correspondence	Oral report Unclassified	n/a
c. CEO update	Unclassified	n/a
6. Matters for decision by Council and for report (unclassified items)		
a. Registration Appeals and Review Rules	Unclassified	n/a
b. Proposal for changes to Honours and Awards programme	Unclassified	n/a
c. RCVS Delegation Scheme 2026	Unclassified	n/a
d. Council Effectiveness Group	Unclassified	n/a

e. Offences under Veterinary Surgeons Act 1966	Unclassified	n/a
7. Reports of standing committees – to note		
a. Advancement of the Professions Committee	Oral report Unclassified	n/a
b. Audit and Risk Committee	Oral report Unclassified	n/a
c. Education Committee	Oral report Unclassified	n/a
d. Finance and Resources Committee	Oral report Unclassified	n/a
e. Registration Committee	Oral report Unclassified	n/a
f. Standards Committee	Oral report Unclassified	n/a
g. Veterinary Nurses Council	Oral report Unclassified	n/a
h. Professional Conduct Liaison Committee	Oral report Unclassified	n/a
8. Reports of statutory committees – to note		
a. Preliminary Investigation Committee	Unclassified	n/a
b. VN Preliminary Investigation Committee	Unclassified	n/a
c. Disciplinary Committee and VN Disciplinary Committee <u>Please note:</u> details of disciplinary cases are found on the website, see: https://www.rcvs.org.uk/veterinary-professionals/conduct-and-guidance/concerns-about-veterinary-professionals/disciplinary-committee-hearings and navigate to the individual cases from there.	Oral report Unclassified	n/a
9. Notices of motion	Oral report Unclassified	n/a

10. Questions	Oral report Unclassified	n/a
11. Any other College business (unclassified items)	Oral report Unclassified	n/a
12. Risk Register, equality and diversity (unclassified items)	Oral report Unclassified	n/a
13. Date of next meeting Thursday, 3 September 2026 10:00 am (reconvening in the afternoon) to be held in person at 1-2 Hardwick Street, London EC1R 4RB.	Oral report Unclassified	n/a
14. Matters for decision by Council and for report (confidential items)		
a. Corporate Risk Register – annual consideration	Confidential	1, 3, 4
b. Major projects – update	Oral report Confidential	1, 2, 3, 4
c. Competition and Markets Authority – update	Oral report Confidential	1, 3, 4
d. Legislative reform and governance	Confidential	1
e. 2025 Draft Annual Report and Financial Statements	Confidential	1, 2
f. Veterinary Clinical Careers Pathway	Confidential	1, 2, 4
g. Temporary Registration of Novice Official Veterinarians (TRNOV) Scheme	Confidential	2, 4
h. Recruitment of external members - various	Private	1, 5
15. Any other College business (confidential items)		
a. Comments on classified appendices	Oral report Confidential	# TBC
b. Other business	Oral report Confidential	# TBC

16. Risk Register, equality and diversity (confidential items)	Oral report Confidential	# TBC
Dawn Wiggins Secretary, RCVS Council 020 7202 0737 / d.wiggins@rcvs.org.uk		

¹Classifications explained

Unclassified	Papers will be published on the internet and recipients may share them and discuss them freely with anyone. This may include papers marked 'Draft'.
Confidential	Temporarily available only to Council Members, non-Council members of the relevant committee, sub-committee, working party or Board and not for dissemination outside that group unless and until the relevant committee or Council has given approval for public discussion, consultation or publication.
Private	The paper includes personal data which should not be disclosed at any time or for any reason, unless the data subject has agreed otherwise. The Chair may, however, indicate after discussion that there are general issues which can be disclosed, for example in reports to committees and Council.

²Classification rationales

Confidential	<ol style="list-style-type: none"> 1. To allow the Committee or Council to come to a view itself, before presenting to and/or consulting with others 2. To maintain the confidence of another organisation 3. To protect commercially sensitive information 4. To maintain public confidence in and/or uphold the reputation of the veterinary professions and/or the RCVS
Private	<ol style="list-style-type: none"> 5. To protect information which may contain personal data, special category data, and/or criminal offence data, as listed under the General Data Protection Regulation

Terms of Reference

The vision of the Royal College of Veterinary Surgeons [as agreed in the current strategic plan]

1. Our vision is to be recognised as a trusted, compassionate and proactive regulator, and a supportive and ambitious Royal College, underpinning confident veterinary professionals of whom the UK can be proud.

Role of the Royal College of Veterinary Surgeons [derived from the Charter]

2. The objects of the Royal College of Veterinary Surgeons, as laid down in the Supplemental Charter granted on 17 February 2015 to the Royal Charter of 1844, ie:
 - a. To set, uphold and advance veterinary standards, and to promote, encourage and advance the study and practice of the art and science of veterinary surgery and medicine, in the interests of the health and welfare of animals and in the wider public interest.
 - b. The Charter also recognises those functions provided for in the Veterinary Surgeons Act 1966, in terms of the regulation of the profession, and also recognises other activities not conferred upon the College by the Veterinary Surgeons Act or any other Act, which may be carried out in order to meet its objects, including but not limited to:
 - i. Accrediting veterinary education, training and qualifications, other than as provided for in the Act in relation to veterinary surgeons;
 - ii. Working with others to develop, update and ensure co-ordination of international standards of veterinary education;
 - iii. Administering examinations for the purpose of registration, awarding qualifications and recognising expertise other than as provided for in the Act;
 - iv. Promulgating guidance on post-registration veterinary education and training for those admitted as members and associates of the College;
 - v. Encouraging the continued development and evaluation of new knowledge and skills;
 - vi. Awarding fellowships, honorary fellowships, honorary associateships or other designations to suitable individuals;
 - vii. Keeping lists or registers of veterinary nurses and other classes of associate;
 - viii. Promulgating guidance on professional conduct;
 - ix. Setting standards for and accrediting veterinary practices and other suppliers of veterinary services;
 - x. Facilitating the resolution of disputes between registered persons and their clients;
 - xi. Providing information services and information about the historical development of the veterinary professions;
 - xii. Monitoring developments in the veterinary professions and in the provision of veterinary services;
 - xiii. Providing information about, and promoting fair access to, careers in the veterinary professions.

The purpose of RCVS Council [derived from the Charter]

3. It is laid down in the Charter that the affairs of the College shall be managed by the Council as constituted under the Act. The Council shall have the entire management of and superintendence over the affairs, concerns and property of the College (save those powers of directing removal from, suspension from or restoration to the register of veterinary surgeons and supplementary veterinary register reserved to the disciplinary committee established under the Act) and shall have power to act by committees, subcommittees or boards and to delegate such functions as it thinks fit from time to time to such committees, subcommittees or boards and to any of its own number and to the employees and agents of the College.
4. The Council is also responsible for the appointment of the CEO and Registrar, and the ratification of the Assistant Registrars. Appointment of all other staff members is the responsibility of the CEO and relevant members of the Senior Team.
5. A strategic plan is developed and agreed by Council to facilitate the delivery of these activities and to ensure ongoing development and quality improvement.
6. A delegation scheme that outlines how Council's functions are managed via system of committees and other groups is agreed annually by Council.

How Council members work

7. In order to enable the Royal College of Veterinary Surgeons to fulfil its vision, and to discharge its functions under its Royal Charter and the Veterinary Surgeons Act 1966, RCVS Council members will:
 - a. Abide by the Nolan Principles of Public Life;
 - b. Work in the best interests of the public, and of animal health and welfare and public health;
 - c. Respectfully listen to the voices of the professions, the public and other stakeholders, and reflect them in discussions where appropriate, ensuring they are put into context;
 - d. Neither be answerable to, nor represent, any group of individuals;
 - e. Support the College's vision and work towards the success of the College and its functions;
 - f. Live the College's values;
 - g. Act at all times in a constructive, supportive and compassionate manner;
 - h. Exercise a duty of care to the staff employed by the College, working through the CEO and Registrar;
 - i. Recognise the importance of a collegiate atmosphere where robust discussion is welcomed in the formation of policy and multiple points of view are listened to and respected;
 - j. Respect and support the decisions made by Council when communicating externally;
 - k. Communicate College activities and positions to relevant stakeholders;
 - l. Abide by the Code of Conduct for Council and Committee members.

Summary	
Meeting	Council
Date	12 March 2026
Title	Minutes of the meeting held on 12 March 2026, and the remote decision held 7 – 13 April 2026
Summary	Minutes of the meeting held on 12 March 2026, and the remote decision held 7 – 13 April 2026
Decisions required	To approve the unclassified minutes and classified appendix.
Attachments	Classified appendix (private / confidential)
Author	Dawn Wiggins Secretary, Council 020 7202 0737 / d.wiggins@rcvs.org.uk

Classifications		
Document	Classification ¹	Rationales ²
Paper	Unclassified	n/a
Classified appendix	Private / Confidential	1, 2, 3, 4, 5

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Council

Minutes of the meeting held on Thursday, 12 March 2026 in Rooms 4a and 4b at 1 Hardwick Street, London EC1R 4RB and remote decision held 7 – 13 April 2026

Professor T D H Parkin (in the Chair)

Mrs B S Andrews-Jones

Professor D C Barrett

*Miss L S Belton

*Dr S E Bennett

Dr S R Bescoby

Mr D Bray

Dr A L Calow

Mr J M Castle

Ms J Clift

Mrs O D R Cook

*Ms L Ford

Dr M M S Gardiner

Mr P J Gordon

Dr D L Greenberg

Mr T M Hutchinson

Professor M D Jones

Dr Z J Kennedy

Professor C M Loughrey

Mrs C-L McLaughlan

*Dr A J McLeish

Dr S Paterson

Mr T J Walker

Mrs K Young

*Denotes absent

In attendance:

Ms L Hall	People Director
Mr I A Holloway	Director of Communications (DoComms)
Ms L Lockett	CEO
Ms C L McCann	Director of Operations (DoOps)
Mr B Myring	Head of Policy, Insight, and Public Affairs (HoPIPA)
Ms C L Paget	Registrar
Dr L Prescott-Clements	Director of Operations (DoEd)
Mr K Thakrar	EA to CEO

Guests:

Dr N T Connell	FRCVS (open session only)
Ms A Findon	Director of Policy and Governance, British Veterinary Association (BVA) (open session only)
Mr J Loeb	<i>Veterinary Record</i> (open session only)
Mr V Olowe	Chair, RCVS Audit and Risk Committee (ARC)
Mr A Webb	<i>Veterinary Times</i> (open session only)
Dr R A Williams	MRCVS, President, BVA (open session only)

President's introduction

1. The President welcomed Council and guests and outlined the order of the meeting. Council was reminded not to use unsupported and unauthorised artificial intelligence (AI) software when attending College meetings, nor to summarise Private and Confidential papers.

Apologies for absence

2. Apologies for absence were received from:
 - Miss Belton
 - Dr Bennett
 - Ms Ford
 - Dr Middlemiss Chief Veterinary Officer (CVO), Observer.
3. Dr McLeish was not in attendance.

Declarations of interest

4. There were no new declarations of interest to report.
5. The President reminded Council members to check the declarations on their individual webpages and to forward any amendments to the Council Secretary.

Minutes

6. Council had had the opportunity to comment electronically on the unclassified minutes and classified appendix of the meeting held on 22 January 2026, and they were before Council for approval.
7. There were no comments or questions.
8. Council was asked to approve the unclassified minutes and classified appendix of the meeting held on 22 January 2026. A vote was taken by a show of hands:

For:	20
Against:	0
Abstain:	0
9. The minutes and classified appendix were agreed by a unanimous vote.

10. Council was reminded that comments on the draft minutes of the Extra-ordinary Council meeting held on 23 February 2026 should be sent to the Council Secretary **by 5:00 pm on Monday, 16 March 2026** and would be before Council for approval at its next scheduled meeting.

Matters arising

Obituaries

11. Council noted the passing of Professor Alan Wilson MRCVS, who had been the 2005 Share Jones Lecturer and the 2022 Guest Speaker at RCVS Fellowship Day.
12. Council and guests stood for a minute silence for all members of the professions who had passed since the last meeting.

Council correspondence

13. The President reported the following:

Annual General Meeting

14. It was confirmed that the 2026 Annual General Meeting (AGM) would be held on Friday, 3 July 2026 at One Great George Street, Westminster. A keynote speaker had been confirmed, and full details would be sent out by the Events Team in due course.

RCVS Council and Veterinary Nurse Council elections 2026

15. It was noted that there were 15 candidates standing for three available places in the RCVS Council election: seven men, eight women, and did not include any existing Council members.
16. Voting opened the day prior to the Council meeting and Civica Election Services (CES), who ran the election on the College's behalf, had sent emails to eligible voters with details on how to vote. All votes must be cast **by 5:00 pm on Friday, 24 April 2026**. The small number of veterinary surgeons for whom the College did not hold an email address would receive a letter with instructions on how to vote, in addition to their security code to allow them access to the unique voting website; there would also be the opportunity call CES, who were able to assist members with casting their votes.
17. Ahead of the start of the voting period, the College had invited members of the profession to submit one question to the candidates, who were then given the option to respond in writing to one question of their choice. Candidate statements and their answers to questions were published on the RCVS website and all members of Council and the profession were encouraged to read them. It was noted that not all candidates had submitted replies to a question as it was not mandatory.
18. It was further noted that, as there were only two submitted candidate nominations for the two available elected places on Veterinary Nurses Council (VNC), there would be no VNC election in 2026. The new VNC members would take up their places at the AGM on Friday, 3 July 2026.

Council member reflection meetings

19. The annual reflection meetings between individual Council members and the President had commenced. Members were thanked for their thoughtful input into those meetings and, in particular, for completing the reflection conversation form that aided discussions. The remaining meetings would be conducted over the next four to six weeks.

CEO update

20. The CEO outline the summary of work since Council last met. She highlighted:

- the College had secured the Statutory Instrument (SI) for the retention fee increase and fee notices had been sent out. Unusually the increase was for two years – normally it was year by year, however, this time there were two separate increases for the next two years. It was hoped that mechanism would not be required in the future under a new Veterinary Surgeons Act (VSA) although the College would instead consult on fee increases;
- the College had published its response to the Defra consultation into veterinary legislative reform. Thanks were given to Council for attending the extra-ordinary meeting to discuss that, and to the Head of Policy, Insight and Public Affairs (HoPIPA) and his team for submitting the response well in advance of the deadline – it had been appreciated by the profession;
- the new website had been launched; whilst there would be a full update provided later in the meeting, it was noted that it was more audience-focused and organised in a way that made it easier for people to access the information they needed. There were a few broken links and if Council noticed anything incorrect or links that were missing they were asked to flag it with the Communications Team;
- RCVS Academy, the College's online learning portal, had a new time management course, as well as course on how to host an overseas vet seeing practice. Council was aware from conversations that the number of candidates sitting the Statutory Membership Examination (SME) was increasing, generating greater requirements for practices to support those candidates, but it was not always very clear what the candidates could and could not do, so the course helped to clarify that;
- webinars on mental health, and mental health leadership, had been undertaken by the Mind Matters Team;
- a group from the Association of Veterinary Students had been hosted by the President at the College recently, which had been a positive event. At the beginning they were asked to 'word cloud' the words they associated with the College and a few scary words came up. They were asked to repeat the exercise at the end of the day, when the words were more positive. There had been a really good discussion, particularly around Extra-Mural Studies (EMS);
- bookings for our next VN Educators Conference had opened, with the event due to take place in June;

- the College had issued a joint statement alongside other healthcare regulators on the use of Artificial Intelligence (AI) in education – details of which were on the website;
- continuing the AI theme, an interesting meeting had been held earlier that week at the College. In 2024, there had a big roundtable event on AI usage in the professions and in the sector. The outcome at that point was that veterinary surgeons wanted to use their professional judgment, which was fine, but it was felt that there were gaps because there was not enough information about AI available for people to be able to use their professional judgement around it and there was also a potential lack of AI literacy amongst people wanting to use those services. It was noted that there was no legislative framework for veterinary AI devices to be regulated, unlike in human healthcare; the Veterinary Medicines Directorate (VMD) did not have it under its remit, nor did the College, but it was considered a good opportunity under the Royal College function to see what could be done on a voluntary basis. Over the last six months work had been undertaken with some members of the AI developer sphere, alongside practitioners, educators and others, to aim to reach consensus on what practitioners needed / wanted to know; what AI developers were able to provide; and what a 'data sheet' would look like for AI products. There was a need for a self-regulatory system to be developed by the developers – rather than by the College – and for it to be something to which the College could signpost. That work would be further developed to include an open webinar meeting with members of the professions;
- the Practice Standards Scheme (PSS) had new standards related to suicide prevention; it was another good example of where the College's standard setting, and its professional development worked hand-in-hand; there had also been a podcast on Reasonable Adjustments (RAs) in a similar area in terms of supporting people to meet the standards;
- the news section on the website had been updated to include blogs, podcasts and other items, not just 'news'. Work undertaken with the Competition and Markets Authority (CMA) would be included in due course – it was confidential due to CMA's requirements, but a lot of work had been ongoing and continued to take up a lot of staff time.

21. There were no comments or questions, and the update was noted.

Matters for decision by Council and for report (unclassified items)

Council Effectiveness Group (CEG) – update

22. The Chair, CEG, provided an update to Council:

- thanks were given to the People Director, and Council Secretary, for the support provided to the Group in terms of secretarial duties and for taking forward a lot of the actions generated from discussions;
- following Council's agreement to reform the then Council Culture Working Group (CCWG), the first meeting took place on 15 January 2026 to review the feedback from the survey

Council had undertaken and to consider future actions for the Group. Findings from the survey were positive and built on similar results from the previous year;

- the Group's Terms of Reference (ToR) had been revisited; its name discussed; and conversations around several key areas had taken place that included: how to support people standing for Council; material for new Council members to enable them to 'hit the ground running'; and, personal development for existing (and new) members;
- a further meeting had been held on 17 February 2026; where discussions were formulated into an action plan focussing on training support and frequency; the application pack for standing for election to Council; the induction process for new members; and effectiveness of Council in terms of performance and general ways of working. It was good that the group had a mix of newer as well as older, more experienced, members for a variety of perspectives about the process; how they thought it had worked; and ways in which improvements could be made. Actions had been allocated to members of the executive and progress would be reviewed at the next meeting;
- it had been agreed that the Group should be renamed the Council Effectiveness Group (CEG), as much progress had been made regarding culture and that the amended ToR would give more consideration to ongoing development;
- dates of future meetings were being secured, with the intention of bringing the action plan to Council at its June 2026 meeting.

23. There were no comments or questions, and the update was noted.

Reports of standing committees – to note

Advancement of the Professions Committee (APC)

24. The Chair, APC reported that:

- the health passport project had almost reached its conclusion: the Tailored Adjustment Passport (TAP) had been created for those members with disabilities and chronic conditions, who needed to request reasonable adjustments. It was something that they could take with them when they moved to different institutions, different employers, etc., and the expected launch was in April once accompanying video guides had been finalised (to ensure the guides themselves were accessible);
- part of the Workforce Action Plan was a new project called 'Next Steps'. It was an initiative focused on three career transitions: returning from parental leave; returning from a career break; and moving into a management position for the first time. It would include an in-person Continuing Professional Development (CPD) event at Hardwick Street for each group;

- as the CEO had mentioned earlier, the new suicide prevention requirement for PSS would commence on 1 April 2026; the Mind Matters (MMI) Team was working closely with Standards and PSS Teams;
- also previously mentioned was the leadership piece regarding the management of mental health; MMI had committed to train 500 veterinary managers and leaders across 2026;
- a climate change workshop had been held in February to map out the science, drivers of, and consequences of climate change. It had been 'eye opening' in terms of what was learned, specifically in relation to the links between climate and health, and climate change and inequalities – that also linked in with RCVS commitments. The next steps would be to consider how it linked to the RCVS' UK Health Alliance on Climate Change (UKHACC) commitments and understanding more of the why and how behind those commitments, with the goal of bringing that back to Council for further discussion where needed.

25. It was commented that the workshop had been a fabulous event and it was a shame that only APC members from within Council were able to participate in it – it would be great if the whole of Council were given the opportunity. It was confirmed that consideration was being given how it could be brought to Council in its entirety as there was useful information providing greater awareness of the issues when looking at RCVS commitments.

26. The report was noted.

Audit and Risk Committee (ARC)

27. The Chair, ARC reported that the Committee had considered the following:

- Corporate Risk Register (CRR): minor amendments were required to reflect some of Council's discussions about the new VSA in terms of transparency and controls. One of the risks was related to the CMA market investigation into household pets – which was on the CMA Risk Register (CMA RR) so that had also been considered in more detail to ensure the right risk had been identified, and mitigating controls applied to it. The Committee was satisfied that the CMA RR was comprehensive; noting that some of the controls were partially effective because related mitigations were outside the control of the RCVS;
- risk assessment of the College's Operational Plan in delivering the strategy: risks identified were very comprehensive and the Committee offered some suggestions about how that could be taken forward in terms of risk management;
- when considering the risk registers and the Operational Plan, it was noted that there was a common theme in terms of risk around bandwidth for staff; staff workload; staff pressures, which Council and the executive were all very familiar with. The question was asked whether there was anything else that could be done to mitigate the risk, and the Committee was satisfied that there were no obvious gaps but that it was important that those things remained at the forefront of people's minds – in particular staff resilience; it was not infinite within the organisation. To take that on board, the Committee considered its own workload to determine the urgency of matters to be considered. As such, changes had been made to the timeline of

delivery of some items, to be mindful of the fact that staff were currently having to deal with so many things. It was interesting in that the risk was dynamic and kept changing to reflect new emerging pressures that spanned a number of areas. The staff were doing the best they could, and it was noted that it was a clear risk picked up in a number of registers; risk was unlikely to be reduced in terms of severity, particularly when the College was approaching the implementation phase of some of the initiatives, however, risk assessment seemed to be being done well; controls were being well identified; and, where they were partially effective, justifications had been included.

28. It was commented that the RCVS was not necessarily unique where people felt overworked. Organisations were looking to proactively identify things they definitely did not need to be doing anymore and that there should be a strong focus on not asking colleagues to do more without taking something else away.
29. It was further commented that the College had reached a bit of a crux point in that it was doing an awful lot of work, for example, around the CMA, and around Defra, but it did not yet have clarity on what the future would look like. At some point soon there would be that clarity, after which the College would be able to resource more efficiently and structure its teams better. Additional funding was not yet available in relation to the forthcoming CMA duties. The next three to six months would hopefully be the worst of it before resourcing could be put into place, which did not offer comfort to staff who were working flat out. The Executive and the People Team were aware of the issue and regularly surveyed and discussed with staff about their wellbeing and support.
30. The report was noted.

Education Committee (EC)

31. The President, as Chair, EC reported that its recent meeting had been quite short, whereas the next meeting was expected to be more substantive as it would receive a number of different reports from vet school visitations from the Primary Qualifications Subcommittee (PQSC).
32. Council was aware of the news that the decision had been made by the University of Cambridge's General Board to reject the recommendation of the Council of the School of Biological Sciences (CSBS) to close the undergraduate course and supported the continuation of veterinary medicine at Cambridge. That was great news for Cambridge and the RCVS looked forward to its revisit scheduled for the end of October.
33. There were no comments or questions raised, and the report was noted.

Finance and Resources Committee (FRC)

34. The Treasurer, as Chair, FRC reported that the Committee had agreed to set up an Advisory Panel for the VN Vision Futures Project, and it was hoped it would really support vet nursing colleagues. Other details were of a commercially sensitive nature so would be for discussion in the confidential session.
35. There were no comments or questions raised, and the report was noted.

Registration Committee (RC)

36. The President as Chair, RC reported that there was nothing in particular to note.
37. One area that the Committee had started to consider, which had been driven by recent requests for Temporary Registration, related to specialists with specialist qualifications who were not MRCVS and how the College recognised their potential registration within its framework; to try to understand how it might be better able to register those individuals to work in the country.
38. There were no comments or questions raised, and the report was noted.

Standards Committee (SC)

39. The Chair, SC reported that two substantive matters had been discussed at its last meeting:
- the review of the supporting guidance for Chapter 13, related to clinical and client records; and,
 - advice to professionals regarding the use of Artificial Intelligence (AI).
40. Matters were discussed that were potentially confidential so would be dealt with in the confidential session.
41. There were no comments or questions raised, and the report was noted.

Veterinary Nurses Council (VNC)

42. The Chair, VNC reported on the following items:
- Nursing Progress Log (NPL): the new NPL developed for student veterinary nurses had progressed well and was more intuitive and interactive;
 - the number of veterinary nurse registrants had gone up to over 26,000, which was wonderful, but there was still the issue that a consistent number of nurses was being removed for non-payment even though nurse numbers had increased. Student nurse numbers had now reached pre-Covid levels;
 - there had been an update from the VN Visions Project, which was looking in depth at the enhancement of the role and team-based veterinary healthcare and was progressing well. From a research point of view, it had reached saturation earlier than expected and engagement would continue throughout the project. A podcast had been launched the day prior to Council about enhancing the role of veterinary nurse and team-based veterinary healthcare;
 - with regards to legislation and the Defra consultation, the Chair VNC, HoPIPA, and Director of Veterinary Nursing (DoVN) had recorded a podcast, and it was hoped that there would be more publicity around that to ensure as many people responded to the consultation as possible.

43. There were no comments or questions raised, and the report was noted.

Professional Conduct Liaison Committee (PCLC)

44. In the absence of the Chair, PCLC, the President reported that there were no specific matters to bring to Council's attention.

45. It was commented that it was great to note that there had been in-person training on contextualised care for the Preliminary Investigation Committee (PIC) as it was such an important topic.

46. The report was noted.

Reports of statutory committees – to note

Preliminary Investigation Committee (PIC)

47. There were no comments or questions raised, and the report was noted.

RVN Preliminary Investigation Committee (RVN PIC)

48. There were no comments or questions raised, and the report was noted.

Disciplinary Committee and VN Disciplinary Committee (DC)

49. There were no comments or questions raised, and the report was noted.

Notices of motion

50. There had been no notices of motion received.

Questions

51. There had been no questions received.

52. For the benefit of the newer members on Council, before commencing the various ballots, the President reminded Council that per the Meeting Rules 2021, the elected internal College positions were usually by secret (paper) ballot. Members who had submitted apologies for the meeting were still eligible to vote on those elections *only* and had been asked to email their votes to the Registrar in advance in order to maintain confidentiality in the process. Any Council members attending remotely were also asked to email the Registrar as each item was reached on the agenda.

53. The Chair had no casting vote in relation to these elections and, to be successful, a member needed more than 50% of the vote (even if there was only one person standing). The President

confirmed he would hear the result at the same time as the rest of Council. It was noted that the number of votes was not recorded, only the name of the successful candidate.

54. If a member that was elected for one of the internal roles who was also standing in the main RCVS Council / VN Council elections (voted on by the profession) and was unfortunately unsuccessful, then there was the opportunity to re-run any internal election with a much-reduced timeframe at the scheduled June Council meeting. The decisions on the internal roles were made seemingly out of sequence at the March meeting annually as there was a lot of work to undertake for the next College year and it gave the incoming Vice-President a chance to put matters into place in readiness for the role.
55. Guests and non-essential staff were asked to leave the room while the internal elections were undertaken so that Council was able to have a confidential discussion about any candidate if it so wished.

Recommendation for the appoint of Officers – President and Vice-President (Senior) respectively for confirmation at the Annual General Meeting on 3 July 2026

56. As the current Vice-President (Senior) was absent, the immediate-past Vice-President (Senior) took the Chair for this item whilst the President and Vice-President (Junior) left the meeting to ensure procedures and oversight were followed. As the item was a recommendation rather than an election, and related to internal roles within Council, no electronic decision had been loaded, nor had it been included on the pro-forma voting form.
57. Council was asked if it wished to have a private discussion, which was declined.
58. It was reported that Officer Team had recommended, in accordance with convention, that from the AGM in July, the incoming President to be Mr T M Hutchinson, and that Professor T D H Parkin move to become Vice-President (Senior).
59. Council agreed the recommendations by a verbal 'aye' and a show of hands.
60. The President and Vice-President (Junior) returned to the room and were congratulated.
61. The President re-took the Chair.

Election of Vice-President (Junior) – recommendation for confirmation at the Annual General Meeting on 3 July 2026

62. The President reported that there had been three nominations received:

Candidate:	Professor D C Barrett	Dr M M S Gardiner	Dr Z J Kennedy
Supporters:	Miss L S Belton Mr J M Castle Professor T D H Parkin Dr S Paterson	Mrs B S Andrews-Jones Mr D Bray Ms L Ford Mrs K Young	Dr S R Bescoby Mr T M Hutchinson Mrs C-L McLaughlan Mr T J Walker
Date of first joining Council:	July 2024 (Elected)	July 2021 (Elected)	July 2024 (Elected)
Current term due to end:	July 2028	July 2029	July 2028

63. Drs Gardiner and Kennedy circulated a letter to Council on 19 February 2026 by email, and they had also been loaded to the meeting paper system for information.

64. It was confirmed that members physically present would use ballot papers that had been tabled, and members joining the meeting remotely would email the Registrar with their vote to maintain confidentiality.

65. It was noted that in order to succeed a single nomination must receive more than 50% of the vote; where this did not happen, the position would be reported; the last placed candidate eliminated; and a further ballot carried out until an outright winner identified.

66. The candidates voted and left the room.

67. Council was asked if it wished to have a confidential discussion, which was declined. The remainder of Council submitted their votes.

68. The Registrar and Director of Operations (DoOps) left the room to count the ballot papers and note email responses from absent and remote attendees. The candidates returned to the room.

69. The Registrar and DoOps returned to the room and reported that the vote for this role had not resulted in a single candidate receiving more than 50% of the vote. This meant that, in accordance with the rules, Dr Gardiner as the third-place candidate would be eliminated from the election, and a second vote taken for an election between the remaining two candidates, Professor Barrett and Dr Kennedy.

70. A second ballot paper was circulated. The two remaining candidates cast their votes and left the room.

71. Council was again asked if it wished to have a confidential discussion, which was declined. The remainder of Council submitted their votes.
72. The Registrar and DoOps left the room to count the ballot papers and note the email responses from absent and remote attendees.
73. The Registrar and DoOps returned to the room and Professor Barrett was congratulated on his successful election as Vice-President (Junior) subject to confirmation at the AGM.
74. Before coming to the next items, the President explained that members standing in the elections of Treasurer and Chairs of standing committees had to go through the process each year, even if they were to serve for a longer period.

Election of Treasurer – recommendation for confirmation at the Annual General Meeting on 3 July 2026

75. The President reported that there had been one nomination received:

Candidate:	Miss L S Belton
Supporters	Mr P J Gordon Professor C M Loughrey Mrs C-L McLaughlan Mrs K Young
Date of first joining Council:	July 2019 (Elected)
Current term due to end:	July 2027

76. Miss Belton circulated a letter to Council on 19 February 2026 by email, and it had also been loaded to the meeting paper system for information. It was noted that in order to succeed a single nomination must receive more than 50% of the vote.
77. The candidate had submitted apologies for the meeting.
78. Council was asked if it wished to have a confidential discussion, which was declined. The remainder of Council submitted their votes.
79. The Registrar and DoOps left the room to count the ballot papers and note email responses from absent and remote attendees.
80. The Registrar and DoOps returned to the room, and Miss Belton was congratulated in absentia on her successful election as Treasurer for the College year July 2026 – July 2027, subject to confirmation at the AGM.

Other elections

Chair, Advancement of the Professions Committee (APC)

81. The President reported that there had been one nomination received:

Candidate:	Dr Z J Kennedy
Supporters:	Dr S R Bescoby Mr T M Hutchinson Mrs C-L McLaughlan Mr T J Walker
Date of first joining Council:	July 2024 (Elected)
Current term due to end:	July 2028

82. It was noted that in order to succeed a single nomination must receive more than 50% of the vote.

83. The candidate voted and left the room.

84. Council was asked if it wished to have a confidential discussion, which was declined. The remainder of Council submitted their votes.

85. The Registrar and DoOps left the room to count the ballot papers and note email responses from absent and remote attendees. The candidate returned to the room.

86. The Registrar and DoOps returned to the room, and Dr Kennedy was congratulated on her successful re-election as Chair, APC for the College year July 2026 – July 2027.

Chair, Education Committee (EC)

87. The immediate-past Vice-President (Senior) re-took the Chair for this item to ensure procedures and oversight were followed. She reported that there had been one nomination received:

Candidate:	Professor T D H Parkin
Supporters:	Mr T M Hutchinson Professor M D Jones Professor C M Loughrey Mrs C-L McLaughlan
Date of first joining Council:	July 2021 (VSC appointed)
Current term due to end:	July 2029

88. It was noted that in order to succeed a single nomination must receive more than 50% of the vote.

89. The candidate voted and left the room.
90. Council was asked if it wished to have a confidential discussion, which was declined. The remainder of Council submitted their votes.
91. The Registrar and DoOps left the room to count the ballot papers and note email responses from absent and remote attendees. The candidate returned to the room.
92. The Registrar and DoOps returned to the room, and Professor Parkin was congratulated on his successful re-election as Chair, EC for the College year July 2026 – July 2027.
93. The President re-took the chair.

Chair, Standards Committee (SC)

94. The President reported that there had been one nomination received:

Candidate:	Dr S R Bescoby
Supporters:	Professor D C Barrett Ms J M Clift Mr T M Hutchinson Professor T D H Parkin
Date of first joining Council:	July 2025 (Elected)
Current term due to end:	July 2029

95. Dr Bescoby circulated a letter to Council on 19 February 2026 by email, and it had also been loaded to the meeting paper system for information. It was noted that in order to succeed a single nomination must receive more than 50% of the vote.
96. The candidate voted and left the room.
97. Council was asked if it wished to have a confidential discussion, which was declined. The remainder of Council submitted their votes.
98. The Registrar and DoOps left the room to count the ballot papers and note email responses from absent and remote attendees. The candidate returned to the room.
99. The Registrar and DoOps returned to the room, and Dr Bescoby was congratulated on his successful election as Chair, SC for the College year July 2026 – July 2027.
100. Guests and staff re-joined the meeting and were informed of the successful candidates for each election held.

Any other College business (unclassified items)

RCVS Council election 2026

101. It was commented that the ballot paper for the profession-wide RCVS Council election 2026 had dropped into a member's 'junk' email folder again this year, and it was questioned how it could be ensured that the veterinary profession had definitely seen their ballot papers and been able to vote. The Director of Communications (DoComms) confirmed that the College sent a communication to the profession from the College rather than the one coming directly from CES; in 2026 it was scheduled for that day of the Council meeting and would include a message about the RCVS Council elections asking members to check their junk emails as well. It was noted that there was a limited number of providers that generally had the issue, which could be discussed following the meeting.

Risk Register, equality and diversity (unclassified items)

102. The following items were raised to add to the College's Risk Register(s) from the open session of the meeting:
- reflecting on the workload of the organisation and related matters, particularly following the outcome of the CMA investigation, the organisation was going to look quite different at the end of those work streams. What the College might wish to do or would be required to do could not simply be 'bolted on' to the organisation. It was whether it was a risk, or whether there needed to be mitigation against potential future risk, and reflected on over time, albeit not necessarily added to the register – there should be some kind of process whereby the College started to plan for a future that, as yet, was quite uncertain, but it was known it would come and how that was reflected both in the risk register and in future work programs;
 - o it was a good point and agreed that the organisation would look very different. There was a rough idea of where the work would fall following the CMA's investigative conclusion, but it was more a question of knowing when the money was going to be available to put into resourcing that work. With the legislative reform work, ordinarily the College would begin preparations, however, there was the issue that there were two very different options currently out for consultation and would mean vastly different directions and impacts, thus it was not possible to do much preparation until Defra informed the College of the outcome. As CEO, focus was on keeping the staff team engaged, supported, and on board with the future activities, whilst being unable to make specific decisions at this point. To reassure Council, it had been anticipated – and was in the Strategic Plan – to undertake a restructure of teams; that work had been delayed until more information was available from both the CMA and Defra as it was going to be quite an expensive exercise that would entail using external consultants. Furthermore, the government had now produced a competencies framework for regulatory staff / executive teams, so the College would use that

framework to assist in the restructuring of its teams in a way that could deliver legislation and working to best practice;

- the ongoing conflict in the Middle East and the possibility that government time for discussion of a new VSA might be de-prioritised;
 - o there was a 'mini' risk register around that particular situation that included, but was not limited to: members in conflict areas, SME candidates due to sit the written component – there were several in Iran and elsewhere; staff and family members who are in conflict zones and offering them support; the potential impact of increasing fuel prices; shortage of medicines; as well as legislative time and its impact. It came from one of the top line risks around global instability and had been discussed by Officer Team.

Date of next meeting

103. The next scheduled meeting of Council was Thursday, 4 June 2026, commencing at 10:00 am with a scheduled end time of 4:00 pm. The meeting would be held in person at the Hardwick Street offices.

Matters for decision by Council and for report (confidential items)

Major projects – update

104. This information is available in the classified appendix at paragraphs 1 – 7.

Competition and Markets Authority (CMA)

105. This information is available in the classified appendix at paragraphs 8 – 10.

Legislative reform and governance

106. This information is available in the classified appendix at paragraphs 11 – 55.

Vital signs

107. This information is available in the classified appendix at paragraphs 56 – 62.

RCVS honours and awards 2026

108. This information is available in the classified appendix at paragraphs 63 – 71.

Any other College business (confidential items)

Comments on classified appendices from Council or committee meetings

109. This information is available in the classified appendix at paragraphs 72 – 74.

Other business

110. This information is available in the classified appendix at paragraphs 75 – 85.

Risk Register, equality and diversity (confidential items)

111. This information is available in the classified appendix at paragraph 86.

Training session (confidential item)

112. This information is available in the classified appendix at paragraph 87.

113. The meeting was drawn to a close.

Remote decision held 7 – 13 April 2026 (private & confidential)

RCVS honours and awards 2026 (additional vote)

114. This information is available in the classified appendix at paragraphs 88 – 95.

Summary	
Meeting	Council
Date	4 June 2026
Title	CEO operational update
Classification	Unclassified
Decisions required	None
Attachments	Annex A – activity against operational plan 2025-27
Author	Lizzie Lockett, CEO

Classifications		
Document	Classification¹	Rationales²
Paper	Unclassified	n/a
Annex A	Unclassified	n/a

¹Classifications explained	
Unclassified	Papers will be published on the internet and recipients may share them and discuss them freely with anyone. This may include papers marked 'Draft'.
Confidential	Temporarily available only to Council Members, non-Council members of the relevant committee, sub-committee, working party or Board and not for dissemination outside that group unless and until the relevant committee or Council has given approval for public discussion, consultation or publication.
Private	The paper includes personal data which should not be disclosed at any time or for any reason, unless the data subject has agreed otherwise. The Chair may, however, indicate after discussion that there are general issues which can be disclosed, for example in reports to committees and Council.

²Classification rationales	
Confidential	<ol style="list-style-type: none"> 1. To allow the Committee or Council to come to a view itself, before presenting to and/or consulting with others 2. To maintain the confidence of another organisation 3. To protect commercially sensitive information 4. To maintain public confidence in and/or uphold the reputation of the veterinary professions and/or the RCVS
Private	<ol style="list-style-type: none"> 5. To protect information which may contain personal data, special category data, and/or criminal offence data, as listed under the General Data Protection Regulation

CEO update

Format of this update

1. This update falls into two parts:
 - a. A summary of recent activities that have been publicised by the College (section below, NB this excludes Disciplinary Hearings)
 - b. A summary of more 'behind-the-scenes' activity against the Operational Plan 2025-2027 that was approved by Council in October 2025. This Operational Plan works to meet the ambitions of the RCVS Strategic Plan for 2025-2029: 'Stronger together' (Annex A)
2. The table at Annex A is only a summary of the ongoing workstreams. Detailed plans are in place, or under development, for any that require such detail. These are overseen by the relevant committee or working party (or Senior Team, if appropriate). If they reach the project threshold, boards will be put in place to oversee them. In some cases, budget has already been allocated, in others, the Discretionary Fund will be used once scoping has taken place.
3. Although this plan appears in the annex as a PDF, it has been moved from Word into Excel and reformatted so it can be sorted by department, to make it easier for relevant committees to see what work falls under their purview. As with previous strategy plan updates, Council receives a report three times a year, in the January, June and September meetings.

Summary of recent activities

6. Since the March 2026 Council meeting, we have:
 - a. Held the 2026 RCVS Council elections
 - b. Launched our new branding for Mind Matters at the Veterinary Management Group Congress
 - c. Published the spring edition of our *VN Education* newsletter
 - d. Held a successful Team Together Day, under the theme of 'Building bridges: understanding our impact'
 - e. Launched a new Academy course for Student VNs entering clinical practice, and one to support veterinary professionals with complaints and client communication
 - f. Hosted online events for returning parents, and those moving into management, as part of our 'next steps' series; a podcast was also published for returning parents
 - g. Announced the winners of the RCVS 2026 Honours and Awards
 - h. Published suicide prevention resources to help practices meet new mandatory requirements
 - i. Worked to support Mental Health Awareness Week under the theme 'take action'
 - j. Responded to an Office for Students report on student harassment and assault
 - k. Announced the election of a new Chair for the Veterinary Nurses Council, Kirsty Young
 - l. Held a Regional Question Time meeting in Edinburgh, to answer questions and hear views from members of the professions

Decisions required

4. No decisions are required, but feedback is always welcomed, both on content and format of this report.

Annex A – activity against agreed Operational Plan 2025-2027

Key Deliverables	Desired Impact	Measured By	Lead	Department	Due Date	Status	Comment/Funding Source
A: Stronger together with veterinary professionals							
<p>Ambition: we will support veterinary professionals to succeed in meeting high standards in their chosen careers. We will champion accessible, team-based veterinary care, delivered in settings that support professional autonomy and leadership.</p>							
1. Achieving new veterinary legislation, including team-based veterinary care and practice regulation							
Progress of RCVS policy proposals for legislative reform	Work with Defra and other stakeholders on developing new legislation to ensure as far as possible that the legislation enables RCVS regulatory objectives	If legislation is produced – it is effective and efficient for the protection of animals and public	Registrar/DoLS	Legal	Ongoing	Ongoing	Currently absorbed by Legal team
Being able to charge for UK accreditations so that there is sufficient funding to ensure effective operation in a landscape of increasing demand	UK accreditation becomes cost neutral, or reduced burden on members fee income	New legislation/ Budget Data	Dir Ed	Education	2027 Q2	Early stages	Awaiting legislative reform discussions
Ability to explore options for limited licensure	Increased diversity within the veterinary profession	New legislation Diversity (disability) statistics of the profession (long term impact)	Dir Ed	Education	2027 Q2	Not started	If this becomes a possibility, extensive risk analysis required around wider limited licensure policy (beyond disability related) Also relevant under A2 (use of data). Awaiting legislative reform discussions
Vets and nurses unable to renew their registration unless they are CPD (or VetGDP) compliant	Increase CPD (and VetGDP) compliance to ensure that all vets on the practising category of the Register are up to date and able to provide the best service and care possible	Increased CPD and VetGDP compliance of the profession	Dir Ed	Education	2027 Q2	Not started (although team continues to work to improve compliance in absence of new legislation)	This needs to be based on RCVS analysis of 1CPD/VetGDP data, not a self-declaration from members
Working towards compliance with Standards of Good Regulation where applicable	Ensure that the RCVS meet the standards for good regulation as set out by the PSA, as far as they are applicable. Ensure that RCVS is prepared for new legislative framework.	RCVS meet PSA Standards as evidenced by PSA audit.	Registrar/DoLS	Legal	2027 Q4	Early stages	Currently absorbed by legal team
Effective preparation for new legislative regime	Ensure that the RCVS can prepare effectively for new legislation	Plan for preparation – including a realistic assessment of set up and ongoing costs.	CEO	Executive	2025 Q3	Plan was sent to Defra end of 2025. Now awaiting their white paper.	Currently absorbed by Legal team
2. Improving the way in which we use data to improve monitoring and enforcement of veterinary standards							

Targeted research of non-clinical staff to better understand the issues they face	Develop a programme of support, resources and/or training to enhance knowledge, skills and/or behaviours	To be determined	MMI	Advancement of the Professions	2027 Q3	Not started	This is listed for 2027 with the aim to develop resources and/or training for 2028
Publish anonymised UK VetGDP survey data (graduate outcomes)	Demonstrate to the profession (and public) the quality of graduates from RCVS-accredited programmes	Longitudinal survey data from 2020 onwards	Dir Ed	Education	2027 Q1	Ongoing	No additional budget needed
Review the effectiveness of the outcomes-based CPD policy through the analysis of 1CPD and VetGDP portfolio data on reflection	Vets and nurses are supported to be competent, reflective practitioners	Data analysis of CPD reflections using a quality framework	Dir Ed/Postgrad Lead	Education	2027 Q1	Not started	CPD / VetGDP compliance also monitored – see 'BAU' below.
Review and enhance information and data provided to public on Practice Standards Scheme (PSS)	Public and practices are better informed about practices and what is good practice	Information is provided regularly Feedback suggests public are better informed	Registrar/Head of PSS	Legal	2025 Q4	Not started	Put on hold pending outcome of PSS review which has been delayed due to CMA/VSA
Review the way data is used to enhance effectiveness to identify themes that emerge from concerns and complaints	RCVS work is better targeted to address areas of concern	Effective process for data collection, cascading information and policy measures introduced	Registrar/DoLS	Legal	2026 Q2	Early stages	IT assistance may be required; also working with Research Team (PP&I)
Implementing user journeys and task-based communications across MyRCVS and other RCVS digital platforms, eg 1CPD, VetGDP etc once integrated into CRM (Phase 2)	Comprehensive oversight of all additional direct communications to vets/VNs. Targeting vets/VNs with information that is relevant/useful to them at any given moment, to help drive compliance with professional obligations	Evaluation through metrics available via new CRM.	Marketing Campaigns Manager	Comms	2026 Q4	To start, as part of CRM Phase 2	
3. Reviewing the Codes of Professional Conduct and supporting guidance, and how they are understood, complied with and enforced							
Schedule 3 and delegation resource pack	To ensure all vet professionals have a clear / shared understanding of what can be legally / safely delegated and how to apply it consistently in team-based practice	Pre/post surveys, feedback forms, focus groups. Quick reference guides, decision flowcharts, case studies and scenarios, training pack, checklists and templates along with FAQs.	VNC/VN Team (& Standards and Advice team)	Veterinary Nursing	2026 Q3	Early stages	Research performed to gain input from the wider profession on the cultural, practical and resource elements of implementation. The timeline has expanded due to the complexity of the project.
Continue the review of "Under Care"	Finalised code/guidance for "Under Care"	Production of final guidance/code	Registrar/Head of S&A	Legal	2026 Q3	Early stages	Research has been budgeted
Finalised Code and guidance following review	Production of final guidance/code, including website functionality and/or other comms platforms	Feedback in consultation. Website metrics, user feedback, online language tools, AI tools Improved content, content design and functionality to increased accessibility and discoverability for users.	Registrar/Head of S&A Comms Director	Legal	2027 Q4	Not started	

Full review of the Charter Case Committee	Finalised CCC review and any updated guidance documents (if req)	Production of final review paper for Council and updated documents etc	Head of ProfCon/Registrar	Legal	2025 Q4	Final stages, running behind schedule	Absorbed by legal team
Vets and VNs are CPD (or VetGDP) compliant	Increase CPD (and VetGDP) compliance to ensure that vets and VNs on the practising category of the Register are up to date & able to provide the best service and care possible.	Increased CPD and VetGDP compliance of the profession	Dir of Ed with input from Dir of VN	Education	2026 Q4	Ongoing - data for 2025 shows an increase	Aim to increase within the constraints of current Act (see also Aim 1 above for new legislation). Current KPI 80% - not yet met for vets.
Establishing strategy for VS and VNs who are non-CPD-compliant	CPD requirements are adhered to by professionals (as far as possible)	Fewer breaches of CPD	Registrar/Head of Legal – Ed and Reg	Education	2026 Q3	Ongoing	
Review of VN Registration Rules	To ensure the rules remain fit for purpose and align with education, regulation, and clinical practice requirements	Registration data and trends	VNC/ Dir of VN	Veterinary Nursing	2026 Q4	Early stages	Amended draft due to be considered at the Sept 2026 VNC meeting.
4. Working through Mind Matters and other initiatives, to achieve a veterinary workforce that meets demand, and an inclusive culture in which professionals can thrive, without fear of discrimination or harassment							
Develop a revised definition of veterinary nursing	Elevate the profession's status, clarify the unique and critical role and foster a stronger professional identity. Aid employers and policy makers in making informed decisions around responsibilities.	Various team surveys, pre/post implementation focus groups, exit interviews and turnover/retention rates. Better retention, job satisfaction and workforce planning.	VNC/Dir of VN	Veterinary Nursing	2026 Q4	Early stages	FRC agreed to a small task and finish group, which is currently being assembled.
Strengthening the role of RVNs in team-based veterinary healthcare	Improved patient outcomes, increased job satisfaction and retention along with better team collaboration and efficiency of workflows.	Logic model to guide measurement. Surveys and focus groups. Better use of nursing skills, clearer delegation and improved team collaboration.	VNC/Dir of VN	Veterinary Nursing	2027 Q4	Ongoing	This work is aligned with the Schedule 3 and delegation resource pack - see line 19.
Publish guide on creating safe events and congresses	Develop guidance for event organisers on how to create events that keep people psychologically safe.	Feedback, surveys	MMI	Advancement of the Professions	2025 Q2	Final stages	Collaborative effort with MMI Taskforce members. Early stage of guide is drafted. Slightly delayed due to changes in Taskforce members and other competing priorities during 2025. Will be published summer 2026
Tailored Adjustment Passport (TAP) Toolkit (previously Health Passport toolkit) and template for use by employees, students and organisations (workplaces/placement providers and educational institutions)	Better individualised support for people with disabilities and chronic conditions in the workplace or in education and training	Adoption of TAPs by organisations, feedback from VSC and employers, and DCIS survey respondents	D&I in collaboration with Ed & VN teams, & external educators	Advancement of the Professions	2026 Q2	Final stages	External feedback from key users on drafts complete. Revised version and videos underway. Webpages and design next. Publish summer 2026. Funded through 2025, and allocated promotion funding in '26. May need further promotion and funding in '27 depending on feedback.

Development of EDI Fundamentals course on RCVS Academy	Increased knowledge and awareness of equality legislation, key concepts and good practice	RCVS Academy data – NPS scores, evaluation survey feedback etc.	D&I	Advancement of the Professions	2026 Q2 - now pushed to Q4	Early Stages	A programme of EDI courses will be planned once this foundation level course is established. Launch pushed back to Q4 to allow time for legal checks to be completed
Development of inclusive language document	Updated knowledge of EDI language & terminology (to complement the above)	Number of downloads (baseline) but will be more specific once the document is finalised.	D&I	Advancement of the Professions	2026 Q1 - now pushed to Q2	Final Stages	Being prepared for publication. Included in 2026 resourcing and budget. May require further promotion or support during 2027 depending on uptake, feedback and understanding.
Inclusive recruitment toolkit	Greater awareness of inclusive Recruitment practices to increase diversity within the vet workforce	Social media & web stats. Implementation of guidance by organisations, stakeholder feedback	D&I	Advancement of the Professions	2026 Q4	Not started	Inc in 2026 budget
Guidance for supporting neurodivergent students on placements	Improved experience and better support in place for neurodivergent students on placements/work-based learning	Implementation of guidance & feedback from VSC, employers & DCIS survey student respondents. Survey of attendees & DCIS to look at impact/use	D&I	Advancement of the Professions	2026 Q3 - now pushed to Q4	Not started	There will be input from the VN and Education teams but writing will likely be outsourced to an external expert. Included in 2026 budget. Pushed back to Q4 to accommodate potential tender process
Veterinary Leadership Development project: Leadership Framework and research project	Support building leadership capacity & healthy organisational cultures by ensuring leaders at all levels are equipped with necessary skills and competencies. Suggested change to: "Informing College's leadership development provision and supporting leadership capacity within the professions."	Adoption of framework. Other measures will depend on what emerges from the research to allow us to measure impact	Leadership	Advancement of the Professions	2026 Q4 - now pushed back to 2027 Q1	In progress	Future leadership development provision will be informed by evidence from the research. After delays with focus group recruitment, Phase 1 has now been completed. Development of framework will commence in autumn 2026. Included in budget 2026 and budget plan for 2027.
5. Supporting veterinary professionals' appropriate use of artificial intelligence and other new technologies, to optimise positive impact, support growth and mitigate any risks							
Consideration of how tech can be better utilised in practice eg, through provision of kennel feeds, updates via WhatsApp or portal etc	Developing animal-owner-vet relationship, increasing trust between vet practices/profession and animal-owning public	To be developed once project more advanced	VN Futures	Veterinary Nursing	TBC		Idea came out of VN Vision project. Was decided to not progress this any further. No further reporting. Keeping on this table for completeness.
Development of a set of standards by the AI industry that vet professionals can use to help inform decision making	Enabling intelligence-led, risk-based judgements to be made, reducing risk to animal health and welfare (AH&W)	Number of developers to engage	CEO/Head of S&A/ CDO	Executive	Timetable will be developed once sense of likely update and funding routes established	Early stages	In person meeting and online meeting have been held with stakeholders, including overseas. Draft framework nearly ready for wider consultation.
RCVS guidance on how veterinary professionals should engage with AI and other new tech	Enabling intelligence-led, risk-based judgements to be made, reducing risk to AH&W	Engagement with AI and low levels of complaints/ concerns about veterinary professional judgement	Head of S&A	Legal	Completed	Completed	Guidance published Q1 2026, likely to be updated following outcome of project above.

Development of an Academy Course to upskill veterinary professionals to understand AI principles and what to look for in a service they may look to use	Enabling intelligence-led, risk-based judgements to be made, reducing risk to AH&W	Engagement with course, engagement with AI and low levels of complaints/ concerns about veterinary professional judgement	Academy	Academy	Due date will be part of timetable described above	Not yet started	Decision to be made on future of V/Vet brand. No major budget for 2026 included currently. This will need to be added in if we go along this route. DF money secured for in-person meeting in March.
6. Ensuring our educational standards and career pathways meet the diverse needs of society and the professions							
Set and maintain robust standards of vet education (accreditation standards and 'day one competences')	Vets entering the profession are equipped with the knowledge and skills to practise safely and effectively from day one	VetGDP surveys (graduate outcomes data) Vet programmes meet accredited standards / longer accreditation periods.	Dir of Ed and U/G Ed Lead	Education	2026 Q4	Updated D1C planned for EC in Sept	
Review scope of practice for veterinary nurses	Veterinary nurses entering the profession are equipped with the relevant knowledge and skills to practise safely from day one.	Curriculum reviews and self-evaluation report analysis. Quality monitoring reports.	VNEC/Dir of VN	Veterinary Nursing	2027 Q4	Early stages	The first interactive workshop is scheduled for 17 June 2026. We will consider the role of Day-One Skills in supporting newly registered veterinary nurses to practise safely and confidently, and how education and ongoing professional development enable nurses to work effectively within their current scope.
Review Specialist application policy from EU/US	To ensure all specialists on the register meet the standard required of UK specialists	Review report to demonstrate level 8 FHEQ criteria met	Dir of Ed	Education	2026 Q3	Proposal approved by EC May 2026, to be considered by Council June 26	
Implement a framework for the QA of postgraduate certificate modules delivered both through RCVS (CertAVP) and other providers	Ensure all routes to RCVS Advanced Practitioner status are equitable and set at the appropriate standard	QA outcomes of modules and certificates	Dir of Ed and P/G Ed Lead	Education	2026 Q1	Complete - implemented by the Advanced Practitioner Qualifications subcommittee. First external programme approved at EC May 26	
Development of clear guidance for all roles and statuses both for the profession and the public	Increase understanding of the clinical career pathways and the roles within the veterinary team	Research data, following implementation (with profession and public)	Dir of Ed and P/G Ed Lead	Education	2026 Q4	Proposal approved by EC May 2026, to be considered by Council June 26	In budget
Development of a new specialty training programme in Veterinary Primary Care/General Practice	Improve engagement, retention and job satisfaction within veterinary General Practice Improve dissemination of best practice through primary care clinical research	Proposal to RCVS Council Consultation with the profession	Dir of Ed	Education	2026 Q4	Proposal approved by EC May 2026, to be considered by Council June 26	In budget for 2025
Develop and improve accessible routes to specialist training	To support a wider demographic to enter the profession at this level, in particular those with caring responsibilities or financial limitations. Increase accessibility of specialty training while maintaining high quality outcomes	Proposal to RCVS Council Consultation with the profession	Dir of Ed and P/G Ed Lead	Education	2026 Q4	Proposal approved by EC May 2026, to be considered by Council June 26	In budget for 2025

Review the Statutory Membership Exam to ensure it remains reliable and sustainable in light of increasing candidate numbers	To maintain a valid, reliable and fair approach that is accessible to increasing numbers of overseas vets.	Psychometric evaluation of the exam components. Accommodation of increasing candidate numbers	Dir of Ed	Education	2026 Q3	Ongoing - awaiting timeline for analysis by psychometrician	Implementation required one-year lead-in time. Awaiting timeline for analysis from psychometrician
Development of a veterinary nursing advanced practitioner role/status and prescriber role	To raise clinical standards, enhance career progression, contribute to improved workforce sustainability, and ultimately improve patient outcomes and client experience.	Consultation with the profession	Dir of VN	Veterinary Nursing	2027 Q4	Ongoing	The June workshop will explore opportunities for enhanced and advanced nursing practice in the context of evolving professional roles and new legislation. Research currently being conducted to
A valid, reliable and authentic practical assessment method for the RCVS Day One Skills in Veterinary Nursing which predicts future performance	Improved confidence of newly registered veterinary nurses in clinical settings. Potential reduction in stress amongst students and educators. Confidence in the outcome of assessments.	Outcome of quality monitoring reports. Stakeholder feedback. Qualification success and retention rates.	VNEC, VN Exam team	Veterinary Nursing	2029 Q4	Early stages	The working group had its first meeting on 11 May 2026. The WG agreed the structure of the stakeholder events which will take place from June to November 2026. The WG also agreed the discussion prompts which would be used during the events. The next meeting will be held in September with a report of the first phase being submitted to VNEC at its meeting in November.
7. Supporting and engaging with veterinary and veterinary nursing students to help them better understand the role of the College and their responsibilities as future veterinary professionals							
The provision of a National EMS booking database to support students to secure appropriate placements	UK vet students able to find, book and communicate with EMS placement providers relevant to their personal needs (including WP students)	All students registered and using the EMS database	U/G Ed Lead	Education	2026	Discontinued	Update November 2025, Education Committee agreed to disband the database due to lack of engagement from vet schools. No further reporting. Will stay on plan for completeness.
Foster a positive relationship between vet and VN students and the RCVS	Links a name with a physical presence, strengthening the RCVS/ student relationship, reducing fear factor, increasing engagement	TBC	Outreach & Engagement Manager	Comms	Ongoing	Ongoing	Will involve many depts
Raise awareness of, and engagement with, VetGDP	Ensure that graduates are aware of VetGDP when they join the register and start their first role	Engagement data	Dir of Ed and P/G Ed Lead	Education	2026 Q4	Ongoing	Data going to EC September 26
Reviewing the Registration Service Standards	Improved service to registrants and clearer information	Reduction in queries timeframes	Head of Reg & Head of Customer Services	Operations	2026 Q3	Not started	
B: Stronger together with animal owners and keepers							

Ambition: we will support animal health and welfare and public health by enabling access to veterinary care that is informed by the needs of consumers and service users.							
1. Achieving new legislation that enables us to better meet the needs of users of veterinary services							
Mini review of PSS – taking into account Competition and Markets Authority (CMA) preliminary findings	Introduce some targeted standards for practices to enhance transparency for animal owners to protect animal health and welfare	Standards are amended to introduce targeted measures	Registrar/Head of PSS	Legal	2026 Q1/Q2	Not started	
Full review of PSS	PSS reviewed to ensure it is effective and proportionate	Reviewed standards consulted on and implemented	Registrar/Head of PSS	Legal	2027 Q3	Early stages	Absorbed by legal team
Development of Quality Improvement Model in PSS	Ensure practices can demonstrate high quality in key areas & animal owners understand framework	Development and finalisation of model	Registrar/ Head of PSS	Legal	2027 Q2	Not started	Budget for external consultant may be required
Review/introduction of processes in ProfCon that provide support to witnesses/registrants pre Preliminary Investigation Committee (PIC) including sexual misconduct guidance	Witnesses are supported to provide their best evidence. Registrants are appropriately supported through the DC process.	Output – relevant guidance and information available. Feedback from witnesses and registrants	Registrar/Head of ProfCon	Legal	2026 Q3	Not started	Comms assistance required
Review of materials and processes in Disciplinary Committee (DC) to ensure witnesses/registrants are supported.	Witnesses are supported to provide their best evidence. Registrants are appropriately supported through the DC process	Output – relevant guidance and information available. Feedback from witnesses and registrants	Registrar/Head of Legal – Ed & Reg	Legal	2026 Q3	Not started	Comms assistance required
Working towards potential RCVS involvement with any CMA remedies	RCVS interests are represented, and RCVS legal obligations and limitations are clearly understood	RCVS support CMA in a proportionate way that does not adversely impact other objectives.	Registrar/Head of Legal – legal support/Head of Legal PSS	Legal	Orders to be published Sept 2026 latest	Ongoing	Working with CMA on cost estimate for monitoring.
2. Forging trust between the veterinary professions, the College and animal owners and keepers, and supporting their needs							
Ensure members of the public understand the role of veterinary nurses.	The public see veterinary nurses as trusted, skilled professionals who play a crucial role in animal health and welfare, leading to stronger collaboration, better care, and improved patient outcomes	Surveys and questionnaires, client feedback and recognition levels.	VNC/Dir of VN/Dir Comms	Veterinary Nursing	2027 Q4	Early stages	This is aligned with strengthening the role of RVNs in team-based healthcare. Need to develop clear, consistent communication strategies and key messaging. Visible campaigns and real-life stories.

Modern D1C & accreditation standards that ensure undergrad vet programmes are informed by stakeholder feedback & best pedagogical practice	Graduates are equipped with the relevant skills to practise and meet clients' needs	Accreditation data Stakeholder Feedback	Dir of Ed and U/G Ed Lead	Education	2026 Q4	Ongoing	Plan to bring to Education Committee September 26 [may be November if September focus is training]
Ensure that postgraduate education supports vets in developing professional skills, meeting clients' needs	Addresses CMA report Updates VetGDP framework, CertAVP modules and CPD	Stakeholder feedback Updated educational content	Dir of Ed	Education	2026 Q4	Not started	To include transparency & pricing, contextualised care etc. Plans are for updated proposals around each area to go to EC in September
3. Supporting and informing service users in order to get the best from veterinary professionals, with increased transparency, agency and choice							
Development of clear guidance for all roles and statuses (GP vet, Advanced Practitioner, Specialist) both for the profession and the public	Increase understanding of the clinical career pathways and the roles within the veterinary team	Research data, following implementation (with profession and public)	Dir of Ed and PG Ed Lead	Education	2026 Q4	Ongoing	Proposal to be considered by Council June 26
Enhanced Find a Vet Service	Greater transparency for consumers	User satisfaction with website, completeness of data	IT/Digital, Comms, Registration	IT	2026 Q1 - first phase now June 2026 to align with CRM launch	Ongoing	Further new functionality is expected to be delivered as part of the CMA requirements. Joint project with Marketing and Communications
Review and update animal owner help and advice, to include that for equine and livestock owners.	Enable more users of veterinary services to understand mutual responsibilities and to what to expect from their practice teams.	Website traffic metrics, user feedback, SEO and GEO rankings	Head of Media and Content	Comms	2026 Q3	To start building on current content	
4. Considering ways in which those accessing veterinary care could be better supported, by better understanding the human-animal bond and the role of animals in society, for example, exploring the role of pet bereavement counselling as part of our complaint resolution process, or the veterinary social work concept							
Pilot pet bereavement counselling service	Offer greater support to animal owners during the complaint resolution process	Satisfaction data at end of process – will need to establish baseline too	Registrar/ProfConv/Mind Matters/ CEO	Legal	2026 Q4	Not started	Will require specialist input, baseline research – discretionary funding to pilot thereafter in budget.
Pilot animal owner complaints process navigation service to help them better understand the process and their options from the start	Improve animal owner satisfaction with an understanding of the process, reduce number of out-of-scope concerns logged	Satisfaction data; number of out-of-scope complaints logged	Registrar/Head of ProfCon	Legal	2026 Q4	Not started	Discretionary fund request
5. Taking regular feedback and working to improve our services and communications to animal owners and keepers							

A well-functioning Public Advisory Group that includes a good spread of different types of animal owners	Meaningful insight that can inform policy and help improve services offered	Engagement and usable insight	CEO	Executive	Ongoing	Ongoing	Recruitment process concluded. Onboarding meeting in June for new members.
Improved public consultation process that seeks input in a more proactive way	Better client and public engagement with activities and improved output	Amount of engagement – numbers TBC	Head of PI&PA	Comms	Ongoing	Not started	New plan needs to be developed.
Adding standard to PSS to ensure practices gather client feedback and close the loop by communicating changes	Improved trust, reduced complaints on matters that should have been resolved at practice level	Positive feedback in future surveys	Head of PSS/Registrar	Legal	TBC	TBC	This may be addressed via PSS review or may be via CMA Order, TBC
C: Stronger together with society at large							
<p>Ambition: we will champion the role that veterinary professionals play in One Health and public health, take a leadership role on environmental sustainability and biodiversity, and continue to look beyond our domestic horizons to have a positive impact upon the world around us.</p>							
<p>1. Collaborating and holding space for conversation on challenging issues, such as the role of animals in society, the responsibilities of animal owners/keepers, and the cost of veterinary care</p>							
Collaborating with Veterinary Medicines Directorate (VMD) regarding Pharmaceuticals in the Environment (PIE)	Ensure that the outcome of the VMD work takes into account RCVS insight and data	At this stage – constructive collaboration	Registrar/ Head of S&A	Legal	TBC	Started Q3 2025	VMD scoping the work presently
Seeking to address current knowledge gaps within the professions	Being a trusted source of information to the profession and wider healthcare professions	Number of visits to page, its practical use and referencing	Fellowship	Advancement of the Professions	2026 Q4	In progress	Planning ongoing
Series of RCVS debates at Hardwick Street – using Fellowship where appropriate	An opportunity for the professions to have a space to discuss and debate issues that matter to them	Attendance and output of any resources (and their utilisation)	Fellowship, Exec and Policy	Advancement of the Professions	2026 Q2	In progress	Wide variety of topics being looked at from role of the professionals, to specific welfare issues across the species, sustainability and environment. May need DF application depending on uptake. First in-person debates being planned for Fellowship Day, with online planned for late summer

2. Articulating the contribution of veterinary professionals, and interrogating the evolving rights and responsibilities of professionals in today's society							
Disaster Response resources	Highlighting how blue light services, human health etc need to work together for animal welfare	Acceptance and use of guidelines by blue light services and vet professionals where appropriate. ideally official endorsement by professional bodies	Fellowship in collab with BARTA	Advancement of the Professions	2026 Q4	Completed	Pain relief guide (translation of BARTA Large Animal into SA) launched Q4 2025, new T&F group established and started work Q1 2026 with final resources due Q3
3. Championing the veterinary role in One Health, by ensuring the veterinary voice is heard and that the next generation of veterinary professionals are equipped to contribute							
Development of Environment and Sustainability plan to include sustainability plan for the professions, educational resources, alongside internal policies and processes eg new travel plan, food procurement policy etc	College has confidence that it is doing all that it can to reduce environmental footprint and support veterinary professionals to do the same	Metrics to be developed out of new plan	E&S team (across AP and PIPA)	Advancement of the Professions / PIPA	2027 Q4	Early stage	Details of internal plan (including iE accreditation) and external plan (in line with UKHACC commitments) to be brought to October 2026 APC for comment and approval.
Fellowship Science Advisory Panel (FSAP) Sustainability Task and Finish Group (TAFG)	To encourage veterinary professionals to consider more sustainable options in everyday practice	For each resource or activity, use and engagement will be measured, feedback will be collected and then reflected in future iterations to ensure content is useful and meeting needs	Fellowship / PIPA	Advancement of the Professions	2027 Q1	Early stage	Workshop (Climate Fresk) undertaken by APC in Feb 26. Further plans by PIPA to bring UKHACC papers to Oct 26 APC, to agree on actions for the College / Fellowship, Council in November if necessary and then the T&F will be formed if appropriate Workshop planned for February APC following UKHACC discussion in Nov Council. T&F will then be formed to look at next steps
4. Ensuring that veterinary professionals specifically responsible for public health are well supported with robust standards and safeguards							
Academy Farm to Fork course	Better inform Council and cttees on public health issues	Engagement with course and feedback	Head of Academy	Academy	2025 Q3	Completed	
Limited licensure within new Act	Increase number of public health professionals on the Register	Number able via limited licensure route	Head of PIPA	PIPA	Awaiting timetable/white paper from Defra	Ongoing	
5. Lighting a fire of enthusiasm for veterinary work in the minds of the next generation of potential professionals, so we continue to better reflect the society that we serve							

Programme of outreach at events, and speaking opportunities at schools delivered by RCVS personnel and Outreach Ambassadors	Engagement with school-age children, particularly those from backgrounds where veterinary may not be an obvious career choice	Numbers with whom we have engaged, feedback from events, trackable website activity,	Outreach & Engagement Manager	Comms	2026 Q4	Ongoing	
Educational resources for use at Hardwick Street and external events, including collaborations with existing producers/suppliers.	Engagement with school-age children, particularly those from backgrounds where veterinary may not be an obvious career choice	Numbers with whom we have engaged, feedback from events, trackable website activity, distribution of materials	Outreach & Engagement Manager	Comms	2026 Q4	Ongoing	Some resources exist but need refresh and use within Hardwick Street to be considered
Re-introduce attendance at public-facing events, such as country shows, science festivals etc	To raise awareness of the RCVS, its role/remit, and the responsibilities of vets/owners Also, raise awareness of veterinary careers amongst parents, carers, teachers etc	Attendance figures, engagement metrics, giveaways, trackable website activity	Events Manager	Comms	2026 Q4	Ongoing	Key events booked so far for 2026 include Royal Norfolk Show (Jun) and New Scientist Live (Oct)
6. Building the College's reputation overseas and investigating opportunities to scale and supply relevant initiatives and services, in the interests of animal health and welfare							
Continue to engage with International Accreditors Working Group, to deliver accreditation with global partners more sustainably	Learning from and influencing international best practice	IAWG meeting actions 'Sustainable accreditation' pilot	Dir of Ed	Education	2026 Q4	Ongoing	IAWG planned for July 26 - online, hosted by EAEVE.
Accreditation of more overseas programmes	Increased number of overseas vet grads eligible to register	Number of international accredited programmes	Dir of Ed and U/G Ed Lead	Education	2028 Q1	Ongoing - continuing to invite EAEVE accredited schools, but little uptake to date	Estimates put in budget each year
Continued engagement with EU through ENQA	Learning from & contributing to international best practice	ENQA accreditation	Ed QI Manager	Education	2027 Q1	Ongoing	
Develop an international community of practice for postgraduate vet education (PGVE) inc. annual symposium	Learning from and influencing international best practice. Increased focus on PGVE may benefit professional career dev, trust & satisfaction	Stakeholder feedback following 2025 symposium Proposal for COP	Dir of Ed	Education	2027 Q4	Early stages	Aim to develop a longer-term network with continued engagement from RCVS
Continue to engage with bodies such as World Veterinary Association, Commonwealth Veterinary Association, International Veterinary Regulators Network etc	Positive network to learn from, to influence and to call on for support on cross-cutting issues where required	Interaction and engagement	CEO, Head of PIPA, Officers	Executive	Ongoing	Ongoing	President attending AVMA Congress in July; CEO attending AAVSB Congress in September; President and CEO attending EAEVE General Assembly in May.

MMI International work	Joint collaboration with American Veterinary Medical Association (AVMA) and other signatories to share research and best practice, advocacy for mental health	TBC	MMI	Advancement of the Professions	2026 Q4	ongoing	Planning work has started on MMI Vital Transitions events to take place in 2026. Events will focus on the transitions from student to professionals. DF will be needed, this is not included in 2026 budget currently. Initial plenary event planned for 30 September
7. Engaging with the local community around Hardwick Street							
Engaging with the local community around Hardwick Street eg open day, school visits, supporting local charities, understanding local issues	Build relationships with our neighbours and improve environmental sustainability in the area	Positive communication with our neighbours and introducing environmental improvement	Facilities Team/ Student Engagement Manager	Operations	Ongoing	Not started	Relationships take time to build up, this is not a start and finish deliverable, but a longer-term objective. Plan needs development
D: Stronger together with our staff team and governance							
Ambition: we will attract and retain the diversity of talent and skills to deliver what's needed now and anticipate what might be next, building a culture that allows people to thrive, whether staff, Council or other contributors to our purpose.							
1. Achieving new legislation that allows for the right skills and structure for effective governance							
New legislation that allows for best practice in regulatory governance	Trust, effectiveness, good decision making	Board effectiveness review; public and professional trust (surveys)	Head of PIPA	PIPA	TBC	Ongoing	Working with Registrar and CEO
2. Developing an infrastructure for success, including our new headquarters, and underpinning structures for finance, communications and digital							
Continuous improvement of customer relationship management system (CRM)	Streamlined and enhanced process for portal and CRM users	User satisfaction/Self-service/fewer enquiries	CDO and Project Office	IT	2026 end Q2	Final stages	CRM is expected to go live in first half of 2026. Following launch and remediation of any teething issues, further improvements will be made
Design, build and implementation of new RCVS website, with improved CRM integration for MyRCVS.	Online content that is discoverable, accessible, relevant, useful and informative. Good practice information architecture, functionality and integrations	Website traffic metrics, user feedback, online polls	Head of Marcoms	IT	2026 Q4	Currently on track and on budget	FAV website ready to launch pending CRM outcomes. Any appropriate CMA recommendations to be considered/worked on in 2026.

Roll-out of new brand and visual identity	To help make the RCVS more understandable and recognisable for all stakeholders across all activities and communications channels, and to provide flexibility for the future	Measurement of stakeholder awareness through surveys, polls, feedback etc	Head of Marcoms	IT	2026 Q1	Launched Q3 2025	Phased approach necessary due to extent of branding across multiple channels, plus competing major projects. Phase 1 – Q3 2025 Phase 2 Q4 2025 Phase 3 Q1 2026
Developing and implementing our next communication strategy to align with the new Strategic Plan	To support greater stakeholder understanding of our role and remit, greater awareness of our services and activities, and to build on levels of engagement and trust in what we do	Specific evaluation methods to be included in strategy as appropriate, but may include direct feedback, surveys, focus groups, media monitoring, digital metrics etc	Comms Director	Comms	2026 Q2	Framework drafted, and coms audit in process	Will seek feedback from Senior Team and have oversight by Officer Team.
Consider and launch new RCVS communications channels	Help to inform and engage harder-to-reach stakeholder groups, and provide additional ways for them to receive our content	Subscription levels, user uptake and engagement metrics	Head of Media & Content	Comms	2025 Q4	In October 2025, WhatsApp channel launched (now c.400 followers) and RCVS podcast relaunched (now c.250 followers, and c.1,750 downloads)	
Design, develop and build new intranet for staff team	To keep all teams up to date with internal/external activities, staff initiatives and policies, and to help build staff engagement	Staff feedback, surveys, questions, team meetings etc	People Director & Coms Director	People	2026 Q3	Ongoing	Data gathering and conversations are taking place. Employee group being set up to help shape the layout and content. Implementation set for September.
Suite of AI assistants delivered and in use	Time saved, greater efficiency	Adoption, estimate of time saved	CDO	IT	2026 Q4	Early stages	Pilot ongoing.
New HR Management system (HRM)/Payroll	Integrated services, greater efficiency and reliability. Production of relevant and timely information for Staff team RCVS Council and committees. To reduce payroll processing time and staff able to access relevant information and documents	Time saved, greater efficiency. Managements accounts produced on time and annual accounts before the audit. Payroll has fewer queries and less manual input.	CDO, Dir Ops, Dir People	People	2026 Q4	Early stages	Mini specification drawn up and work has started on issues listed. As at 7 May, key project team members have been consulted on next steps.
Continuous improvement of apps (1CPD, VetGDP etc)	Ongoing enhancement	Phased software releases	CDO	IT	2026 Q4	Ongoing	Ongoing enhancements have been regularly delivered throughout 2025 and will continue in 2026 and beyond
Continuous assessment of the skills and competencies required to deliver College strategy	Employees doing great work, which is appropriately challenging	External view of deliverables, feedback from Council and committees and delivery of the People/payroll budget	People Director with support from CEO and Senior Team	People	2026 Q3	Ongoing	Leadership framework in place. Update at 7 May - Once next steps in relation to CMA are revealed there will be a further iteration on the framework to capture any new skills required
Managing financial resources appropriately	Planning the use of financial resources for activities agreed by the organisation	Planned activities carried out when expected, and not delayed due to lack of finances	FRC – Dir Ops	Operations	Ongoing		To be included in the budget process.
Review of legal advice team and framework at RCVS. Implement clear framework for delivery of legal support to RCVS	Clarity around the framework for the provision of legal advice. QA processes.	Processes are clear and defined. Legal advice is provided in a proportionate and cost-effective way and used effectively	Registrar/ Dir LS	Legal	Early stages	Have started evidence gathering	

Governance review/production of governance handbook	Clarity for RCVS around governance and policies of the college – transparency for public	Produce a governance manual setting out	Council Secretary/Governance Manager	Operations	2025 Q4 - running late	Ongoing	Presented to ARC for comment 12.05.26
3. Planning for success and for succession, including a workplace review							
Organisational redesign fit to deliver five-year plan, with the appropriate team structures and future proof skills. Team structures in place with manageable reporting lines and competent leaders	Low attrition and absence rates – work delivered on time with agreed quality	Employee survey results and positive feedback to ST	CEO / People Director / People Manager	People	2026 Q4	Early stages	Update 7 May - nothing new to report
Operational Plans prepared	Planning for success	Business as usual plus any planned projects carried out efficiently- less fire fighting	Dir Ops	Operations	2025 Q3	This document prepared and monitored regularly	
Working towards E&S accreditation for the RCVS and Hardwick St	Doing our bit to support sustainability; engaging staff team with this important work	Certification achieved; staff engagement	Facilities Manager	Operations	TBC	In discussion with Investors in Environment ref ongoing sustainability; decision to be made regarding priority of certification for building work	Ongoing
4. Empowering our staff team confidently to deliver on the College's purpose, via competency frameworks and clarity of expectation							
Team members develop through CPD opportunities	Teams develop knowledge, confidence and capability	Completion of CPD; promotion / new roles	People Team	People	2026 Q4	Not started	Three learning workshops commenced to improve skills and competencies. Newly appointed managers attend mandatory learning workshop and all employees complete learning through Litmos
As part of the organisational review to change the way decisions are made at staff level, and by whom, and to promote the use of the values in everyday work	Prompt decision making, clarity of accountability and deadlines met	Feedback from Council and delivery of tasks/actions	People Director, supported by People manager with ST consulted	People	2026 Q4	Not started	Nothing to report
Review the RCVS Service Charter	Ensures it meets current expectations	Staff delivering services in line with the charter	Head of Customer Services	Operations	2026 Q4	To be started	Last updated 10 years ago, needs review in light of CMA work

5. Creating a working culture with sound values and supportive management, and enabling and supporting our teams to live up to those values							
Implementing Employment Rights Bill and continuing to ensure the College is up to date with legislation which impacts employees and protects both the College and its workforce	All managers are competent in all new areas. New policies and procedures in place to align with legal changes	No legal challenges and limited employee relations issues	People Manager with People Director in support	People	2026 Q4	Ongoing	Bill passed in Dec 2025, now legislation. Managers briefed on Act, employees advised on policy changes. Additional managers briefing due in June where new Induction and probation policy will be communicated. Discussions about voluntary reporting in relation to menopause and gender have been discussed. The RCVS is fully compliant in relation to the Act at this time.
All teams have an action plan from the Gallup survey and new performance documentation in place. Policies and procedures in good order with clarity for all about how and when to use. Fair and transparent opportunities for learning and progressing within the organisation should be clear	Improved Gallup feedback and positive conversations about the way employees work and feedback on policies and procedures	Low attrition and absence rates and evidence of positive conversations between manager and employee about performance. Minimal questions to People team.	People Director / People Manager with support from ST	People	2026 Q2	Ongoing	Team and organisation actions circulated to employees and 2026 survey due in June. Infographic of action plans to be shared with employees to show action from the previous survey.
Addressing emerging themes such as the role of the middle manager, hybrid working, employee rights, the role of the employer, the use of technology and conflicting opinions	A satisfied workforce who can deliver on organisational objectives	Employee survey. Low ER cases	People Director and People team	People	2026 Q4	Not started	This work is linked to the organisational design work.
6. Providing a working environment that is inclusive, supportive and respectful, to develop everyone's unique strengths, and with zero tolerance for harassment and abuse							
All employees can use Hardwick Street and have clear information to navigate the building. Updated hybrid 'where we work' policy to be written	Good building use and feedback about positive interactions with colleagues whilst using the building	Building usage and improve Gallup scores especially around 'best friend' question (misunderstood)	People and Operations Director with support from CEO	People	2026 Q4	Ongoing	To coincide with 12 months in the new building an employee survey is being prepared to invite feedback. The 'how we work at Hardwick Street' document continues to be updated.

To provide an inclusive and accessible workspace	No staff or visitors feel excluded from accessing H Street	Very few complaints	Facilities Team	Operations	Ongoing		Consideration continues to be given to accessibility if any new work is planned.
Internal design and branding of Hardwick Street in line with our new visual identity	To illustrate our role, our impact in society and our heritage; to reflect and include those with and for whom we work; and, to make the office an engaging, inspiring and rewarding place to work	Completion of each floor, followed by feedback from visitors and staff team		Operations	2026 Q2	Ongoing and on track	Flexibility has been built into these plans to allow for changes to be made over subsequent years. Phase 1 – Q4 2025 Phase 2 - Q2 2026
7. Horizon scanning, and bringing the outside in, via research, collaboration and experience							
Publication of education proposals, developments and impact data	Showcase the work carried out by the department	Relevant reports, academic papers	Dir of Ed	Education	2027 Q4	Early stages	
Monitoring for external risks that may have an impact on RCVS and considering how to mitigate them	Minimise surprises	Being prepared in the event of an external risk occurring	Governance Manager	Operations	Ongoing	Ongoing	
Ongoing research projects including longitudinal study	Gather data to inform policy making	Response rates to data, usable data	Head of PP&I & Research Manager	Executive	Ongoing	Ongoing	Research plan now in place following planning meeting in January 2026
Review and enhance process for legal horizon scanning / cascading	Ensure no surprises ref new legal requirements	Process is implemented	Registrar/DoLS	Legal	2026 Q2	Starting	
8. Taking regular feedback across all our areas of work to ensure ongoing quality improvement							
Taking feedback across all areas of work	Improvement in processes and delivery of services	Regular review of feedback and action plan prepared	Head of Cust Services (& Research Manager)	Operations	2025 Q4	To be started	DF requests or in budget depending on nature of work
Feedback protocol in place for all ST members along with standardised formats for colleagues giving feedback both internally and in recruitment activity New My Progress process rolled out to give quicker feedback	ST understand impact in teams and have plan to address development. Employees feel comfortable to provide feedback, unsuccessful candidates tell positive stories	Reduced developmental areas for ST Reduced internal conflict between employees Positive feedback through external sites such as Glassdoor	People Director and Talent Acquisition Manager	People	2026 Q4	Early stages	Any feedback will be a cultural change for RCVS and will need careful communications, training and ST support.

Summary	
Meeting	Council
Date	4 June 2026
Title	Registration Appeals and Reviews Rules
Summary	The annexes set out the history and current position regarding registration appeals and the rationale for making applicable rules and re-establishing an appeals committee for registration
Decisions required	To make the Registration Appeals and Reviews Rules To re-establish an appeals committee as the Registration Appeals and Reviews Committee
Attachments	Annex A – Registration Committee paper (Confidential) Annex B – Council paper Annex C – Minutes of Council 6 June 2024 Annex D – Minutes of Registration Committee 22 October 2024 (Confidential) Annex E – Previous amendments to draft Registration Appeals Rules Annex F – Draft Registration Appeals and Reviews Rules (Confidential)
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Classifications		
Document	Classification ¹	Rationales ²
Paper	Unclassified	n/a
Annex A	Confidential	1
Annex B	Unclassified	n/a
Annex C	Unclassified	n/a
Annex D	Confidential	1
Annex E	Unclassified	n/a
Annex F	Confidential	1

¹Classifications explained

Unclassified	Papers will be published on the internet and recipients may share them and discuss them freely with anyone. This may include papers marked 'Draft'.
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Private	The paper includes personal data which should not be disclosed at any time or for any reason, unless the data subject has agreed otherwise. The Chair may, however, indicate after discussion that there are general issues which can be disclosed, for example in reports to committees and Council.

²Classification rationales

Confidential	<ol style="list-style-type: none"> 1. To allow the Committee or Council to come to a view itself, before presenting to and/or consulting with others 2. To maintain the confidence of another organisation 3. To protect commercially sensitive information 4. To maintain public confidence in and/or uphold the reputation of the veterinary professions and/or the RCVS
Private	<ol style="list-style-type: none"> 5. To protect information which may contain personal data, special category data, and/or criminal offence data, as listed under the General Data Protection Regulation

Registration Appeals and Reviews Rules

Background

1. At its meeting on 28 April 2026, the Registration Committee considered the paper at **Annex A** and agreed to recommend to Council that it make the Registration Appeals and Reviews Rules and establish the Registration Appeals and Reviews Committee.
2. The Registration Appeals and Reviews Rules (if made) would apply to both veterinary surgeons and veterinary nurses. Rule 6 of the Veterinary Nurse Registration Rules 2017 (soon to be updated) provides that appeals against decisions to refuse registration of veterinary nurses be dealt with by the Veterinary Nurses Council, the paper and draft rules were noted by the Veterinary Nurses Council at its meeting on 13 May 2026.
3. The background to this matter is set out in the paper considered by Council on 6 June 2024 at **Annex B**. This explains why the RCVS must provide for an appeal mechanism against certain registration decisions.
4. The relevant excerpt of the minutes of the Council meeting on 6 June 2024 is at **Annex C**.
5. Following consideration by Council, initial amendments were made to the (then) draft Registration Appeals Rules. These were duly considered by the Registration Committee on 22 October 2024.
6. The relevant excerpt of the minutes of the Registration Committee meeting on 22 October 2024 is at **Annex D**.
7. The draft Registration Appeals Rules that were under consideration at that stage are at **Annex E**.
8. The proposed Registration Appeals and Reviews Rules approved and recommended by the Registration Committee and noted by VN Council are at **Annex F**.

Decisions required

9. Council is asked to decide whether to accept the recommendation of the Registration Committee to:
 - a. Make the Registration Appeals and Reviews Rules 2026
 - b. Establish the Registration Appeals and Reviews Committee.

Summary	
Meeting	Council
Date	6 June 2024
Title	Registration Appeals Committee
Summary	The paper sets out the history and current position regarding registration appeals and the rationale for establishing a Registration Appeals Committee.
Decisions required	<p>Council is asked:</p> <ul style="list-style-type: none"> a. to decide If it wishes to establish a Registration Appeals Committee; and if so b. to consider and approve the terms of the proposed draft Registration Appeals Rules as set out in Annex A to the paper.
Attachments	Annex A: Draft Registration Appeals Rules
Author	Eleanor Ferguson Registrar 020 7202 0718 / e.ferguson@rcvs.org.uk

Classifications		
Document	Classification¹	Rationales²
Paper	Unclassified	n/a
Annex A	Unclassified	n/a

¹Classifications explained

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Registration Appeals Committee

Background

1. Part of the commitment under the current RCVS Strategic Plan (A. Clarity, ambition 8) was to:
“ensure clarity of appeal across all the areas where we make decisions, modernising where appropriate, where appeal is not available, clearly justifying why not”.
2. Over the last few years there have been reviews of processes around some existing examination appeals (work re: others is ongoing). However, one area that is outstanding and where there is currently no appeal structure relates to refusal of registration.
3. In terms of the Veterinary Surgeons Act (VSA), for those graduating from UK Schools, registration is to all intents and purposes ‘automatic’ post-conferment of the degree, and there was perhaps no perceived need for an appeals process for these applicants. Similarly, there has historically been no appeals process for those applying to register based on the RCVS accreditation of an overseas school. Scope for such appeals would have been minimal though theoretically possible if an individual was not in ‘good standing’ – usually around declarations of convictions or adverse finding from another regulator. In these rare situations decisions on whether to register or not are via Registrar’s discretion and if the applicant was dissatisfied it would be open to them to apply to the court for judicial review.
4. Pre-EU-Exit, when Mutual Recognition of Professional Qualifications (MRPQ) was in force, scope for appeals was also very limited, but the VSA did contain provisions for appeal that was open only to those coming on via the EU / MRPQ route. This fell away on EU-exit. For those coming on via the Statutory Membership Examination (SME), the issue has been less about registration as such and more around failing the exam (for which there is a separate appeals process). The other route for registration is of course temporary registration; this, as you are aware, is dealt with by this committee under discretionary powers. There is currently no right of appeal against refusal. Until fairly recently, numbers on the temporary register have been few and, again, in the past, there may not have been a perceived need to have a formal appeals process.

Current position

5. Post-EU-Exit, the government has sought to enter into trade agreements with individual countries / zones, and in December 2023 enacted the Recognition of Professional Qualifications and Implementation of International Recognition Agreements (amendment) Regulations (the 2023 Regulations) that apply to those covered by the European Economic Area (EEA) / European Free Trade Association (EFTA) Trade Agreement – namely Norway, Lichtenstein and Iceland. The regulations, while advocating acceptance of qualifications from individuals in those countries, does not affect the ability of regulators to prevent individuals who are unfit to practice from doing so and allows for refusal to accept overseas qualifications where they are not comparable to the equivalent for the UK / failure to meet language requirements. However, it does require there to be a right of appeal against a decision to recognise an applicant’s qualifications (and to give decisions within set time limits). A UK Switzerland Agreement on the Recognition of Professional

Qualifications is entering its implementation stage and is currently out for consultation. If accepted (and it is anticipated that it will be), this will effectively add Switzerland into the 2023 Regulations.

6. There are no vet schools in Iceland or Liechtenstein. Applications from Norway are minimal (at this time there are 12 listed as graduating from Norway on the register all but one coming on prior to EU-Exit and the end of MRPQ). There are currently 46 on the Register listed as graduating from Swiss schools. Nine post-date EU-Exit / MRPQ and came on via European Association of Establishments for Veterinary Education (EAEVE) accreditation. Exposure around potential appeals in the future may therefore be considered low, however, given the potential for applicants from those countries (and there may be scope for more countries to be added in the future under future trade deals), to comply with the 2023 Regulations there should be an appeals process in place. Arguably, it would also be prudent to have some form of appeal in relation to decisions currently made on a discretionary basis – i.e. those of the Registrar as referred to above in paragraph 3 or those made around temporary registration.
7. As regards the position of Registered Veterinary Nurses (RVNs), the routes to registration are different but there are parallels around acceptance of Accreditation Committee for Veterinary Nurse Education (ACOVENE) accreditation (and the potential for discretionary refusal by the Registrar. Again, very rare but possible around convictions / lack of good standing, etc. Furthermore, the Veterinary Nursing (VN) Department has confirmed that it does accept candidates from Norway (based on ACOVENE accreditation).

Proposal

8. The proposal therefore is to establish a formal process for appeals against refusal of registration for all categories of applicants, see draft at **Annex A**. The format of this broadly follows what was in place previously for EU applicants under the VSA. Hopefully this is largely self-explanatory. Paragraphs 3 and 4 set out the constitution of the Committee / individual panels to hear individual appeals. This envisages a mix of lay / RVN and veterinary surgeon members, with individual panels having a quorum of three of which one should be lay, one non-Council and one other.
9. The proposal was considered by Registration Committee at its meeting on 23 April 2024. The Committee was of the view that establishment of a Registration Appeals Committee in the format as set out in Annex A would be useful. The Committee considered that this would apply to both veterinary surgeons and veterinary nurses (with amendment to existing rules that requires VN appeals to go to Veterinary Nurses Council) and wished to recommend this for Council's consideration.

Decisions required

10. Council is asked:
 - a. to decide If it wishes to establish a Registration Appeals Committee; and if so
 - b. to consider and approve the terms of the proposed Registration Appeals Rules as set out in Annex A to the paper.

EXTRACT from Council minutes

Registration Appeals Rules 2024

1. The Registrar introduced the paper. An action within the current Strategic Plan 2020 – 2024 was to consider all of the appeals processes College-wide, to see if there were any gaps. One area identified was around registration, which had no process and there had been no direct appeals; reasons for which were historic and largely dictated by the way people came on to the Register.
2. Paragraph 5 of the paper was highlighted, where there were slight changes owing to the trade arrangements being made post-EU-Exit, for which the College needed to have cognisance of the Recognition of Professional Qualifications and Implementation of International Recognition Agreements (amendment) Regulations 2023 (the 2023 Regulations), but that related to a very limited number of countries, some of which did not have any vet schools. The appeals process was simply against an individual joining the Register, it was not interfering with the rights of whether the College choose to accept someone with a comparable degree.
3. Also highlighted were areas where people came onto the Register under one of the accepted routes, for example, the European Association of Establishments for Veterinary Education (EAEVE); Statutory Membership Examination (SME); etc., and the final part of the ‘jigsaw’ in the decision of whether they go onto the Register and whether they were in good standing i.e. did they have a decision against them from another regulator?
4. The intention of the paper before Council was to expand the appeals process to all categories of registration, including for veterinary nurses. There were not expected to be hundreds of applications because of the way people joined the Register, but it was worth considering in terms of good practice. Registration Committee had considered that an Appeals Committee was the way forward; what was outlined largely followed the format that was in existence pre-EU-Exit when the College had been required to have a process for those coming on under Section 5 of the Veterinary Surgeons Act (VSA).
5. Comments and questions included:
 - fully support the process and set up. Would it be possible to take one step back and reflect on what increasingly looked like a two-tier process for new registrants coming into the College; through a tightly regulated UK-based system, and a much more laxly regulated external system such as EAEVE approval?
 - was the 28-day window for appeals the standard amount of time? The time taken to get support statements could potentially take longer when having to contact multiple people;
 - o 28 days was the norm, and there was always the ability to request a discretionary extension;
 - re: the form, it could leave the College open to a lot of variations as it was quite vague – should there be a more structured template to support people to make their appeal, for example, more of a tick-box approach for the reason for appeal? They would need to state

their reason, which was a personal thing, but there were templates that could be shared to help guide applicants to follow a more consistent process and to understand the basis on which they were permitted to appeal within the form itself;

- thank you, that would be taken away as an action;
- many people did not understand what an appeal was, so the wording “*why are you appealing?*” was not appropriate; instead ask them “*what are the grounds of your appeal?*” because disagreement with a decision, or illness, were not grounds for an appeal on this matter, and the College needed to support its standards and abide by its own rules to register appropriate people; those that were not appropriately qualified it did not register;
- make clear appeals should be written, not oral; also, the wording “legal adviser” was used, should that be “representative”, because it meant different things?
- for clarity, did that include applications for Temporary Registration?
 - yes, it was for all classes of registration.
- were there any other processes that did not have an appeals process?
 - no, this was the final areas to be considered as part of the Strategic Plan objective.

6. The President summarised the discussion that there was a sense that Council was happy that there should be a Registration Appeals Committee to consider all registrations, including that of Temporary Registration, and that some minor amendments be made to the Registration Appeals Rules / Form as suggested above. Once the minor amendments were made, it would return to Registration Committee for sign off.

7. A vote was taken by show of hands to approve the setting up of a Registration Appeals Committee. The Registration Appeals Rules would be subject to minor amendment and put to Registration Committee for final sign off:

For:	21
Against:	0
Abstain:	0

8. This was agreed by a unanimous vote.

Registration Appeals Rules 2024

Interpretation

1. In these Rules, unless the context otherwise requires –

“the Act” means the Veterinary Surgeons Act 1966;

“appeal form” means the form set out at the end of these Rules;

“appeals panel” means a panel of the Committee constituted to hear an appeal;

“College” means the Royal College of Veterinary Surgeons;

“Committee” means the Registration Appeals Committee set up by the Council;

“Council” means the Council of the College;

“Registrar” means the Registrar of the College;

“lay person” means a person who is not a veterinary surgeon or a registered veterinary nurse and has never been entitled to be registered as such.

Application

2. These Rules will apply to appeals against refusal of registration [[for all types of registration, including temporary registration](#)] to the RCVS register of veterinary surgeons or veterinary nurses]. For the avoidance of doubt this does not include appeals against the results of any examination administered by the College or of any assessment carried out by the College for the purpose of any qualification or distinction awarded by the College.

Composition of the Committee.

3. The Committee will be appointed from time to time by or on behalf of the Council. It will include veterinary surgeons, registered veterinary nurses and lay persons [who may or may not be members of the Council or Veterinary Nurses Council]. Two members of the Committee will be designated by or on behalf of the Council as its Chair and Vice-Chair.

Appeals Panels

4. The Committee will act through panels when dealing with appeals. The quorum for an appeals panel will be three and will include one person who is not a member of the Council or of the Veterinary Nurses' Council. Unless impractical, each panel will include and be chaired by either the Chair or the Vice-Chair of the Committee.

Procedure for making an appeal

5. A person wishing to appeal shall do so [in writing](#) by completing an appeal form obtainable from the Registrar and sending it to the Registrar within 28 days of notification of refusal.
6. The appellant shall supply with the appeal form any documents which the appellant wishes to use in support of the appeal.
7. On receipt of a completed appeal form, together with all the documents listed in the form by the appellant, the Registrar shall as soon as practicable refer the appeal to the Committee for

decision. The appeal shall be heard by the Appeals Panel as soon as possible but in any event within three months of the date of receipt of the appeal form.

8. The Registrar shall, not less than seven days before the meeting of the Appeals Panel at which the appeal is to be dealt with, send to the members of the Appeals Panel the papers relating to the appeal. The Registrar shall at the same time send the appellant a copy of the papers circulated to the Appeals Panel with the exception of any legal advice which has been included in the papers relating to the appeal.
9. The appellant shall be entitled, either personally or through a legal representative adviser (or other friend or advisor) to make oral representations to the Appeals Panel in support of the written reasons previously provided at the meeting to deal with the appeal.
10. The Appeals Panel may require the appellant to supply such additional documents or information as it considers may assist it in reaching its decision on the appeal and may require that any such documents which are in a language other than English shall be translated into English in a translation certified as correct by a notary public or authenticated in such other manner as the Committee shall think fit.
11. The Appeals Panel may adjourn the hearing of any appeal pending the supply of additional documents or information under paragraph 10 of these Rules.
12. The Appeals Panel shall reach its decision on any appeal by majority vote. The Decision of the Appeals Panel will be conclusive for all purposes.
13. Except as provided by these Rules, the Appeals Panel shall regulate its procedure as it thinks fit.

Registration Appeals Rules 2024

Appeal Form

To: The Registrar, The Royal College of Veterinary Surgeons, 3 Waterhouse Square, 138-142
Holborn, London EC1N 2SW / Registrar@rcvs.org.uk

Name of Appellant.....

Address of Appellant.....

.....

.....

Details of the decision you are appealing against:

(Please provide the date and author of any letter notifying you of the registration decision you are appealing against)

.....

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.....

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Please state below the reasons why the decision is wrong why you are appealing:

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(Please continue on a separate sheet if necessary.)

You may make oral submissions when your appeal is dealt with, but before it can be considered you must state in writing the reasons why the decision is wrong and provide any documents that support your reasons. Please attach copies of any documents which you wish to use in support of the reasons for your appeal and list them below:

.....

.....

.....

Signature of appellant.....

Date.....

Summary	
Meeting	RCVS Council
Date	4 June 2026
Title	Proposal for changes to Honours and Awards programme
Classification	Unclassified
Decisions required	<p>To consider proposals from the Nominations Subcommittee for a revision of the RCVS Honours and Awards scheme, as follows:</p> <ol style="list-style-type: none"> 1. The RCVS Student Community Award to be split into vet and VN categories. 2. Self-nominations for any category to be made in the first person. 3. Only one supporting statement be required, unless it is a self-nomination, when two remain necessary. 4. Two runners up for each of the Queen's Medal and the VN Golden Jubilee Award stay in the pool for a further two years, providing they scored six or over. In the event of a tie in scoring, then both tied nominees are taken forward to the next year.
Attachments	None
Author	Lizzie Lockett, CEO Kieran Thakrar, EA to the CEO, Secretary to the Nominations Subcommittee

Classifications		
Document	Classification¹	Rationales²
Paper	Unclassified	n/a

¹Classifications explained	
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Private	<ol style="list-style-type: none"> 5. To protect information which may contain personal data, special category data, and/or criminal offence data, as listed under the General Data Protection Regulation

Proposal for future RCVS Honours and Awards

Background

5. Each year, the RCVS bestows a range of honours and awards. For reference, the complete list can be found on the website: <https://www.rcvs.org.uk/about-us/honours-and-awards>
6. The purpose is multifaceted – to celebrate outstanding achievements, to underline the College's values and areas of focus, to highlight the influence of the profession and its 'public good', and to create a network, particularly with the Honorary Associateship, of people who may be willing to support the College.
7. The awards are updated from time to time, usually in line with a new strategic plan or a new area of work for the College. The last update was in 2025, with the addition of the Collaboration award, changes to the number of awards that could be made, and a refresh of the membership of the Nominations Subcommittee, amongst other small changes.
8. At its judging meeting in January 2026, the Nominations Subcommittee agreed to recommend to Council some further changes to the process, as outlined below.
9. As a general point, it was noted that the awards may not continue under new post-legislative-change arrangements, or that they may need to be expanded to include the wider veterinary team.

Recommended changes for Council approval

10. It was recommended that the Student Community Award be split into two subcategories – for veterinary students and veterinary nursing students. Previously, when two awards were made per category, it was possible to have both a VN and a vet student as winners. This has now been limited to either a vet or a VN student. Although this is also now true of other categories, it was felt to be particularly important to celebrate success at student level.
11. It was recommended that self-nominations be switched back to the first person. This had been changed to the third person the previous year so that it was less obvious when a self-nomination had been made, to avoid bias, but feedback this year suggested it felt disingenuous and awkward. The recommendation is therefore to switch back.
12. It was recommended that, in order to reduce time/work required from nominators, only one supporting statement be required (currently two), unless someone was self-nominating, in which case two would still be required.
13. At present, all nominations for the Queen's medal stay in the 'pool' for a further two years after the initial nomination year. For VN Golden Jubilee nominations, only the two 'runners up' stay in the pool for two years, and only if they have scored six* or over on average. The reason for having pools for these awards is that there is only likely to be a small potential number of nominees who are at the appropriate level. However, it does not seem equitable that there is a different policy for each. It is therefore recommended that these are aligned in favour of the Golden Jubilee model.

Other changes that will be made – not requiring Council approval

- 14. As it was noted that many applications came from universities, it was agreed that the wording in the awards information would be strengthened to stress that applications could come for veterinary surgeons and veterinary nurses (and lay people, where appropriate), in any working environment.
- 15. It was also suggested that the form be revised to avoid repetition and streamline the work required by nominators.
- 16. These changes are operational and do not require Council sign off.

Title of Nominations Subcommittee/Committee and Terms of Reference

- 17. The group that currently makes recommendations to Council for award winners is variously listed as a Subcommittee and a Committee, due to some historic confusion. As the group recommends directly to Council, it is proposed that it is confirmed as a Committee. This will be included in the Delegation Scheme, which Council will be discussing later in its June meeting agenda, so does not need to be confirmed as part of this paper, although discussion is welcome.
- 18. The Nominations Committee also felt that it would be appropriate for it to make recommendations to Council of who might be progressed as nominations for external awards, including national honours. This recommendation will also appear in the Delegation Scheme put before Council for decision later on the agenda, but discussion is welcome at this time.

Decisions to be made

- 19. Council is asked to approve the following:
 - a. The RCVS Student Community Award to be split into vet and VN categories
 - b. Self-nominations for any category to be made in the first person
 - c. Only one supporting statement be required, unless it is a self-nomination, when two remain necessary
 - d. Two runners up for each of the Queen’s Medal and the VN Golden Jubilee Award stay in the pool for a further two years, provided they scored six or over. In the event of a tie in scoring, then both tied nominees are taken forward to the next year.

* see scoring matrix below:

Score	Description	Desired outcome
One to two	Falls very far below the level expected	I would not be happy for this person to be given an award
Three to four	Falls below the level expected	I would not be happy for this person to be given an award
Five	Meets the level expected	I would be happy for this person to be given an award in the absence of stronger nominees
Six to seven	Very good nominee	I would be very happy for this person to be given an award
Eight and above	Exceptional nominee	I would be unhappy if this person was <u>not</u> given an award

Meeting	RCVS Council
Date	4 June 2026
Title	Proposed updates to Scheme of Delegation from Council to Committees
Classification	Unclassified
Summary	This paper recommends changes to the Delegation Scheme, presented as tracked changes, with comments to explain the rationale. Please ignore any formatting or numbering issues that have arisen due to the track changes, these will be resolved in the final edit.
Decisions required	To approve the recommended changes.
Attachments	Annex A – updated Delegation Scheme, based on previously-agreed version with track changes
Author	Lizzie Lockett / CEO l.lockett@rcvs.org.uk / 020 7202 0725

Classifications		
Document	Classification¹	Rationales²
Paper	Unclassified	n/a
Annex A	Unclassified	n/a

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Proposed updates to Scheme of Delegation from the RCVS Council to committees

Background

1. Under a combination of the Charter and the Veterinary Surgeons Act, the Council of the RCVS has a range of responsibilities to discharge. It delegates many of these to a series of committees, some of which are statutory and some 'standing'. In turn, many of those committees delegate to subcommittees, working parties and other groups, some of which are permanent, and others mounted on a 'task and finish' basis.
2. The Scheme of Delegation gives an overview of the role of Council and outlines the Terms of Reference of the main committees to which Council delegates.
3. This is generally reviewed on an annual basis by Council in June – although changes can be made and approved at any time, if necessary.
4. The current (2025) version is attached at Annex A with proposed changes, which have been tracked for ease.
5. The Scheme does not include anything below committee level, where Terms of Reference are agreed by the sponsoring committee rather than Council. These are available on the RCVS website for reference.
6. Who sits on which committee (and other subsidiary groups) is reviewed each year, to take effect at the start of the new presidential year (after RCVS Day). The current review is a work in progress, with some decisions dependent on decisions to be made at the June meeting of Council. It will be circulated to Council for ratification by email, before RCVS Day (3 July 2026).

Decision required

7. Council is requested to approve the amended Scheme at Annex A, or suggest further amendments, as appropriate. If proposed further amendments are significant, they would go back to the relevant committee for discussion.

Annex A – recommended updates to 2025 version (tracked changes)

Scheme of delegation from the RCVS Council to committees

Operative date

1. The following delegations shall have effect from ~~20 November~~ 5 June 20265.

The vision of the Royal College of Veterinary Surgeons

2. Our vision is always to be ambitious and compassionate, working collaboratively to build trust and inspire all veterinary professionals to succeed.

Role of the Royal College of Veterinary Surgeons [derived from the Charter]

3. The objects of the Royal College of Veterinary Surgeons, as laid down in the Supplemental Charter granted on 17 February 2015 to the Royal Charter of 1844, ie:
 - a. To set, uphold and advance veterinary standards, and to promote, encourage and advance the study and practice of the art and science of veterinary surgery and medicine, in the interests of the health and welfare of animals and in the wider public interest.
 - b. The Charter also recognises those functions provided for in the Veterinary Surgeons Act 1966, in terms of the regulation of the profession, and also recognises other activities not conferred upon the College by the Veterinary Surgeons Act or any other Act, which may be carried out in order to meet its objects, including but not limited to:
 - i. Accrediting veterinary education, training and qualifications, other than as provided for in the Act in relation to veterinary surgeons;
 - ii. Working with others to develop, update and ensure co-ordination of international standards of veterinary education;
 - iii. Administering examinations for the purpose of registration, awarding qualifications and recognising expertise other than as provided for in the Act;
 - iv. Promulgating guidance on post-registration veterinary education and training for those admitted as members and associates of the College;
 - v. Encouraging the continued development and evaluation of new knowledge and skills;
 - vi. Awarding fellowships, honorary fellowships, honorary associateships or other designations to suitable individuals;
 - vii. Keeping lists or registers of veterinary nurses and other classes of associate;
 - viii. Promulgating guidance on professional conduct;
 - ix. Setting standards for and accrediting veterinary practices and other suppliers of veterinary services;
 - x. Facilitating the resolution of disputes between registered persons and their clients;

- xi. Providing information services and information about the historical development of the veterinary professions;
- xii. Monitoring developments in the veterinary professions and in the provision of veterinary services;
- xiii. Providing information about, and promoting fair access to, careers in the veterinary professions.

The purpose of RCVS Council [derived from the Charter]

- 4. It is laid down in the Charter that the affairs of the College shall be managed by the Council as constituted under the Act. The Council shall have the entire management of and superintendence over the affairs, concerns and property of the College (save those powers of directing removal from, suspension from or restoration to the register of veterinary surgeons and supplementary veterinary register reserved to the disciplinary committee established under the Act) and shall have power to act by committees, subcommittees or boards and to delegate such functions as it thinks fit from time to time to such committees, subcommittees or boards and to any of its own number and to the employees and agents of the College.
- 5. The Council is also responsible for the appointment of the CEO and Registrar, and the ratification of the Assistant Registrars. The appointment of the Registrar will be undertaken in consultation with the Chief Executive. Appointment of all other staff members is the responsibility of the CEO and relevant members of the Senior Team.
- 6. A strategic plan is developed and agreed by Council to facilitate the delivery of these activities and to ensure ongoing development and quality improvement.
- 7. A delegation scheme that outlines how Council's functions are managed via system of committees and other groups is agreed annually by Council.

How Council members work

- 8. In order to enable the Royal College of Veterinary Surgeons to fulfil its vision, and to discharge its functions under its Royal Charter and the Veterinary Surgeons Act 1966, RCVS Council members will:
 - a. Abide by the Nolan Principles of Public Life;
 - b. Work in the best interests of the public, and of animal health and welfare and public health;
 - c. Respectfully listen to the voices of the professions, the public and other stakeholders, and reflect them in discussions where appropriate, ensuring they are put into context;
 - d. Neither be answerable to, nor represent, any group of individuals;
 - e. Support the College's vision and work towards the success of the College and its functions;
 - f. Live the College's values;
 - g. Act at all times in a constructive, supportive and compassionate manner;
 - h. Exercise a duty of care to the staff employed by the College, working through the CEO and Registrar;
 - i. Recognise the importance of a collegiate atmosphere where robust discussion is welcomed in the formation of policy and multiple points of view are listened to and respected;
 - j. Respect and support the decisions made by Council when communicating externally;

- k. Communicate College activities and positions to relevant stakeholders;
- l. Abide by the Code of Conduct for Council and Committee members.

9. This scheme outlines how Council's functions are currently delegated.

Committees

10. There shall be the following statutory and non-statutory disciplinary and investigation committees, and appeals committees:

- the Accreditation of Veterinary Programme Appeals Committee (appeals committee);
- the Charter Case Committee (non-statutory disciplinary committee);
- the Disciplinary Committee (statutory committee);
- the Examination Appeals Committee (appeals committee);
- the Preliminary Investigation Committee (statutory committee);
- the Registration [Reviews and Appeals Committee](#) (appeals committee)
- the Veterinary Nurses Preliminary Investigation Committee (non-statutory disciplinary committee);
- the Veterinary Nurses Disciplinary Committee (non-statutory disciplinary committee); and,
- the Specialist and Advanced Practitioner Appeals Committee (appeals committee).

11. There shall be the following standing committees:

- the Advancement of the Professions Committee;
- the Audit and Risk Committee;
- the Education Committee;
- [the Finance and Resources Committee](#);
- [the Nominations Committee](#);
- the Professional Conduct Liaison Committee;
- the Registration Committee;
- the Standards Committee; and,
- the Veterinary Nurses' Council.

Commented [LL1]: Formerly a subcommittee

12. The standing committees shall report to Council and shall be constituted and work within the terms of reference set out below. Their Chairs will be elected by Council unless the Chair is role-based (for example, Treasurer for Finance and Resources Committee, incoming JVP for three years for ProfCon Liaison), with the exception of VN Council, which will elect its own Chair. The Chairs of the standing committees, with the exception of the VN Council, shall be members of RCVS Council, and could be MRCVS, RVN or lay. The Chair of VN Council may or may not be made a member of RCVS Council. The Chair of VN Council will be an RVN, either elected or appointed. The Chairs of the statutory and non-statutory disciplinary, investigation and appeals committees shall be non-Council members. The Chair of the Audit and Risk Committee should be an external individual, independent of Council, but elected by Council. Chairs of subcommittees and other groups do not need to be Council members unless otherwise stated.

13. Chairs of the standing committees will generally hold the office for a three-year period and will be re-elected by Council annually. They will be expected to align with the chair role specification.

14. Standing committees will select their own Vice-Chairs, unless otherwise specified. The Vice-Chairs can be any full member of the committee* (ie not an observer, but does not have to be a Council member) apart from the Vice-Chair of the Finance and Resources Committee, who should be a full member and a Council member. They will be re-elected every year by members of the relevant committee, from among self-nominated candidates, as soon as possible into the new presidential year, with the exception of VN Council, which has its own arrangements – see pars 81-82, below.
15. ~~All~~The mainthe standing committees will generally meet between three and six times a year, either in-person or remotely. Some meet less frequently, for example, the Nominations Subcommittee. If there is no, or not enough, business to justify a meeting, the Chair can cancel a meeting. There may also be occasions when an additional meeting is required if decisions need to be made more quickly. Small amounts of business can also be conducted by email if there is not sufficient time to mount a meeting and full discussion is not required, but this should be the exception. The quorum for standing committees will generally be a simple majority of the total number of full voting members (ie not observers), unless otherwise specified (for example, VN Council, see below). For more detail about the operation of a meeting, see the role specification for an RCVS Committee Chair.
16. If an item crosses the remit of more than one committee, a joint meeting may be held. The Chair of the meeting will be one of the Chairs of the two committees coming together, to be agreed between them. If an item starts with one committee but, over time, becomes more relevant for another, it may be cross-referred to the most appropriate by the original Chair, or come back to Council for either a decision on the item itself, or a decision on the delegation route. The guidance of the President on the most appropriate course of action may be sought.
17. Where a joint meeting is held of two committees, each committee must be quorate in its own right. Where such joint meetings take place, the Chair of the meeting may be the Chair of either committee, or another member of either committee, at the discretion of the President. ~~The Finance and Resources Committee and Audit and Risk Committee meet formally once per year to discuss the annual report and accounts with the auditors, and the chair shall alternate between the Treasurer and the Chair of ARC for this joint meeting.~~
18. The committees may appoint one or more subcommittees or working parties for such general or special purpose as they may think fit, subject to the approval of the Finance and Resources Committee and/or Council, and, subject to any contrary direction from the Council, may on behalf of the Council delegate to such subcommittees power to act in the name of the College and the Council in relation to the matters set out in their terms of reference.
19. The RCVS Officer Team may select one Observer for each of the non-statutory standing committees. If an Officer is on the Committee in another capacity, this additional Observer may not be required.

Commented [LL2]: To better explain what happens

Commented [LL3]: Content moved to new section, below

Accreditation of Veterinary Programme Appeals Committee

20. The Accreditation of Veterinary Programme Appeals Committee shall deal with appeals of the outcome of RCVS accreditations of veterinary degrees or VN educational programmes, following review by the Primary Qualifications Subcommittee (PQSC)/Education Committee/VN Education Committee (VNEC), as appropriate. The appointment of the panel is coordinated by the Registrar. One member should be appointed from the Council Officer team (for example, current President or Vice-President), one member from Council and one lay member (should be nominated from the list of RCVS accreditation panel members). The meeting will normally be held within two months of receipt of the request by the appellant institution for consideration of the appeal by an appeals panel.

Advancement of the Professions Committee

21. The Advancement of the Professions Committee will oversee work that is non-statutory in nature and contributes broadly to the advancement of the veterinary and/or veterinary nursing professions.

22. Such activity includes, but is not limited to, leadership, innovation, mental health (Mind Matters), the Fellowship, international strategy, Vet Futures, VN Futures, diversity and inclusion, sustainability and other workstreams to be defined by Council.

23. This will exclude work that is non-statutory but sufficiently covered by existing standing committees, such as postgraduate education.

24. The Committee shall comprise the chairs of relevant working parties or taskforces, or appropriate Council member champions, together with up to four other members of Council (chair, lay member, veterinary surgeon, veterinary nurse), together with relevant members of the Senior Team. Other Committee members may be co-opted if necessary. RCVS Knowledge, an independent charity, will contribute by means of its Chair of Trustees, who will be an invited observer. Although they each have responsibility for individual projects or areas of work, Committee members will review and input across all areas, with collective responsibility.

25. The Committee shall:

- a. Take regular reports from the leads on these areas of work and consider the ongoing effectiveness of the work against agreed strategy, timing and resourcing, making recommendations for changes, where appropriate. Consider any additional budgetary impact of these workstreams, which would then be escalated via the Financial Controls process;
- b. Ensure that potential synergies between the various projects and initiatives reporting into the Committee are identified and exploited, and that opportunities for working collaboratively to maximise the impact of workstreams is explored;
- c. Provide a forum for in-depth consideration of the issues surrounding or arising from the projects and initiatives that report into the Committee;

- d. Provide a forum for blue-sky thinking to support the identification and development of new non-statutory projects that would serve to advance the professions;
- e. Flag up any issues of concern to the Audit and Risk Committee, via the Risk Register, particularly in terms of financial, reputational or legal risks associated with the project and initiatives reporting to the Committee;
- f. Make recommendations to Council for any new streams of work that may be appropriate under our Royal Charter; and,
- g. Make a report to Council on a regular basis summarising the work that comes under its purview (usually via the minutes of its meetings).

Audit and Risk Committee

26. The Audit and Risk Committee shall support the Council by reviewing the comprehensiveness and reliability of assurances and internal controls in meeting the Council's oversight responsibilities. The Committee is a non-executive committee and has no executive powers except as set out below.
27. The Committee has delegated authority to:
- a. Monitor the Council's risk management arrangements;
 - b. Approve the internal audit programme; and,
 - c. Advise the Council on the comprehensiveness and reliability of assurances and internal controls, including internal and external audit arrangements, and on the implications of assurances provided in respect of risk and control.
28. The Committee may request the attendance of any employee or member, as set out in paragraph 412 below, and may incur expenditure for the purpose of obtaining advice in terms of paragraph 465 below.
29. The Committee is accountable to the Council. The minutes of each Committee meeting shall be circulated to the Council. The Committee shall report to the Council annually on its work. It may also submit separately to the Council its advice on issues where it considers that the Council should take action. Where the Committee considers there is evidence of *ultra vires* transactions or evidence of improper acts, the Chair of the Committee shall raise the matter at a formal Council meeting.
30. The Committee shall have five members, but may operate with fewer while a vacancy exists, provided the quorum is maintained. The members shall include two Council members, of whom one shall be a lay member and one a registrant member. Neither the President, Vice-Presidents, nor the Treasurer shall be members of the Committee. The members of the Committee who are

not Council members (the "external members") shall have appropriate audit and risk management experience.

31. The Council will elect one of the external members serving on the Committee as Chair, based on relevant background and skills. The Committee will elect a Vice-Chair and in the absence of the Chair, the Vice-Chair will chair the meeting.
32. The Committee shall support the Council by reviewing and advising the Council on the operation and effectiveness of the arrangements which are in place across the whole of the Council's activities that support the achievement of the Council's objectives. In particular, the Committee shall review the adequacy of:
 - a. All risk and control related disclosure statements, together with any accompanying internal audit statement, where appropriate, external audit opinion or other appropriate independent assurances, prior to endorsement by the Council;
 - b. The underlying assurance processes that indicate the degree of the achievement of corporate objectives, the effectiveness of the management of principal risks and the appropriateness of the above disclosure statements;
 - c. The policies for ensuring compliance with relevant regulatory, legal, governance and code of conduct requirements; and
 - d. The policies and procedures for all work related to fraud and corruption.
33. In carrying out this work the Committee will primarily utilise the work of internal audit, where appropriate, external audit and other assurance functions. It will also seek reports and assurances from Department Managers as appropriate, concentrating on the over-arching systems of governance, risk management and internal control together with indicators of their effectiveness.
34. In reviewing risk management arrangements, the Committee shall draw attention to areas where:
 - a. Risk is being appropriately managed and controls are adequate (no action needed);
 - b. Risk is inadequately controlled (action needed to improve control);
 - c. Risk is over-controlled (resource being wasted which could be diverted to another use); and,
 - d. There is a lack of evidence to support a conclusion (if this concerns areas which are material to the organisation's functions, more audit and/or assurance work will be required).
35. In relation to internal audit, where appropriate, the Committee shall:
 - a. Ensure that there is effective internal audit activity that complies with any applicable standards and provides appropriate independent assurance to the Council, Audit and Risk Committee, Secretary and Registrar;

- b. The internal audit activity will include reviews into RCVS internal processes, policies and procedures. These reviews will be based on identified high risk areas from the Corporate Risk Register and assurance map;
 - c. Ensure that the College makes adequate resource available to internal audit activity, where required;
 - d. Review the need for an internal audit strategy, operational plan and work programme;
 - e. Consider the major findings of the internal audit/review work, where carried out, and management's response; and,
 - f. Annually review the effectiveness of internal audit.
36. In relation to external audit, the Committee shall:
- a. Consider the appointment and performance of the external auditor, the audit fee and any questions of resignation or dismissal and make appropriate recommendations to the Council;
 - b. Discuss and agree with the external auditor, before the audit commences, the nature and scope of the audit as set out in the external audit plan and their local evaluation of audit risks;
 - c. Review the work and findings of the external auditor, consider the implications and management's responses to their work; and,
 - d. Review all external audit reports, including agreement of the annual audit letter before submission to the Council and any work undertaken outside the annual audit plan, together with the appropriateness of management responses.
37. The Committee shall review the annual financial statements, focusing particularly on:
- 1. Disclosures relevant to the terms of reference of the Committee;
 - 2. Changes in, and compliance with, accounting policies and practices;
 - 3. Unadjusted mis-statements in the financial statements;
 - 4. Major judgmental areas; and,
 - 5. Significant adjustments resulting from the audit.
38. The Committee shall ensure that the systems for financial reporting to the Council, including those of budgetary control, are subject to review as to completeness and accuracy of the information provided to the Council.

39. The Committee shall meet not less than three times a year. The external auditors may request a meeting if they consider that one is necessary.
40. Only Committee members shall be entitled to attend meetings of the Committee. The Treasurer, CEO, Secretary and/or Registrar, and Director of Operations shall normally attend meetings. Representatives from the external auditors shall attend meetings as required for relevant items. The President and other Council members may attend meetings at the invitation of, or with the agreement of, the Chair of the Committee.
41. The Committee may request any employee or member to attend a meeting to assist with its discussions on any particular matter or to provide any information it may reasonably require in order to fulfil its remit. All employees and members shall co-operate with any reasonable request made by the Committee.
42. The Committee may ask any or all non-members to withdraw for all or part of a meeting if it so decides. In such an instance, the Chair shall ensure that a proper record is made of the meeting.
43. The senior representatives of external audit shall have free and confidential access to the Chair of the Committee. At least once a year, the Committee shall provide an opportunity to meet privately with the external auditors. College staff will not be present during these confidential meetings.
44. The Committee may investigate any activity within its terms of reference. It may seek any information it requires from any employee and all employees shall co-operate with any request made by the Committee.
45. The Committee may obtain legal or other independent professional advice and secure the attendance of external advisers with relevant experience and expertise if it considers this necessary, within the budget approved by the Council. The CEO and/or Registrar shall ensure that appropriate secretariat support is provided to the Chair and Committee.

Remit relating to accreditation functions of the College

46. The Committee will receive assurances that the quality assurance work undertaken by the College in relation to the accreditation of veterinary degree programmes and veterinary nursing educational institutions is operating in accordance with its published procedures. This process of assurance is also designed to contribute to compliance with the requirements for membership with the European Association for Quality Assurance in Higher Education (ENQA) that 'Agencies should have in place processes for internal quality assurance related to defining, assuring and enhancing the quality and integrity of their activities'. This will be achieved by:
 - a. At the beginning of each calendar year, the Committee will be provided with a work plan, detailing the accreditation visitations that are scheduled for the forthcoming year;
 - b. Brief progress reports against this work plan will be provided as a standing item at each meeting of the Committee. These reports will also highlight any major concerns or issues that had arisen as a result of quality assurance activities conducted in the period covered by the report;

- c. An annual report will be produced at the end of each calendar year. This will be presented to the Committee together with the work plan for the next calendar year. The annual report would be expected to include:
 - o Confirmation that quality assurance activities have been completed in line with the work plan, or reasons for any variation;
 - o Actions that have been taken or that are planned as a result of discussion by committees;
 - o Actions that have been taken or that are planned as a result of feedback from stakeholders (visitors/universities); and,
 - o Trends and themes identified in information presented year on year.
- 47. Findings of the Committee arising from assurances received on the quality assurance activities of the College in relation to veterinary degree programmes and veterinary nursing educational institutions shall also be circulated to the Primary Qualifications Subcommittee (PQSC), Education Committee and the Veterinary Nurses Education Committee.
- 48. The Committee may choose to invite attendance from representatives of Education Committee and VN Education Committee for the purpose of receiving assurances on quality assurance activities undertaken by those Committees.
- 49. Where an appointed member of the Audit and Risk Committee is also involved with the education quality assurance activities of the RCVS, they shall not be permitted voting rights on any issues discussed however they may remain present at the meeting for points of clarification.

Finance and Resources Committee and Audit and Risk Committee Joint meeting

Commented [LL4]: New section added at request of FRC and ARC

- 50. The Finance and Resources Committee and Audit and Risk Committee meet formally once per year in May. The chair shall alternate between the Treasurer and the Chair of ARC for this joint meeting, and each committee must be quorate in its own right, although it is acknowledged that there are likely to be several people who sit on both committees.
- 51. The Terms of Reference for this meeting are as follows:
 - a. to discuss the audit finding report with the auditors;
 - b. to discuss the financial elements of the annual report with the auditors;
 - c. to assure themselves of the reliability of the content of the narrative elements of the annual report via discussion with the executive team;
 - d. to assure themselves that the College remains a going concern and to make a recommendation to Council on this basis; and,
 - e. to recommend the annual report and accounts to Council.

52. This meeting relates to the following parts of the individual committees' Terms of Reference.

53. For ARC: the committee shall review the annual financial statements, focusing particularly on:

- a. Disclosures relevant to the terms of reference of the Committee;
- b. Changes in, and compliance with, accounting policies and practices;
- c. Unadjusted misstatements in the financial statements;
- d. Major judgmental areas; and,
- e. Significant adjustments resulting from the audit.

54. For FRC:

- a. Conducting financial modelling of Management Accounts; and,
- b. Managing the assets and investments of the College.

Charter Case Committee

50-55. The Charter Case Committee shall deal with matters referred to it by the Preliminary Investigation Committee or the Veterinary Nurses Preliminary Investigation Committee and decide whether a warning (confidential or public) would be appropriate.

Disciplinary Committees

54-56. The Disciplinary Committee shall be constituted in accordance with Schedule 2 to the Veterinary Surgeons Act 1966. The Veterinary Nurses Disciplinary Committee shall be constituted in accordance with the Veterinary Nurse Conduct and Disciplinary Rules 2014.

Education Committee

52-57. The Education Committee shall set the policy for undergraduate and postgraduate education and training of veterinary surgeons and determine the requirements for those seeking registration, for the award of qualifications under the Charter, for continuing professional development, and for recognition as RCVS Advanced Practitioner and RCVS Specialist.

53-58. Under normal circumstances Council members will form the majority on non-statutory committees, but on Education Committee (and the Primary Qualifications Subcommittee (PQSC)) a minimum of one third and a maximum of one half of members will be co-opted external members with education expertise, for example, Heads of the Veterinary Schools or other veterinary school staff members. Two students will also sit on the Education Committee (and two

on PQSC). In addition, the Chairs of the Education Subcommittees and a member of the Officer Team will sit as non-voting observers.

54.59. The Committee shall develop and keep under review education and training requirements for registration, and in particular shall:

- a. Define Day-One Competences and advise on the content of the veterinary undergraduate curriculum;
- b. Oversee the approval process and ongoing monitoring of veterinary degrees and international ~~recognition agreements~~ memoranda of understanding, considering subcommittee reports on appointment of accreditation panel members, accreditation event reports, follow-up reports and annual monitoring reports from veterinary schools, subcommittee reports on overseas degrees from other accrediting bodies or the College, and subcommittee reports on operation of the statutory membership examination; and,
- c. Make recommendations to Council on any change in approved status concerning registrable degrees, on the regulations governing the statutory membership examination and on the regulations governing practice by students.

Commented [LL5]: Updating to bring in line with new titles for these documents

55.60. The Committee shall develop and keep under review policy for continuing professional development, initial eligibility and revalidation of Advanced Practitioner and Specialist status, and postgraduate training and qualifications, and in particular shall:

- a. Define Entrustable Professional Activities (EPAs) for, and monitor, the VetGDP;
- b. Set the requirements for and monitor continuing professional development within the profession;
- c. Develop and maintain a framework of College postgraduate awards, receiving reports from subcommittees on the standards for College-awarded certificates and fellowships by thesis, examinations and accreditation of other recognised postgraduate qualifications as part of the framework;
- d. Define the requirements for RCVS Advanced Practitioner and RCVS Specialist status, receiving reports from subcommittees on the maintenance of lists for Advanced Practitioners and Specialists; and,
- e. Recommend to Council amendments to the certificate rules.

Commented [LL6]: Updated to better reflect work done

56.61. The Committee shall recommend fees to the Finance and Resources Committee for all related activities, for example, fees for synoptid examinations, application and annual fees for Advanced Practitioners and Specialists, together with reviewer remuneration; fees for Statutory Membership exam candidates and remuneration for examiners; remuneration for accreditation panel members and reviewers of Advanced Practitioners and Specialist applications.

Commented [LL7]: Updated to reflect that these are now brought in house

Examination Appeals Committee

57-62. The Examination Appeals Committee shall deal with appeals relating to the conduct of examinations administered by the College.

Finance and Resources Committee

58-63. The Finance and Resources Committee shall be responsible ensuring the finances, resources and framework of the College governance system is fit for purpose, thus enabling the Council and committees to deliver against the College's objects. It shall comprise the Treasurer (Chair), nominated representatives from Education, Standards, Advancement of the Professions, Professional Conduct Liaison and Registration Committees and VN Council, together with two lay members of Council and two veterinary surgeon or veterinary nurse members of Council (ie two in total). The CEO, Registrar, Director of People and Director of Operations will be non-voting members.

59-64. The representatives from the Committees will be selected by the Committee as soon as possible after RCVS Day and will hold the role for a three-year period or until they come off the Committee that they are representing, or off Council.

60-65. It shall make recommendations to Council as appropriate.

64-66. It will be chaired by the Treasurer, and its functions will include, but not necessarily be limited to:

- a. Presenting an annual budget to Council for approval;
- b. Review recommended proposed fee changes;
- c. Laying down procedures for budgeting and financial control;
- d. Conducting financial modelling of Management Accounts;
- e. Approving expenditure from the Discretionary Fund according to the financial controls;
- f. Seeking the approval of Council for expenditure from the College's reserves;
- g. Managing the assets and investments of the College;
- h. Working with the executive team to ensure management of organisational risks, maintenance of a risk register and delivery of appropriate internal audit reviews, with oversight provided by the Audit and Risk Committee;
- i. Overseeing the appointment of professional advisers to the College, over £75,000 (excluding Auditors);

Commented [LL8]: Updated to reflect that financial controls are in place to dictate the threshold over which requests come to FRC

- j. Having an overview of resource demands, and approval of any new initiatives meeting the threshold outlined in the financial controls;
- k. Acting as Project Board for substantive projects, where applicable under the project protocol, unless another dedicated group exists;
- l. Approving rates of travelling and subsistence expenses, and remuneration for work carried out on the College's behalf;
- m. In consultation with the APC and the Fellowship Board, deciding fees for application and ongoing membership of the Fellowship;
- n. Advising Council on corporate governance matters, including the terms of reference and composition of committees (but not individual membership);
- o. Approving the setting up of subcommittees, working parties and other such bodies, and determining their composition (but not individual membership), by considering proposals made by sponsoring committees, Officers or senior staff members (Council to ratify members of long-term groups as part of the annual cycle, sponsoring committees to agree terms of reference);
- p. Approving the disbanding of subcommittees, working parties and other such bodies, as appropriate;
- q. Taking oversight on people resources within the organisation to ensure efficient delivery of activities, with a focus on role numbers, engagement, recruitment and retention; and,
- r. Keeping under review the rules and arrangements for Council elections (the operation of the annual elections themselves being overseen by the Registrar, as returning officer).

Preliminary Investigation Committees

62-67. The Preliminary Investigation Committee shall be constituted in accordance with Schedule 2 to the Veterinary Surgeons Act 1966. The Veterinary Nurse Preliminary Investigation Committee shall be constituted in accordance with the Veterinary Nurse Conduct and Disciplinary Rules 2014.

Professional Conduct Liaison Committee

63-68. The Professional Conduct Liaison Committee shall include the chair of the Preliminary Investigation Committee (PIC), the chair of the RVN Preliminary Investigation Committee (RVN PIC), the chair of the Disciplinary Committee (DC), at least two members of Council one of whom is a member of the Officer Team, the chair of Standards Committee (SC). The member of the Officer Team to undertake the role of chair of the (liaison) committee for a three-year term, usually incoming Junior Vice-President in the year that the role becomes vacant.

64-69. The Professional Conduct Liaison Committee shall serve as a channel for communication between the Preliminary Investigation, Charter Case and Disciplinary Committees and Council, discussing policy issues in connection with the supervision of professional conduct. It will also oversee the work of the Veterinary Client Mediation Service (VCMS), and review reports about any Private Prosecutions the College may take. Its activities will include the following:

- a. Periodically reviewing the working methods of both the Professional Conduct team and the relevant committees, including the setting and monitoring of key performance indicators and monitoring processes;
- b. Monitoring costs and resources related to the committees, the VCMS and private prosecutions;
- c. Arrangements for the recruitment of members of the statutory committees (with the relevant Chair consulted in the process of specifications being drawn up), including deciding the membership of the independent selection panel and overseeing the process (final decision on successful candidates to be ratified by Council), appraisal of their performance and the process for selection for chairs;
- d. Arrangements for the appointment of legal advisors (including legal assessors) in connection with the professional conduct function; and,
- e. Facilitating a 'feedback loop' between DC and CCC decisions, outcomes of the PIC and RVN PIC, the SC and the VCMS.

65-70. The ProfCon Committee shall also monitor the impact of the protocol for private prosecutions against unqualified individuals, which commenced on 1 April 2023.

Registration **Reviews and Appeals Committee**

Commented [LL9]: New role added - approved by Registration Committee and VN Council

66-71. The Registration Reviews and Appeals Committee shall deal with reviews of appeals against refusal of registration to the RCVS Register of Veterinary Surgeons and appeals against refusal of registration to the RCVS Register of Veterinary Nurses and refusal of recognition of professional qualifications or failure to notify an applicant of a decision to recognise professional qualifications. This does not include appeals against restoration decisions made by the Disciplinary Committee or Veterinary Nurse Disciplinary Committee, the results of any examination administered by the College or of any assessment carried out by the College for the purpose of any qualification awarded by the College.

Registration Committee

67-72. The Committee shall comprise the President, Vice-Presidents and Treasurer of the College, together with two veterinary members of Council, a veterinary nurse member to be appointed by Veterinary Nurse Council (VNC), and a lay member of Council or VNC. The Committee shall be chaired by one of the Officers of the College, who will chair for a three-year term. The Chief Executive Officer (CEO), Registrar, and Director of Operations shall attend and participate in the meeting but shall be non-voting members.

68-73. The Committee shall be responsible for activities relating to the registration of veterinary and veterinary nurse members of the College (and, in due course, other Associate members of the College), and will provide and make recommendations to Council and/or VNC on matters relating to registration as appropriate.

69-74. Responsibilities will include but are not limited to:

- a. Reviewing and monitoring the implementation of the provisions of the Veterinary Surgeons Act (VSA) 1966 related to the registration of veterinary surgeons; (in conjunction with the Education Committee as appropriate);
- b. Reviewing and monitoring the implementation of the provisions of the Veterinary Nurse Registration Rules related to the registration of veterinary nurses; (in conjunction with VNC);
- c. Reviewing and monitoring the policies and procedures relating to registration and publication of the Register;
- d. Advising in relation to the creation of new categories of Associate members of the RCVS;
- e. Keeping under review data relating to Find-A-Vet;
- f. Monitoring registration activities (including trends in Registration for both veterinary surgeons and veterinary nurses);
- g. Monitoring reports from relevant Appeal panels, ie
 - the Examination Appeals Committee;
- h. Considering applications for Temporary Registration in accordance with the VSA 1966; and,
- i. Reporting to Council on a regular basis summarising the work that comes under its purview (usually via the minutes of its meetings).

Specialist Recognition and Advanced Practitioner Appeals Committee

70-75. The Specialist and Advanced Practitioner Appeals Committee shall determine appeals relating to recognition of Specialists and Advanced Practitioners after reviewing the original papers considered by the first instance panel, subcommittee or committee.

Standards Committee

71-76. The Standards Committee shall provide advice and guidance on the professional conduct of veterinary surgeons and veterinary nurses, including, but not limited to:

- a. Publishing a Code or Codes of Professional Conduct, subject to the approval of the Council;

- b. Publishing as necessary advice on professional conduct;
- c. Responding to professional conduct issues raised by the RCVS Council, Veterinary Nurses' Council or any committee of the RCVS;
- d. Responding to requests for advice from members of the profession and the public, as agreed by the chair; and,
- e. Overseeing the development of the RCVS Practice Standards Scheme by the Practice Standards Group, making recommendations to Council as appropriate, and considering appeals from the Practice Standards Scheme Review Group.

Veterinary Nurses' Council

72.77. The Veterinary Nurses' Council shall consist of the following members:

- a. Six veterinary nurses practising or living wholly or mainly in the United Kingdom, elected by ballot of all veterinary nurses, conducted substantially in accordance with the Royal College of Veterinary Surgeons Council Election Scheme 1967 (as amended), with the necessary adaptations;
- b. Two veterinary nurses to be appointed by the Veterinary Nurses' Council;
- c. Two veterinary surgeons, to be appointed by the Veterinary Nurses' Council in consultation with RCVS Council;
- d. Four lay members to be appointed by the Veterinary Nurses' Council.

73.78. The term of office of elected and appointed members of the Veterinary Nurses' Council shall be three years in each case, and one-third of the elected members shall retire in rotation each year, being eligible for re-election if still qualified to serve. A member elected or appointed to fill a casual vacancy shall serve the unexpired portion of the predecessor's term of office.

74.79. Members of the Veterinary Nurses' Council shall serve a maximum of three successive terms and after which they will be eligible to re-stand for election or be re-appointed after a gap of two years.

75.80. The quorum for meetings of the Veterinary Nurses' Council shall be seven members, which must include four veterinary nurse members, one veterinary surgeon member and one lay member.

76.81. The Chair and up to two Vice-Chairs of the Veterinary Nurses' Council shall be elected by the Veterinary Nurses' Council, by secret ballot. The Chair will be either an elected or appointed veterinary nurse. The election of the Chair shall be confirmed by the RCVS Council.

77-82. The term of office of the Chair shall usually be three years and Vice-Chair(s) shall serve for either one or three years, with the outgoing Chair normally serving one year as Vice-Chair.

78-83. The Veterinary Nurses Council was established in 2002 and the Supplementary Royal Charter confirms its functions shall encompass the regulation of the profession of veterinary nurses.

79-84. The Veterinary Nurses' Council shall, in addition to those functions specified in the Supplemental Royal Charter:

- a. Set standards for the training and education of persons wishing to be entered into the Register;
- b. Set requirements in relation to the registration of veterinary nurses;
- c. Set standards for the conduct of veterinary nurses;
- d. Maintain the register of veterinary nurses;
- e. Recommend to the Finance and Resources Committee a budget and levels of fees to be charged; and,
- f. Recommend to the Council amendments to the rules relating to the registration, conduct and discipline of veterinary nurses.

80-85. In exercising its functions, the Veterinary Nurses' Council may delegate responsibility for matters related to veterinary nurse education, both licence to practise and post registration awards, to the Veterinary Nurse Education Committee.

81-86. The Veterinary Nurses' Council shall ensure that the welfare of animals and good veterinary practice are central to its work.

Other groups with delegated responsibilities

82-87. In addition to the abovementioned Committees, the following groups of individuals are tasked with oversight and/or delivery of specific areas of activity.

Chairs of standing committees

83-88. In addition to leading the work of their respective committees, the chairs of the standing committees (excluding the independent Chair of the Audit and Risk Committee and the chair of the ProfCon Liaison Committee, which is a co-ordinating role) will usually meet with the Officer Team and senior staff members prior to each Council meeting to discuss the running order and presentation of papers, if they have papers on the agenda. They will also provide advance notice of major decisions likely to be put before Council at future meetings, in order to enable the flow and time management of those meetings.

Commented [LL10]: Changed to reflect practice

Nominations **C**Subcommittee

84-89. The Nominations **C**Subcommittee will propose who will be awarded College honours and awards (recommendations will be ratified by Council and, for the VN Golden Jubilee Award, VN Council).

Commented [LL11]: If approved by Council that Nominations Subcommittee is confirmed as a Committee, as it does not report to another group but direct to Council, this section will be moved into the appropriate place among the standing committees. It has been left here for the moment to avoid disruption to numbering and layout.

85-90. It will comprise:

- a.** Two members of the Veterinary Nurses Council, one with an educational background and one clinical
- b.** Three veterinary members of RCVS Council, covering small animal, equine, large animal and public health sectors (or sourced from outside Council if necessary)
- c.** A Veterinary Schools Council appointed member of RCVS Council
- d.** The Chair of the Mind Matters Taskforce
- e.** The Chair of the Fellowship Science Advisory Panel
- f.** The CEO (Chair)
- g.** The Director of Advancement of the Professions

91. The Terms of Reference of the Committee are to:

- a.** Review nominations for the College honours and awards and make recommendations to Council and VN Council (for the Golden Jubilee Award) for winners;
- b.** Periodically to make recommendations to Council for any changes to the range of awards to bring the list up to date, align with strategic priorities and discontinue any awards that are no longer receiving good quality nominations;
- c.** Make recommendations to Council for any significant changes to the awards process;
- d.** Direct the executive team to make changes that are more operational; and,
- a-e.** Consider whether it is appropriate to make nominations for external awards, including National Honours, and make relevant recommendations to Council.

Officer Team

86-92. The Officer Team comprises the President, Junior Vice-President, Senior Vice-President and Treasurer, who are elected by the Council according to the election rules.

87-93. The Officer Team will meet on a regular basis with senior staff in order to discuss relevant matters, with a focus on external meetings, media management, communications and stakeholder

relationships. The Chair of the Veterinary Nurses' Council will be invited to attend meetings of the Officer Team.

88-94. The Officer Team will also act as the **Remuneration Subcommittee**. The Remuneration Subcommittee meets annually to decide a policy on how the budget allocated to staff salaries, as agreed by Council as part of the budget-setting process, should be allocated, for example, what percentage should be allocated to salary increases and what to bonuses. It does not look at individual staff salaries, which is the role of the Senior Team, apart from the remuneration of the CEO, which is considered by the President in line with the aforementioned policy. The Subcommittee consists of the Officer Team, with the following staff members attending in a non-voting capacity: Directors of People and Operations, Registrar and CEO.

Senior Team

89-95. The purpose of the Senior Team is to enable Council to set the strategic direction and oversee governance of the RCVS, and to enable the College staff team to deliver.

90-96. The Senior Team comprises the RCVS Departmental Directors and is led by the CEO, who takes responsibility for delivery of the RCVS strategic plan, as agreed by Council, and the day-to-day running of the College.

91-97. The Senior Team meets regularly and a summary of points raised is communicated to departmental teams. The CEO chairs these meetings, and the Executive Director of RCVS Knowledge is invited to sit as observer.

92-98. The key responsibilities of the Senior Team are as follows:

- a. Support and advise the Officers (President, Vice-Presidents and Treasurer), Council and committee members in the development and delivery of the Strategic Plan;
- b. Ensure delivery of the Strategic Plan and keep Council regularly updated on progress against time, budget and intended impact;
- c. Enable understanding of the RCVS purpose and Strategic Plan throughout the organisation and to ensure continual, coherent and consistent communication;
- d. Create an environment in which our people can deliver, learn and thrive;
- e. Ensure the effective and efficient day-to-day direction and management of the organisation in line with key functions as a Royal College and regulator;
- f. Propose and manage the College budget ensuring the most effective use of resources;
- g. Recommend Key Performance Indicators (KPIs) and service standards, and review activities against these, making adjustments to procedures and resources as applicable in association with the relevant Committee Chairs;

- h. Utilise the collective wisdom and expertise of the Senior Team and wider organisation by collaborating to exploit synergies and advance our organisational priorities;
- i. Ensure appropriate mitigations against risk, keeping the organisational and departmental Risk Registers up to date and report regularly to the Audit and Risk Committee;
- j. Horizon-scan for opportunities and threats, building networks to understand, for example, research and best practice from other similar organisations both at home and overseas, and act on this information appropriately; and,
- k. Identify and consider issues and activities for communication to the wider organisation, professions and public.

[Approved by Council [20 November 2025](#) [4 June 2026](#)]

Summary

Meeting	Council
Date	4 June 2026
Title	Council Effectiveness Group (CEG)
Summary	This paper provides an update on the discussions and actions from the first two meetings of the CEG and indicates future plans for improvement and change in relation to Council effectiveness.
Decisions required	None
Attachments	Annex A – Action plan
Author	Lisa Hall People Director l.hall@rcvs.org.uk

Classifications

Document	Classification ¹	Rationales ²
Paper	Unclassified	n/a
Annex A	Unclassified	n/a

¹Classifications explained

Unclassified	Papers will be published on the internet and recipients may share them and discuss them freely with anyone. This may include papers marked 'Draft'.
Confidential	Temporarily available only to Council Members, non-Council members of the relevant committee, sub-committee, working party or Board and not for dissemination outside that group unless and until the relevant committee or Council has given approval for public discussion, consultation or publication.
Private	The paper includes personal data which should not be disclosed at any time or for any reason, unless the data subject has agreed otherwise. The Chair may, however, indicate after discussion that there are general issues which can be disclosed, for example in reports to committees and Council.

²Classification rationales

Confidential	<ol style="list-style-type: none"> 1. To allow the Committee or Council to come to a view itself, before presenting to and/or consulting with others 2. To maintain the confidence of another organisation 3. To protect commercially sensitive information 4. To maintain public confidence in and/or uphold the reputation of the veterinary professions and/or the RCVS
Private	<ol style="list-style-type: none"> 5. To protect information which may contain personal data, special category data, and/or criminal offence data, as listed under the General Data Protection Regulation

Council Effectiveness Group

Background

1. Since 2022 a working party has been reviewing the way Council works to ensure there is a positive culture, and every Council Member (CM) has the opportunity to contribute to Council business in a constructive way.
2. The working party put steps in place to make the experience for a new CM a positive one along with helping all CMs work in a way that aided respectable discussion and decision making to promote good governance such as:
 - a. Having job descriptions for Officer roles
 - b. Introducing a reflection session post Council meetings
 - c. Reflection conversations taking place between Present and CM's
 - d. Range of training being available e.g. Chair training
3. The next phase of this work started in 2026 following the repeat of the Governance App survey completed by CMs. This highlighted areas of development along with additional aspects of work to enhance induction and training and look for ways to assess the effectiveness of Council now and in preparation for any future change. It was agreed the group's name should change from Council Culture Working Group (CCWG) to be more focused on overall effectiveness that was broader and the group is now known as the Council Effectiveness Group (CEG).
4. CMs were invited to join the group, and the first meeting was held on 17 February, with a second meeting held on 28 April. An action plan was prepared following the first meeting, and can be found in **Annex A**.

Terms of Reference and action planning

5. The Terms of Reference (ToR) has been under much scrutiny, and a final draft will be presented to the CEG for approval at its next meeting on 24 June. The CEG wanted to be clear about the Group's remit considering what it wants to achieve now, whilst considering what support Council might need in the future. The membership has been heavily debated to be sure there is a good blend of members and the CEG wanted to ensure each year there was a new CM as part of the group to encourage fresh ideas. The ToR will be shared with Council in the September meeting.
6. The action planning table was split into four broad categories:
 - a. Training
 - b. Application and Induction
 - c. Council effectiveness
 - d. Other

Training

7. The training plans focus on training options. The aim is to have a training schedule so CM's can see what training is taking place in advance to help them plan their time if they wish to attend

training and have clarity on what is mandatory and what is voluntary training, there will also be videos available so CMs can complete training without meeting someone in person.

8. The skills matrix will be updated more frequently and training made available based on the matrix, providing training that will be optional if CMs want to develop their skills if, for example, they are considering an Officer post in the future.
9. Chair training will be an annual event to support those who wish to chair meetings in the future, and the Chairing Masterclass will be available for those already in chairing roles, who wish to enhance their skills. To help CMs understand if an Officer role is for them in the future the training schedule will say *'if you are considering being RCVS Treasurer in the future, you might want to look at developing in these areas....'*
10. Furthermore, when new members join Council, they are assigned one or two 'buddies'. As there has been some confusion about the buddy role, a 'Guide to being a great buddy' will be available, along with some guidance for those who are being 'buddied' to include things like who contacts who, how many meetings a buddy should have and what the role of the buddy is. New CMs will be assigned both a lay person as their buddy and a Vet, which should help the new CM have access to a wider range of knowledge and experience, to aid their induction.
11. Being 'change ready' requires further work, the intension is to start to prepare CMs with skills that help them manage change, so they are better prepared and equipped before changes come.

Application and induction

12. The application and induction plans focus on providing information for anyone who is considering being a CM in the future, this will involve better signposting on the RCVS website to exiting CMs and committees, along with having some videos of current CMs describing what it is like to be a CM. The induction pack will include a range of FAQ's so it is easier for new CMs to find information, and there are plans to plot out what a typical four-year term might look like, to help illustrate what is expected of a CM.

Council effectiveness

13. The Council effectiveness aspects focus on how CMs work together, make decisions, hold each other to account and provide constructive feedback. The CEG have expressed the value in external assessments for good governance of Boards/Committees/Councils etc and two options being explored are governance@work and The Chartered Governance Institute. The former is a digital platform that provides valuable insights into Councils effectiveness being able to track progress and empower groups to achieve full potential, the latter provides a consultative approach to ensure continuous improvement in decision making to help increase public confidence in a more consultative format (group discussion, interviews, observations). It's proposed that 2 years out of 3 an internal assessment would take place, and every third year an external assessment of effectiveness would take place, in line with good practice. The CEG will review these and any other options at the next meeting.
14. The CEG will discuss formalising appraisals at its next meeting, whilst the reflection conversation is already in place it is positioned as an informal conversation, good governance would be having

a more structured process in place to assess CMs performance, rather than having a 'light touch' approach which is the case now.

15. Feedback is an ongoing discussion and, whilst there is a feedback section in the CMs reflection conversation documentation, more work is needed to explain this and provide support on how to feedback effectively. There is no evidence of reflection conversations post-committee meetings, so this is also being considered. New CMs may need more informal time with other CMs and Chairs, so this is being reviewed, being mindful of any extra work and what the cost impact of that might be. The possibility of a strategy or team building day is being considered, with the view to inviting an external speaker.

Other

16. This section focuses on use of Board Effect and signposting CMs to sections of it for ease of access to information (as Board Effect is evolving to Diligent One [same provider, different name/look] some of this work is on hold until the new system is in place). A set of FAQs have been prepared and are being reviewed and will be available for all CMs. Work is continuing to explore how CMs are remunerated to ease the administration burden and to help manage costs.

RCVS vales

17. The action plan is task-focused looking at specific areas to support Council to be effective, it is important to also be considerate of the RCVS values with this work e.g. do CMs know what they are, are the values in certain documents, how are the values demonstrated during meetings? Consideration is being given by the group to when and how the values come into play, at the end of Council meetings and in the reflection session it may be a simple action to add '*to what extent did the RCVS values play a part in the meeting today*'. The group will consider more about the values and what role they play in Council effectiveness work.

Next steps

18. The CEG is in its early stages of work and there is a lot to do, so actions will be prioritised based on the group's needs and recommendations. The cost of some of this work needs to be understood and factored into budgets. The group will continue to update Council on progress.

Area	Action	Additional information	Progress
Training schedule, frequency and considerations	Look at having some pre-recorded sessions e.g. how to claim expenses, which can be viewed at leisure at a convenient time and should supplement any forms and other explanatory documents.		'How to of expenses' already available. Board Effects has governance training in the system already. Exploring if social media training can be recorded. More work needed to expand an 'on demand' training portal.
	Set out a training schedule for the year (and possibly four years).		Calendar of mandatory training will be published for next Induction (1-4 years). Calendar of optional training will be published based on skills matrix findings. Core skills matrix to be explored based on lay member criteria. A training completion register will be maintained. Documentation will be updated to show 'things you might like to do' to help Council Members (CMs) focus what skills they may like to develop if they wish to have a bigger role in the future.
	Arrange phase II training for Chairs (masterclass).	Annual event to capture any new CM's. Training to be delivered to CM's who did not attend the last session.	Date of training to be agreed – provider confirmed. More work needed to better support those who have limited chairing experience and how they could prepare beyond the training.
	Explore training for being 'change ready'.	More work required to understand this need.	Discussion only. No progress in this area.

	Look to produce a 'How to be a great buddy' guide to explain the role and purpose of the Buddy.		Work in progress to produce a 'how to be a great buddy' and 'how to get the best out of your buddy relationship' guide. Buddies will have both a vet and a Lay person.
Application and Induction packs	Application pack to be updated to show diagram of how Council and committees fit together (organogram).		Application and Induction pack will signpost to the website (Council and Committee pages). Note will be added to website to explain anyone wishing to become a CM and know more can join a meeting.
	Include short videos of what it's like to be a CM.		Work underway to agree a suitable time (Maybe at RCVS day). Induction pack to list FAQ's – work in progress.
	Plot some options of what the first four years on Council might look like e.g. how to move into key roles and when that might be appropriate.		Induction pack to include a list of FAQs that will include suggestions on how to gain experience/increase your skills in preparation of moving into key roles
Effectiveness of Council in two parts: Review of performance vs review of ways of working	Look at methods of how to work better together to build relationships, make decisions and be ready for change.		More work needed.
	Introduce a feedback protocol for Chairs and other key roles.		Work in progress. Reviewing end of year feedback process and looking at a process beyond the President conversations. Reflection conversation document has a section to encourage CMs to seek feedback, needs some guidance.
	More structured approach to reflection at both Council meeting and individual level, especially for new CMs. Ensure they are		Work in progress, being considered as part of the feedback protocol. Looking at where RCVS values should be part of this conversation.

	conducted in a timely manner to help with understanding any CMs intensions to stand for Officer roles.		
	Annual strategy day/team building day.		More work needed. Discussions under way for a future meeting.
	Explore the best way to get an external perspective on Council effectiveness.		More work needed. Options briefly presented to CEG: governance@work or The Chartered Governance Institute.
	Look at a plan of informal meetings for new CMs and how they might work.		More work needed. Induction documentation will be updated to encourage new CMs to chat informally. The FAQs and Buddy guides will also help to encourage informal activity.
Other	Have a link to a particular paper in Board Effect for ease of access.		See draft FAQs as the meeting paper system restricts what it is possible to do. Work in progress to bookmark and index in Induction information, adding in 'if you only have a short amount of time read this section' and 'approximate time to read'. FAQ document in Induction will signpost CMs to contact the committee secretary if they need more info. There is always a summary in the paper, will add this to FAQ's – but needs more work to provide more info.
	Encourage use of the 'knowledge' section of Board Effect to help with learning.	It's called 'library' not 'knowledge' section.	FAQ will be added to make it clearer that information is stored here. FAQ will also be added inviting CMs to alert the Council secretary if they wish for anything to be added.
	Explore principles of how to contribute to committees that CMs are not part of.		Will add an explanation in FAQ's list to advise CMs to speak to the Chair.

	Revisit the way in which CMs are remunerated e.g set sum for the year, paid in monthly amounts.		Work in progress.
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Summary	
Meeting	RCVS Council
Date	4 June 2026
Title	Veterinary Surgeon Act 1966 offences update – illegal practice, and misuse of title, etc.
Summary	This paper offers a summary / update regarding private prosecutions, and alternative resolutions.
Decision required	To note
Attachments	None
Authors	<p>Gemma Crossley Head of Professional Conduct /Assistant Registrar g.crossley@rcvs.org.uk / 020 7227 3504</p> <p>Michael Hepper Barrister/Chief Investigator m.hepper@rcvs.org.uk / 020 7202 0755</p>

Classifications		
Document	Classification¹	Rationales²
Paper	Unclassified	n/a

¹Classifications explained	
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Veterinary Surgeon Act 1966 offences update – illegal practice, and misuse of title, etc.

Introduction

1. Council will recall that in the RCVS' Strategic Plan for 2020 – 2024, an item to be reviewed was to discuss / consider what role the RCVS could undertake where acts of veterinary surgery are carried out by unregistered / unqualified persons, and whether the RCVS should consider, in any circumstances, carrying out private prosecutions for offences under section 19 and / or 20 of the Veterinary Surgeons Act 1966 (VSA).
2. At its meeting in March 2023, Council implemented the 12-month trial period of the draft Protocol for the investigation of illegal practice. Council will recall that the Protocol provides guidance on when the RCVS may consider investigating a report of illegal practice, and if necessary, when it may consider bringing a private prosecution for alleged breaches of the Veterinary Surgeons Act (the Act).
3. At its June 2024 meeting, upon conclusion of the 12-month trial period, Council confirmed that the private prosecution protocol should continue and reported on an annual basis for Council to get an understanding of the cases that have been considered, and the subsequent outcomes.
4. At its same meeting (June 2024) Council also decided that the Professional Conduct Liaison Committee continue to monitor the protocol for private prosecution, and that the Professional Conduct Department / Registrar should have the ability to take private prosecution cases forward based on the advice the College received from its external solicitors.
5. This report outlines the illegal practice activities during the period 1 April 2025 to 31 March 2026. (The annual reporting period is kept the same to ensure year-on-year data comparison for illegal practice reports).
6. There have been no private prosecutions commenced or undertaken during this 12-month period.

The table below shows numbers of illegal practice reports registered monthly during the period (1st April 2025 to 31st March 2026 – For comparison the figures for 1st April 2024 – 31st March 2025 are shown within brackets)).

April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
3 (1)	2 (7)	4 (3)	6 (6)	3 (0)	2 (0)	0 (5)	1	2 (0)	2 (3)	0 (5)	0 (6)

Data source – Profcon computer system concerns data

Alleged illegal practice reports received

7. During the period, 1 April 2025 to 31 March 2026, the total number of email reports / allegations received into the illegal practice inbox is 25. Of the 25 reports assessed:
 - 20 reports were closed. Of these:

- Nine reports were closed following initial assessment and investigation because the information provided was not direct evidence nor did it identify any offender. As these reports did not meet the 'realistic prospect of conviction' threshold, if appropriate, RCVS advice letters setting out section 19 of the ACT were sent to business owner (if identified) regarding the treatment of animals by unqualified persons.
- Two reports were identified as a potential breach of the Veterinary Medicine Regulations (VMRs) because they related to the alleged supply / possession veterinary medicines - If required, with the consent of the complainant, these reports were transferred to the Veterinary Medicines Directorate (VMD) Enforcement. One case resulted in a joint VMD / RCVS visit to a wildlife sanctuary, and it was confirmed that there was no direct evidence of any breaches of the VMRs or VSA. The other case reported involved the supply of medicines and resulted in a VMD warning letter being issued.
- Two reports received from the police for assistance were closed with the RCVS providing witness statements. An unregistered person was providing veterinary services to the public. The police are reporting one person to the Crown Prosecution Service (CPS) for consideration of a prosecution. The other case involved trading standards and the police carrying out a site visit on a pet shop business. The owner was informally warned by the police regarding the treatment of animals by unqualified persons. Trading Standards and police are monitoring the business for ongoing compliance.
- Seven reports were closed following assessment and investigation because there was no evidence of illegal practice or the person reporting the alleged illegal practice was unable to identify the alleged offender, and there was insufficient information despite our efforts to enable us to identify any offence or offender.

The table below shows the descriptions of illegal practice allegations received / registered during the period of the private prosecution protocol (1st April 2025 to 31st March 2026).

Description of alleged illegal practice	Number of Cases
Procedures advertised on fertility clinic / breeder websites and social media	9
Other services advertised on websites and social media e.g., dental and grooming businesses	3
Misuse of title	3
Unregistered veterinary surgeons / nurses	4
Prescribing/Possess medicines	3
RCVS assistance requested from other agencies	3

Data source – Profcon computer system concerns data

8. There are five ongoing cases, including those that are the subject of ongoing liaison with or referral to other agencies. Of the five ongoing cases:

- One case has been referred to the VMD and being considered for an unannounced site visit.

- Four cases are ongoing RCVS investigations.
 - The RCVS has requested further information (direct evidence) from persons who allege illegal practice, and/or also information from the alleged offender. Generally, if further information / evidence is required for the RCVS to properly assess the alleged illegal practice, a written request is sent to the complainant. If no reply is received within a calendar month, a reminder email request is sent giving a 14-day response date. If no response is received and the RCVS primary assessment / investigation does not identify any illegal practice, the case file is closed.
9. As mentioned above, there have been no private prosecutions commenced or undertaken during the current reporting period. Consequently, except for staff time / costs, no other costs were incurred during the 12-month period between 1 April 2025 and 31 March 2026.
10. During the trial year from 1 April 2023 to 31 March 2024, there were 65 reports of illegal practices, which decreased to 36 during the 2024-2025 reporting period and further dropped to 25 in the current reporting period for 2025-2026. This decline in reports of illegal practice coincided with the rise in reports of unregulated dog breeders and canine fertility clinics, following the introduction of the RCVS private prosecution protocol. We can only assume that the initial surge in illegal practice reports may have contributed to the later reduction in the current numbers.

Category of persons reporting alleged illegal practice

11. The total number of email reports / allegations received by category of person into the Illegal practice inbox is:

- Members of Public: 14
- Veterinary Profession: 6
- Other agencies or similar: 3
- Anonymous 2

Summary

12. The trial period showed that approximately 39 of all email reports received related to activities published or advertised on canine fertility clinic / breeder websites and social media. In contrast there were 18 email reports received during the 12-month period 1 April 2024 and 31 March 2025 and a reduction to nine email reports received during the current reporting period about the activities published on canine fertility clinic websites and social media.
13. During the current reporting period, the reports regarding unregulated canine fertility clinics are focused on one type of procedure:
- canine progesterone testing

14. Regarding this type of alleged illegal practice, the RCVS received no direct or conclusive evidence during the current reporting period (what the complainant personally saw and / or heard). The information provided in the majority of all reports received consisted of downloaded or screenshot images or information regarding canine fertility services advertised on social media and / or websites.
15. As Council is aware, the use of website images and/or social media information in criminal proceedings depends on authenticity and admissibility. Therefore, in order to use such evidence, the RCVS would be required to prove beyond reasonable doubt that the account holder created the post or made the image(s) or made the video recording and was / is involved in illegal practice. Consequently, website and social media images/advertisements require to be supported by other sources of evidence e.g. direct eyewitness evidence of the offence. Therefore, this type of website / social media information, in itself, is not sufficient to satisfy the realistic prospect for a conviction threshold but where appropriate, the information is shared with other agencies.
16. Many activities reported to the illegal practice email inbox are resolved through sending advice / warning and cease & desist letters to a named person(s) or business. This is because there is no direct evidence (evidence that was observed, directly, by the complainant presenting it) of illegal practice to satisfy the 'realistic prospect of conviction' threshold, and it is considered proportionate, therefore, to address the issues by this means.
17. For evidential purposes these types of letters are sent by Recorded Delivery and are a matter of record at the College. To date, there have been no reports received of repeat alleged offending, and follow-up investigation of the websites / social media confirmed compliance regarding canine artificial insemination – information had been amended, or had been removed, or the business had been dissolved. These types of reports and the continuing reduced number of reports received related to canine fertility clinics may be considered as a successful outcome.
18. When appropriate the RCVS shares information with other agencies to consider and if requested, is assisting in their investigations. The RCVS is assisting other agencies in four investigations.
19. In comparison to the trial period (1 April 2023 to 31 March 2024), the overall numbers of illegal practice reports during this period (1 April 2025 to 31 March 2026) have reduced from 65 reports to 25 reports.
20. As no cases suitable or appropriate for prosecution have come to light, other than staff time, there have been no additional costs involved managing the private prosecution protocol for the 2025/2026 reporting period.
21. Council is asked to note the information provided above and consider whether it wishes to make any changes to the protocol, or whether any further information is required.

Summary	
Meeting	Council
Date	4 June 2026
Title	Preliminary Investigation Committee Report to Council
Summary	This report describes the work of the Preliminary Investigation Committee since RCVS Council's last meeting, including by reference to key stage indicators, and provides information about the nature of concerns being considered by the RCVS.
Decisions required	None
Attachments	None
Authors	<p>Chris Murdoch Senior Case Manager c.murdoch@rcvs.org.uk</p> <p>Gemma Crossley Head of Professional Conduct g.crossley@rcvs.org.uk</p>

Classifications		
Document	Classification¹	Rationales²
Paper	Unclassified	n/a

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²Classification rationales

Confidential	<ol style="list-style-type: none"> 1. To allow the Committee or Council to come to a view itself, before presenting to and/or consulting with others 2. To maintain the confidence of another organisation 3. To protect commercially sensitive information 4. To maintain public confidence in and/or uphold the reputation of the veterinary professions and/or the RCVS
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Preliminary Investigation Committee

Report to Council June 2026

Introduction

1. This report provides information about the activities of the Preliminary Investigation Committee (PIC) since the last report and covers the period 28 February to 22 May 2026.
2. Since the last Report to Council there have been six Stage two Preliminary Investigation Committee (S2PIC) meetings (4 and 18 March, 1 and 22 April, and 6 and 20 May).

New cases considered by the S2PIC

3. The total number of new cases considered by the S2PIC at the six meetings referred to above is 22. Of the 22 new cases considered:
 - Seven were concluded at first consideration by the Committee;
 - 15 were referred for further investigation, that is, further enquiries, visits and/or preliminary expert reports;
 - No new cases were referred to the Disciplinary Committee (DC).
4. No cases have been referred to the RCVS Performance or Health Protocols in the reporting period.

Ongoing Investigations

5. The S2PIC is currently investigating 46 ongoing cases where the Committee has requested statements, visits or preliminary expert reports (for example).

Health Protocol

6. There are no veterinary surgeons either under assessment or currently on the RCVS Health Protocol.

Performance Protocol

7. There is one veterinary surgeon currently on the RCVS Performance Protocol.

Professional Conduct Department - Enquiries and concerns

8. Before registering a concern with the RCVS, potential complainants must make an Enquiry (either in writing or by telephone), so that Case Managers can consider with the enquirer whether they should raise a formal concern or whether the matter would be more appropriately dealt with through the Veterinary Client Mediation Service (VCMS).
9. In the period 28 February to 22 May 2026:
 - the number of matters registered as Enquiries was 818; and,
 - the number of formal Concerns registered in the same period was 186.

10. In order to demonstrate the trend in case numbers, the number of concerns registered per calendar year for the last six years is below:

- 12 months to end of December 2025 759
- 12 months to end of December 2024 667
- 12 months to end of December 2023 614
- 12 months to end of December 2022 544
- 12 months to end of December 2021 683
- 12 months to end of December 2020 509

11. The table below shows the categories of matters registered as Concerns between 28 February and 22 May 2026.

Concerns registered between 28 February and 22 May 2026

Description of Category	Number of Cases
- Advertising and publicity	1
- Certification	1
- Client confidentiality	0
- Clinical and client records	1
- Clinical governance	0
- Communication and consent	12
- Communication between professional colleagues	2
- Conviction	3
- CPD compliance	0
- Delegation to veterinary nurses	1
- Equine pre-purchase examinations	0
- Euthanasia of animals	7
- Euthanasia of animals – ‘Tuk’s law’	0
- Fair trading requirements	0
- Giving evidence for court	3
- Health case (<i>potential</i>)	0
- Illegal practice (<i>potential</i>)	0
- Microchipping	1
- Miscellaneous	1
- Named veterinary surgeons	0
- Practice information, fees & animal insurance	1
- Performance case (<i>potential</i>)	0
- Recognised veterinary practice	0
- Referrals and second opinions	1
- Registration investigation	0
- Restoration application	0

- Social media and networking forums	2
- Treatment of animals by unqualified persons	0
- Use of samples, images, post-mortems and disposal	0
- Veterinary care - general	85
- Veterinary care – surgical errors/complications	12
- Veterinary care – unnecessary treatment/diagnostic work	0
- Veterinary care – unfit discharge/post-op complications	7
- Veterinary care – missed or misdiagnosis	16
- Veterinary medicines	8
- Veterinary medicines – application of factors without physical examination	0
- Veterinary medicines – prescribing CDs/antimicrobials without physical examination	2
- Veterinary medicines – ‘under care’ query, other	0
- Veterinary teams and leaders	1
- Whistle-blowing	5
- 24-hour emergency first aid and pain relief	8
- Unassigned	5
Total	186

Data source – Profcon computer system concerns data.

Referral to Disciplinary Committee

12. In the period 28 February to 22 May 2026, the Committee has referred three cases involving three veterinary surgeons to the DC.

Referral to Charter Case Committee

13. In the period 28 February to 22 May 2026, two cases have been referred to the Charter Case Committee (CCC).

Veterinary Investigators

14. The Chief Investigator and Veterinary Investigators have undertaken two visits since the last report, both in relation to ongoing PIC cases.

Concerns procedure

15. The median number of weeks in which cases concluded at Stage one can be seen below.

Month in which case concluded	Median number of weeks taken
January 2024	16
February 2024	15
March 2024	17.6
April 2024	15
May 2024	12.9
June 2024	19.9
July 2024	11.9
August 2024	15.2

September 2024	13.9
October 2024	12
November 2024	14.4
December 2024	15.9
January 2025	17.4
February 2025	13.4
March 2025	14.3
April 2025	10.1
May 2025	14.7
June 2025	15
July 2025	18.9
August 2025	17.1
September 2025	18
October 2025	14
November 2025	16.2
December 2025	19.1
January 2026	19.1
February 2026	13.9
March 2026	17.7
April 2026	14.9

16. The KPI for cases at Stage one is six months. As well as reporting those that meet/don't meet that KPI, we provide median times taken, as this is a good indicator of the most likely duration of matters for those involved in the process.
17. The percentage of cases that met the six-month KPI is below.

Month case started	Cases that met KPI
January 2024	86%
February 2024	93%
March 2024	87%
April 2024	90%
May 2024	85%
June 2024	75%
July 2024	97%
August 2024	91%
September 2024	91%
October 2024	91%
November 2024	94%
December 2024	86%
January 2025	94%
February 2025	79%
March 2025	90%
April 2025	85%
May 2025	89%
June 2025	84%
July 2025	88%

August 2025	84%
September 2025	88%
October 2025	82%

18. The Stage 2 KPI is currently for the PIC to reach a decision on simple cases before it within seven months. A case is deemed to be complex where the PIC requests that witness statements and/or expert evidence be obtained. At its meeting in May 2024, Professional Conduct Liaison Committee (PCLC), having undertaken a full review of the Stage 2 KPI, concluded that it was not appropriate to have a KPI for complex cases, in view of the specific complexities of each case. Cases are reported in detail to that Committee, which is able to discuss and monitor performance accordingly.
19. In the period 28 February to 22 May 2026, the S2PIC reached a decision (to close, refer to the CCC, or refer to DC) within the relevant KPI in nine out of 13 simple cases.
20. Nine complex cases were decided. In accordance with the above, these cases (and the work of the department in general) are reported and discussed in detail at the Professional Conduct Liaison Committee meeting.

Illegal practice

21. Since the last Report to Council (which gave information to 27 February 2026), seven new reports of suspected illegal practice have been received. Of these, three have been closed after assessment and four are subject to ongoing enquiries. There is a total of six ongoing enquiries.

Summary	
Meeting	Council
Date	4 June 2026
Title	RVN Preliminary Investigation Committee Report to Council
Summary	This report sets out the work of the Registered Veterinary Nurse (RVN) Preliminary Investigation Committee (PIC)
Decisions required	None
Attachments	None
Authors	<p>Sandra Neary Secretary to the RVN Preliminary Investigation Committee s.neary@rcvs.org.uk / 020 7202 0730</p> <p>Gemma Crossley Head of Professional Conduct g.crossley@rcvs.org.uk / 020 7202 0740</p>

Classifications		
Document	Classification¹	Rationales²
Paper	Unclassified	n/a

¹Classifications explained

Unclassified	Papers will be published on the internet and recipients may share them and discuss them freely with anyone. This may include papers marked 'Draft'.
Confidential	Temporarily available only to Council Members, non-Council members of the relevant committee, sub-committee, working party or Board and not for dissemination outside that group unless and until the relevant committee or Council has given approval for public discussion, consultation or publication.
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Registered Veterinary Nurses Preliminary Investigation Committee

Report to Council

Introduction

1. Since the last Report to Council, there have been two meetings of the Stage 2 VN PIC. The next meeting is scheduled to take place on 4 June 2026.

RVN Concerns received / registered

2. In the period 28 February and 22 May 2026, there were 15 new Concerns registered relating to RVNs. Of these 15 new Concerns:
 - 1 case closed at Stage 1 VNPIC
 - 13 cases are currently under investigation by a Case Manager, Veterinary Nurse, Veterinary surgeon, and a lay member (Stage 1 VNPIC)
 - 1 case has been adjourned for consideration by the Stage 2 VNPIC.

RVN Preliminary Investigation Committee

3. Five new cases have been considered by the Stage 2 VNPIC between 28 February and 22 May 2026.

Ongoing Investigations

4. Seven concerns are currently under investigation by the Stage 2 VN PIC, and these will be returned to the Committee for a decision in due course.

Health Concerns

5. There are currently no RVNs being managed in the context of the RCVS Health Protocol.

Performance Concerns

6. There are currently no RVNs being managed in the context of the RCVS Performance Protocol.

Referral to Disciplinary Committee

7. Since the last report, one case has been referred to the RVN Disciplinary Committee.

Referral to Charter Case Committee

8. Since the last report, no cases have been referred to the Charter Case Committee.

Disciplinary Hearings

9. Since the last report, two disciplinary hearings have taken place in relation to two veterinary nurses. The first hearing took place between 4 and 9 March 2026. The first charge related to a bile acid stimulation test (BAST) blood sampling conducted on 13 December 2023 in respect of a dog at a practice in Knutsford, Cheshire. The respondent admitted several sub-charges relating to the blood sampling. The second charge, which the respondent admitted, was that, in respect of the first charge, she had been dishonest and misleading. The Committee found that the

respondent breached key aspects of the Code of Professional Conduct for Veterinary Nurses around honesty and integrity, client trust and accountability. It also found the following aggravating factors in regard to her admitted conduct – that there was a risk of harm to the dog, a breach of her employer’s trust, a breach of her colleagues’ trust as she was dishonest to them and also falsely implicated her colleague in her dishonesty, and the fact that her misconduct was repeated. In terms of mitigation the Committee considered there was no actual harm to the dog in question. The respondent was found guilty of disgraceful conduct and the Committee decided that the most appropriate sanction was to suspend her from the Register for a period of three months.

10. The second hearing took place on 11 and 12 May 2026 and related to the respondent’s conviction for burglary. The Committee concluded that the nature and seriousness of the respondent’s behaviour which led to the conviction, was fundamentally incompatible with being registered as a veterinary nurse. The Committee decided that the only appropriate and proportionate sanction in this case was removal from the Register.