

A stylized, colorful globe of the Earth is the central visual element. The globe is rendered with vibrant, multi-colored brushstrokes in shades of blue, green, yellow, orange, and red, giving it a textured, artistic appearance. It is set against a solid blue background. The globe is positioned behind a dark blue horizontal band that contains the title and subtitle text.

# Excellent patient care in a changing world

Strategic Plan 2021-23



Dr Adrian James, President



Paul Rees, Chief Executive

## About our organisation

We are a global professional membership body that works to secure great patient care by promoting excellent mental health services, supporting the prevention of mental illness, training outstanding psychiatrists and being the voice of psychiatry.

Our College is strong, progressive, opposes all forms of discrimination, and strives to help its members deliver high-quality person-centred care around the world.

During the pandemic, we have been fleet of foot and continued to deliver our key services by:

- Switching to being a virtual organisation – with 95% of staff working from home
- Migrating all key activities and services online
- Rolling out one of the biggest programmes of webinars in the medical royal college sector, and
- Digitising our exam so that trainees can take the CASC, and Papers A and B remotely – without the need to go to exam centres where they would be at risk of contracting COVID-19.

Having taken up the post on 1 July 2020, our President Dr Adrian James, has set out four strategic priorities:

- Equality and diversity
- Parity of esteem
- Workforce wellbeing, and
- Sustainability.

We also have seven core objectives:

- Supporting members through COVID-19 and beyond
- Delivering education, training and research in psychiatry
- Promoting recruitment and retention in psychiatry
- Improving standards and quality across psychiatry and wider mental health services, and supporting the prevention of mental ill health
- Being the voice of psychiatry
- Supporting psychiatrists to achieve their professional potential, by providing an excellent member experience, and
- Ensuring effective management of College resources and delivering excellent employee experience.

Through the core objectives we support the delivery of excellence in psychiatry and wider mental health services, and ensure an excellent member, and employee, experience, in the face of the challenges posed by COVID-19.

Our members are psychiatrists, who deliver outstanding services to patients and carers across the UK, and all over the world, and hundreds of mental health services are signed up to our quality networks.

We value patients and carers, and involve them in our work – on the basis of co-production.

As at the start of 2021, we have:

- 19,200 members – with almost 3,500 working outside the UK
- 1,600 mental health services, across the UK, signed up to our quality networks
- More than 200 employees
- More than 100 patient and carer representatives, employed as workers
- 3,600 entrants to components of our MRCPsych examination, the gateway qualification to specialist training each year.

While the Royal College of Psychiatrists was founded in 1971, the first of its predecessor bodies, the Association of Medical Officers of Asylums and Hospitals for the Insane, was founded in 1841. In 1865, the association became the Medico-Psychological Association. In 1926, the association received its royal charter, and became the Royal Medico-Psychological Association, before going on to become the Royal College of Psychiatrists. This means that, in 2021, we will be celebrating our 180th anniversary. We plan to hold a range of events to mark this important occasion.

**Dr Adrian James, President**  
**Paul Rees, Chief Executive**

## Our values

### Courage

- Champion the specialty of psychiatry and its benefits to patients
- Take every opportunity to promote and influence the mental health agenda
- Take pride in our organisation and demonstrate self-belief
- Promote parity of esteem
- Uphold the dignity of those affected by mental illness, intellectual disabilities and developmental disorders.

### Innovation

- Embrace innovation and improve ways to deliver services
- Challenge ourselves and be open to new ideas
- Seek out and lead on new, and where possible evidence-based, ways of working
- Have the confidence to take considered risks
- Embrace the methodology of Quality Improvement to improve mental health services and the work of the College.

### Respect

- Promote diversity and challenge inequalities
- Behave respectfully – and with courtesy – towards everyone
- Challenge bullying and inappropriate behaviour
- Value everyone's input and ideas equally
- Consider how own behaviour might affect others
- Respect the environment and promote sustainability.

### Collaboration

- Work together as One College – incorporating all members, employees, patients and carers
- Work professionally and constructively with partner organisations
- Consult all relevant audiences to achieve effective outcomes for the College
- Work together with patients and carers as equal partners
- Be transparent, wherever possible and appropriate.

### Learning

- Learn from all experiences
- Share our learning and empower others to do the same
- Value and encourage personal feedback
- Use feedback to make continuous improvements
- Create an enabling environment where everyone is listened to, regardless of seniority
- Positively embrace new ways of working.

### Excellence

- Deliver outstanding service to members, patients, carers and other stakeholders
- Promote excellent membership and employee experience
- Always seek to improve on own performance
- Promote professionalism by acting with integrity and behaving responsibly
- Demonstrate accountability in all that we do
- Uphold the College's 'Core Values for Psychiatrists'.



Our President Dr Adrian James on the day he took up office, in July 2020

## Our vision

A strong and progressive College that opposes all forms of discrimination and helps its members deliver high-quality person-centred care, for people of all ages, around the world.

## Our mission

The College works to secure the best outcomes for people with mental illness, intellectual disabilities and developmental disorders by promoting excellent mental health services, supporting the prevention of mental illness, training outstanding psychiatrists, promoting quality and research, setting standards and being the voice of psychiatry.

## Our strategic priorities

1. Equality and diversity
2. Parity of esteem
3. Workforce wellbeing, and
4. Sustainability.

## Our core objectives

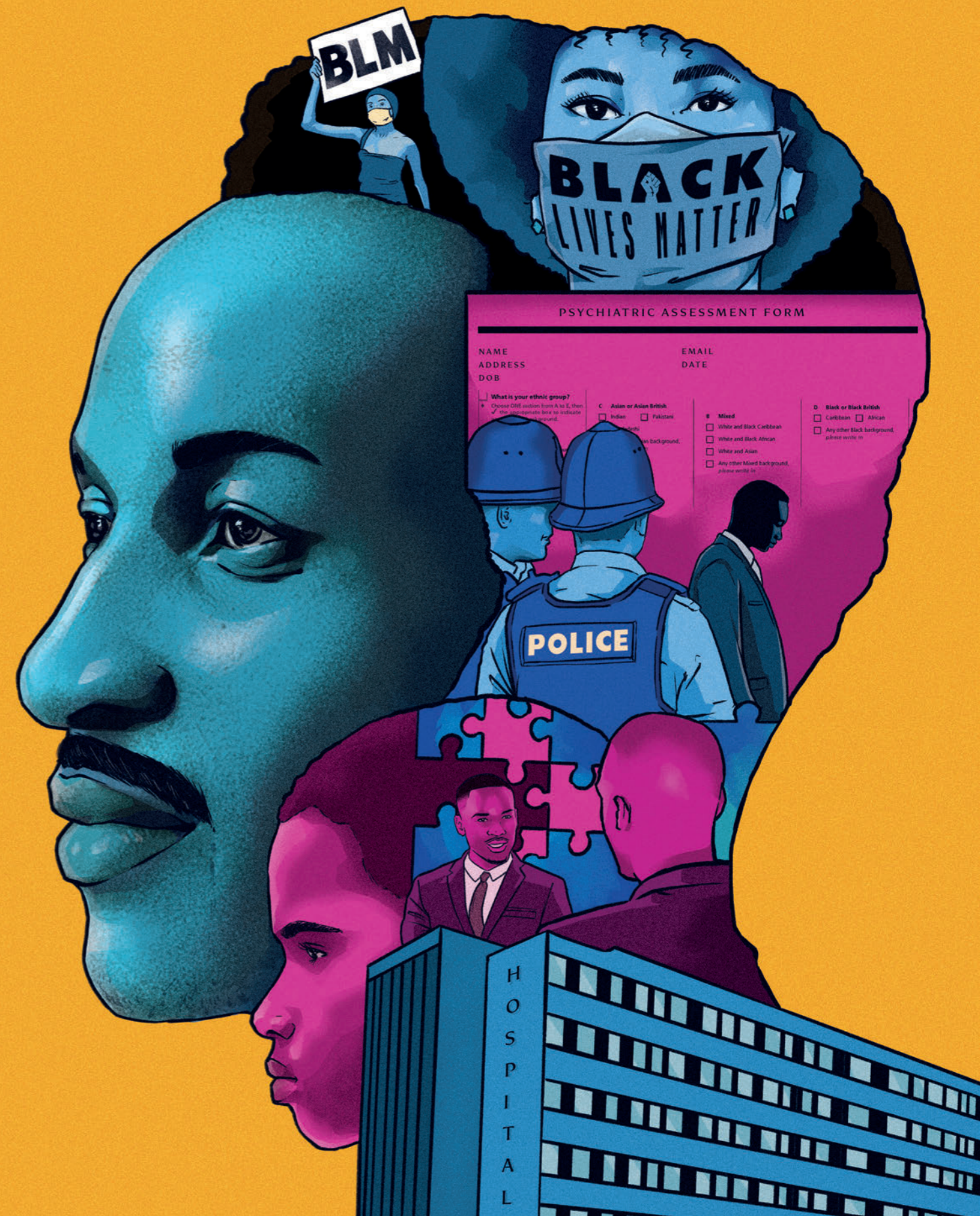
1. Supporting members through COVID-19 and beyond
2. Delivering education, training and research in psychiatry
3. Promoting recruitment and retention in psychiatry
4. Improving standards and quality across psychiatry and wider mental health services, and supporting the prevention of mental ill health
5. Being the voice of psychiatry
6. Supporting psychiatrists to achieve their professional potential, by providing an excellent member experience, and
7. Ensuring effective management of College resources and delivering excellent employee experience.

## Equality and Diversity

During 2021-23, we will promote equality and equitable outcomes, and remain opposed to all forms of discrimination. We will deliver equality for all our staff; and equality of opportunity for our members – ensuring that all doctors and students, of all backgrounds, are encouraged and supported to become members. We will also promote equality of access, experience and outcomes for mental health patients and carers.

We will do this by:

- Agreeing organisational competencies for the RCPsych to support delivery of more equitable outcomes for College staff and members.
- Ensuring annual consultations are carried out to understand the needs of members of all characteristics and backgrounds – including International Medical Graduates (IMG) and psychiatrists who have come to the UK from EU nations – and the needs of staff.
- Utilising Equality Impact Assessments at the College, to inform key decisions, where appropriate.
- Increasing resource in HR to allow the team to effectively carry out Equality Impact Assessments.
- Ensuring that a designated member of the Trustee Board is responsible and accountable for the delivery of the College Equality Action Plan.
- Seeking to change the College byelaws and regulations to make the President, Honorary Officers and Chief Executive responsible, and accountable to the Board of Trustees, for the College proactively promoting equality and diversity.
- Providing training around equality and unconscious bias, including how unconscious bias influences decision-making, to Board members, officers, members in senior leadership positions and College staff.
- Seeking to secure external funding to create a fellowship scheme for medical students and foundation doctors from disadvantaged backgrounds.
- Reviewing the College's office spaces, conference venues, frameworks which govern College publications and practice guidelines to ensure diversity is reflected in every way and accessibility is improved.



- Collating demographic data, including data on protected characteristics of members and College staff, and reviewing at SMT and Board level to identify areas of inequality and appropriate actions to remedy these.
- Publishing demographic data via the College website on protected characteristics and backgrounds of members – including IMG status and EU background – and of College staff.
- Publishing an updated RCPsych equal opportunities policy.
- Ensuring that equality issues are considered as part of the periodic review of HR policies, in consultation with College staff representing a broad range of people with protected characteristics.
- Sharing resources on good practice for promoting equality on the College website.
- Developing a mentoring programme for College staff including reverse mentoring.
- Supporting young people from disadvantaged backgrounds by introducing a school work-placement scheme and considering implementing a paid student internship programme. We will consider how this could contribute to increased diversity in the College workforce and promote interest in psychiatry as a career.
- Joining Stonewall's Workplace Equality Index programme, and working with other external organisations to promote understanding of mental health needs of LGBTQ+ people and promote initiatives to improve equality.
- Ensuring the Race and Equality Manager leads on joint working between all areas of the College including working closely with the Transcultural SIG, the Rainbow SIG and the Women and Mental Health SIG, Presidential Leads for Race Equality, and the responsible Trustee, to promote equality across the College membership.
- Reviewing the core and higher training curricula to ensure they adequately reflect the knowledge and skills required to deliver clinical care that is equitable for all, including understanding the impact of structural inequalities and power differentials within mental health.
- Pilot and evaluate training, support and engagement activities to inform further initiatives to tackle differential attainment.

- Promoting equality for all psychiatrists in their places of work by assessing data on the experience and outcomes of different groups of doctors – for instance SAS doctors – in career progression, appointments, leadership roles and referrals to regulators, and by engaging with members to understand their experiences, and developing guidance to support employers to stamp out discrimination.
- Campaigning to persuade other healthcare provider organisations to ensure that training around equality, equity, the impact of unconscious bias on decision making, structural inequalities, and power differentials in mental health are mandated for all mental health staff.
- Actively contributing to and supporting the work of the NHS Race and Health Observatory, and supporting the work of other organisations that campaign for equality in healthcare in the devolved nations.
- Setting up a Quality Improvement Collaborative to promote the implementation of the Advancing Mental Health Equality (AMHE) resource methodology, across mental health services in England and consider equivalent actions for all the devolved nations.
- Championing and supporting the implementation of NHS England and Improvement's Patient and Carer Race Equality Framework (PCREF) and equivalent initiatives across the devolved nations.
- Reviewing CCQI's Core Standards for mental health services to ensure they promote equitable access, experience and outcomes for patients and carers, and are delivered across the UK.
- Supporting the regulatory bodies for mental health services, such as CQC for England and equivalent bodies for devolved nations, to ensure routine inspections include measures of equality and equitable outcomes.
- Lobbying the DHSC to ensure recommendations related to reducing racial disparity in the Mental Health Act review are fully reflected in the Mental Health Act White Paper, and the subsequent legislation and implementation plans. Engage with and support equivalent actions for Mental Health Act legislation in devolved nations.
- Supporting and encouraging all health bodies and providers to make better use of mental health service datasets including the number of detentions, the frequency of detentions, the length of stay, age, sex, ethnicity, and other protected characteristics to underpin equitable outcomes in service delivery.



Advocating for psychiatry, mental health patients and parity of esteem

## Parity of esteem

During 2021-23, we will campaign to improve the lives of people of all ages with mental illness by calling for fair funding for the continued expansion in access to mental health services, supported by a strong and resilient mental health workforce, underpinned by high-quality research. We will also promote the principle of co-production in our work with patients and carers, right across the College.

We will do this by:

- Embedding and promoting the principle of co-production with patients and carers, right across the College, to deliver better policies and campaigns and more effective work on quality and standards in mental health services.
- Developing a roadmap to parity in the UK. This will support College campaigns to ensure that mental health patients have equal access to high-quality health services, to those with physical illnesses.

- Campaigning to ensure that people with serious mental illness have access to timely physical health care and preventative programmes to narrow the health gap – which currently leads to people with serious mental illness dying 15 to 20 years earlier than other people on average.
- Campaigning to ensure that people with mental health co-morbidities, across all health care settings, have access to high-quality mental health support. Particular attention must be focused on access to high-quality treatment for those with addictions across the lifespan.
- Campaigning to ensure that people with physical illness have access to timely mental health care that is proportionate to the complexity of their needs.
- Promoting parity of funding in research, spread of academic psychiatry and development of new treatments.
- Monitoring funding, targets, workforce and system planning across all four UK nations, using tools such as Mental Health Watch.
- Campaigning for better data on the resourcing, staffing and performance of mental health services and physical health services for people with serious mental illness across all four UK nations.
- Supporting and influencing the workforce development plans and the funding decisions necessary to the delivery of government mental health improvement strategies in the four nations of the UK.



Supporting the psychiatric workforce to feel supported and valued

## Workforce wellbeing

During 2021-23, we will work to influence healthcare provider organisations to ensure the delivery of supportive working environments in which all psychiatrists feel safe, valued and able to thrive at work, with their health and wellbeing supported, and able to lead and support the multidisciplinary team.

We will do this by:

- Developing recommendations for the wider healthcare workforce post-COVID-19.
- Designing and implementing a plan to improve retention from core to higher specialty training.
- Promoting increased interventions to support the career progression of International Medical Graduates and UK Black, Asian and Minority Ethnic trainees, and for specific measures to ensure psychiatrists from Black, Asian and Minority Ethnic backgrounds receive fair treatment and appropriate support.

- Creating a wellbeing section in the consultant, Specialty and Associate Specialist (SAS) job descriptions, with a focus on local support for post-serious incidents, workload management and access to occupational health and local wellbeing resources.
- Promoting the need to create flexibility in job plans.
- Disseminating good practice on workforce wellbeing via the College website.
- Developing further credentials and run-through pilots, such as those in Liaison Psychiatry and Perinatal Psychiatry; and promoting less-than-full-time (LTFT) training category 3 and Out of Programme Pause opportunities.
- Providing support to psychiatrists struggling with the pressures of COVID-19, within their own healthcare provider organisations.
- Continuing to develop current and new educational wellbeing programmes.
- Supporting the adoption of a Quality Improvement (QI) approach to the embedding of health and wellbeing initiatives across different organisational and professional boundaries.
- Advocating for specific measures to be rolled out in support of Specialty and Associate Specialist doctors (SAS) across the NHS and private sector.
- Promoting the concept of wellbeing to and on behalf of medical students, regardless of their preferred specialty – and encourage people to seek help at an early stage.
- Encouraging doctors to be open about feeling mentally unwell and promoting the use of the slogan ‘it’s okay not to be okay’ during Mental Health Awareness Week and on World Mental Health Day.
- Supporting the development of wellbeing-specific training and capabilities in leadership programmes, capturing and sharing examples of good practice in NHS organisations to retain staff and improve wellbeing and morale.
- Working with other medical royal colleges and other organisations to persuade decision-makers and employers to take practical measures to improve the wellbeing of mental health staff and increase retention.





We are reducing the carbon footprint at our central London main office and across the organisation

## Sustainability

During 2021-23, the College will support the delivery of the UN Sustainable Development Goals and, will be an exemplar medical royal college in terms of environmental policy and sustainability, and support members and mental health services to better understand the impact of sustainability and the climate crisis on mental health.

We will do this by:

- Producing a plan to improve the environmental impact of all College activities, setting targets to be met by specific dates, and producing an annual report on our performance.
- Reporting annually on the impact of the College's decision to switch its investments over to a portfolio that is governed by the principles of the UN Sustainable Development Goals.
- Carrying over the learning from the pandemic, to ensure the College continues to hold a high proportion of its meetings virtually, with committees being encouraged to hold just one face-to-face meeting a year, as well as reducing the use of paper and travel.

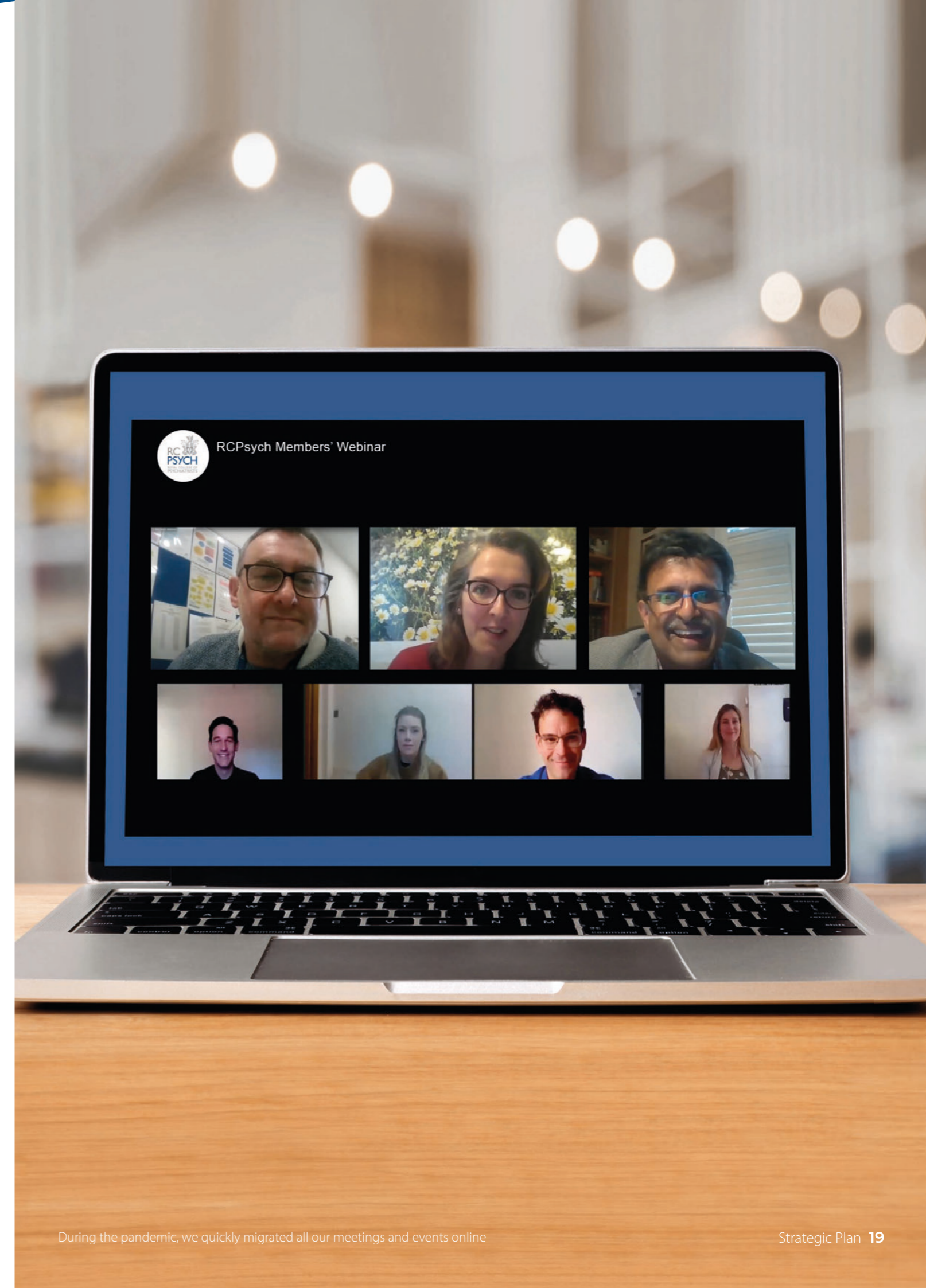
- Promoting sustainable forms of prescribing, to reduce the overall carbon footprint of medications.
- Working with the NHS and government to advocate for actions which support those outlined by the Green NHS Plan and be active in promoting approaches which consider implications of the climate crisis.
- Joining an alliance of mental health organisations to better represent the mental health impacts of the climate crisis.
- Exploring how to embed the issues of sustainable mental health care and the impact of the climate crisis on mental health in CPD and conferences.
- Providing a working set of standards by which mental health services can develop sustainable development plans which reflect the need for estates and clinical staff to work collaboratively when developing and delivering mental health services.
- Promoting guidance for healthcare providers to support them to develop and evolve services so that they fit in with the NHS pledge to be net zero by 2040.
- Supporting the liaison between mental health services and the nature sector to better support the integration of green care and the promotion of social prescribing.
- Promoting the appropriate use of telepsychiatry and electronic prescribing when it is in the interest of patients.

## Supporting members through COVID-19 and beyond

During 2021-23, for as long as the pandemic lasts and in case of similar events in the future, we will support our members to cope with the challenges posed to the delivery of effective mental health services and continue to deliver excellent member experience.

We will do this by:

- Running a fully digital Paper A and Paper B, which will allow candidates to sit those papers from anywhere in the world and avoid the risk of contracting COVID-19 and similar viruses, while reviewing the delivery of the Clinical Assessment of Skills and Competencies (CASC) in the light of experience, feedback and the latest COVID-19 restrictions.
- Delivering a wide-ranging programme of free and paid-for online events and training, that can be accessed by members anywhere in the world, covering topics of general, specialist and clinical interest.
- Embracing digital technology in the delivery of our annual International Congress to improve access around the world while continuing to facilitate an in-person offer when safe and appropriate to do so.
- Promoting our clinical guidance on how to cope with a pandemic across the UK and globally.
- Supporting members of the CCQI quality networks by migrating service visits online and delivering network-specific webinars.
- Ensuring the College remains financially and environmentally sustainable through careful management of the corporate budget, ensuring we make appropriate efficiency savings, hold committee meetings online, ensure staff are supported to work flexibly and generate additional income through new workstreams.





Our Chief Examiner Dr Ian Hall helping to oversee our first ever digital exam, run in response to the pandemic

## Delivering education, training and promoting research in psychiatry

During 2021-23, we will continue to deliver an excellent exam, regardless of the challenges posed by COVID-19 and similar events in the future. We will also continue to review the curricula to ensure they are modern and promote equality.

We will do this by:

- Ensuring we deliver an excellent, high-standard, digital MRCPsych examination, despite the challenges of the pandemic, and afterwards, give due consideration to whether the exam should continue to be fully digital, revert to being face-to-face, or be delivered both online and in-person.
- Promoting and supporting psychiatric research across the UK and internationally through our collaboration with our publishing partner, Cambridge University Press, to continuously improve our academic journals, including the British Journal of Psychiatry, and academic books.

- Reviewing the curricula to ensure they are modern and promote equality.
- Moving our eLearning modules for psychiatrists to a new, modern platform, with a better user experience.
- Giving due consideration, once the pandemic is over, to whether our excellent annual international congress, should be fully digital, revert to being face-to-face, or follow a hybrid model.
- Ensuring that, once the pandemic is over, our programme of high-quality events and training courses to support psychiatrists globally is delivered via a hybrid model, that includes digital and face-to-face events.
- Supporting overseas psychiatrists to enhance their training through access to the Medical Training Initiative and other schemes.
- Promoting and supporting research through clinical fellowships and research projects.
- Making more effective use of the data produced by our CCQI quality networks to support our objectives.



## Promoting recruitment and retention in psychiatry

During 2021-23, we will further help to increase recruitment into psychiatry. We will also persuade governments, arms-length bodies and employers, around the UK, to make significant progress towards achieving our ambition for the creation of thousands of new psychiatric posts.

We will do this by:

- Continuing to increase the number of foundation and other doctors applying for a career in psychiatry through our award-winning Choose Psychiatry campaign.
- Promoting recruitment into psychiatry to medical students, foundation doctors and sixth-form students through careers fairs, events, webinars, information materials and fostering links with schools and career advisors.
- Offering mentoring and financial support to talented medical students through schemes like Psych Stars and Foundation Fellowships.
- Supporting and engaging with trainees through the Psychiatric Trainees Committee and ensuring trainee representation on relevant College committees and workstreams.
- Working to persuade the four governments of the UK, to grow the psychiatric – and multidisciplinary team – workforce in order to meet patient need.
- Ensuring adequate recognition by employers to allow time to engage in the important work of the College on behalf of the wider NHS, and patients and carers.
- Championing Academic Training and Trainees in psychiatry, ensuring a clear academic career pathway from medical school through training and consultant level, including for Specialty and Associate Specialist doctors.
- Expanding the mental health workforce by engaging with and supporting Physician Associates, Advanced Clinical Practitioners and their supervisors and promoting multidisciplinary teams.

## Improving standards and quality across psychiatry and wider mental health services, and supporting the prevention of mental ill health

During 2021-23, we will work with health care provider and arms-length government bodies in the UK and professional membership bodies internationally, to help improve standards and quality in mental health services.

We will do this by:

- Continuing to provide accreditation and peer-review networks for hundreds of mental health services for all age ranges across the UK, that help them improve standards and quality of patient care.
- Ensuring that, once the pandemic is over, we support our quality networks via a hybrid mix of digital support and face-to-face interaction.
- Increasing participation in our accreditation and peer-review networks, including working with more services in Scotland, Wales and Northern Ireland and outside the UK to improve standards and quality of patient care.
- Continuing to run national clinical audits of specific areas of mental health care, such as dementia and psychosis.
- Making the argument for greater parity in the number of clinical audits for mental health care with physical health care.
- Promoting the wider use of Quality Improvement (QI) methods in mental health services to help improve outcomes for patients, carers, communities and staff.
- Running QI collaboratives to support trusts across the UK in their work to improve safety, such as improving sexual safety and workforce wellbeing.
- Continuing to work with national NHS bodies to develop evidence-based competency frameworks across mental health services.



College award winners, the Adolescent Community Treatment Service, Central and North West London NHS Foundation Trust

- Undertaking research and evaluation that contributes to a better understanding of factors influencing the quality of mental health care.
- Promoting the sharing of policy and best practice, to psychiatrists and other mental health professionals, across the four nations of the UK, and globally.
- Helping improve health care services globally through providing support in developing clinical guidelines.
- Supporting mental health trusts to improve the quality of their patient care through the delivery of a consultancy service that focusses on Quality Improvement (QI) and quality assurance.
- Coordinating a piece of work on helping psychiatrists to influence the commissioning and provision of mental health services in their area, which focusses on integrated care systems, and involves a clear idea of what good looks like in terms of process and outcome.
- Working with the Inequalities in Health Alliance to influence government to develop a cross-government strategy to reduce health inequalities and to adopt a 'child health in all policies' approach.
- Preventing the excessive deaths of users of specialist mental health services from physical health causes through promoting the more widespread use of evidence-based interventions, such as health checks, extended lifestyle support, medicine reviews, and community falls prevention.

## Being the voice of psychiatry

During 2021-23, we will be the brave voice of psychiatry to ensure that we win the argument with decision makers that psychiatry, and better funded mental health services, are essential to the delivery of high-quality patient care.

We will do this by:

- Continuing to deliver record high levels of positive media coverage, on an annual basis, for the College's courageous messages, that highlight the benefits of psychiatry and set out the need for greater investment in mental health services.
- Continuing to analyse and produce high-quality data to inform our messaging around the benefits of psychiatry and the need to ensure sufficient resourcing for mental health services.
- Working with the Mental Health Policy Group and Academy of Medical Royal Colleges to raise awareness of all mental health problems and illnesses, from mild to moderate conditions to serious mental illness.
- Engaging via social media, with an ever-growing number of followers and high-quality content including video, images and infographics.
- Campaigning to persuade the UK Government to increase the share of NHS funding for mental health services from 11.1% in 2018/19 to 13.1% in 2028/9.
- Having a strong voice on global mental health issues and giving guidance to patients and carers worldwide on various conditions via our accessible, high-quality, evidence-based mental health information materials which are promoted on our website.
- Continuing to improve the processes that support the production of high-quality College reports, position statements, and our public information materials, ensuring they are relevant, and fit for their intended purpose.
- Working with psychiatric bodies worldwide to promote the benefits of psychiatry and psychiatric research globally.
- Continue to transform the look and feel of RCPsych resources online and offline, so that the College's communications are delivered in a way that is visually stunning and consistently on brand.



## Supporting psychiatrists to achieve their professional potential, by providing an excellent member experience

During 2021-23, we will support our members to achieve their professional potential by delivering an excellent membership experience, and ensure they feel supported and valued by the College.

We will do this by:

- Ensuring that, after the pandemic, we provide an excellent membership offer that utilises the best of the innovations adopted by the College as a result of COVID-19, while retaining the best of the pre-pandemic ways of delivering services – making sure we remain accessible to all members around the world.
- Ensuring our members and other stakeholders continue to have an excellent user experience when using College IT platforms, by continuing to adhere to the latest best practice in the field, including hosting all our business applications in the cloud and making sure our cyber security protocols continue to be strong.
- Reviewing the grades of College membership available to clinicians and other members of the multidisciplinary team, and their ability to fully engage and participate with the organisation.
- Delivering our new international strategy, which will enable us to make a bigger impact on the delivery of psychiatry and wider mental health services across the world – by promoting increased services to psychiatrists and other mental health staff and expanding our volunteering programme.
- Continuing to embed the College's values across the membership to create a culture that is enabling, empowering and positive.
- Listening to our members – for instance through carrying out annual membership surveys – and striving to give them what they want and need.
- Ensuring RCPsych Insight continues to help deliver a great membership experience – with accessible articles, excellent features and a vibrant design.



- Ensuring our website, member emails, and social media channels provide relevant, timely information and engaging content for members, and overall contribute to an excellent member experience.
- Promoting fellowship of the College, as a key indicator of excellence and contribution to the specialty.
- Ensuring an excellent membership experience is delivered to all of those attending the RCPsych Awards, Fellowship and New Members' Ceremonies.
- Promoting excellent membership engagement, at a local level, through the College's eight English Divisions, six International Divisions and three Devolved Councils.
- Enabling excellent membership engagement through providing support to our 13 Faculties and 15 Special Interest Groups.
- Providing a first-rate physical and online library and archive service for our members.
- Ensuring that, in 2021, we enhance member experience by celebrating our 180th anniversary, as membership body – including our predecessor organisations – with a wide range of member-facing outputs.



Delivering an excellent staff experience is a key priority for the College

## Ensuring the effective use of College resources and delivering an excellent staff experience

During 2021-23, we will ensure the College continues to be governed in accordance with best practice and manages its resources effectively, as well as delivering an excellent staff experience.

We will do this by:

- Ensuring the Board of Trustees reviews its performance on an annual basis to ensure the College is governed effectively, in accordance with the Charity Commission's Governance Code for Larger Charities.
- Ensuring that the College's committees are managed in the most effective way possible, always ensuring that while they provide a valuable platform for membership engagement, they also provide value for money.

- Developing diverse income streams, through better use of our recently enhanced digital platforms, as well as our brand and intellectual property.
- Ensuring the Finance team provides excellent financial control and business support to teams across the College.
- Ensuring that management information is clear and transparent, so that Trustees and employees can make informed decisions based upon them, and enable good stewardship of the organisation.
- Ensuring that, having supported College employees to work from home effectively for the duration of the pandemic, that once it is over, we provide a flexible employment offer, enabling College employees to work part of the week at the office and part of the week at home.
- Continuing to run a dynamic and inclusive employee engagement strategy with an attractive benefits package to ensure our excellent employees feels supported and valued.
- Ensuring that the employee pay package is competitive, so as to enhance recruitment and retention.
- Delivering a comprehensive learning and development programme that helps employees at all levels enhance their skills and knowledge, in line with current best practice.
- Ensuring our Mental Health at Work plan continues to align with best practice, to support the mental health of our employees.
- Ensuring the College meets best practice on health and safety, for the benefit of our employees and members.
- Ensuring that we adhere to best practice and the law on data protection, set out in the GDPR, to protect the personal data of our members, employees, patients, carers and other relevant stakeholders.
- Providing support, training and induction for our patient and carer representative workers, to enhance their involvement in College work.





## Our values

- C**OURAGE
- I**NNOVATION
- R**ESPECT
- C**OLLABORATION
- L**EARNING
- E**XCELLENCE

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