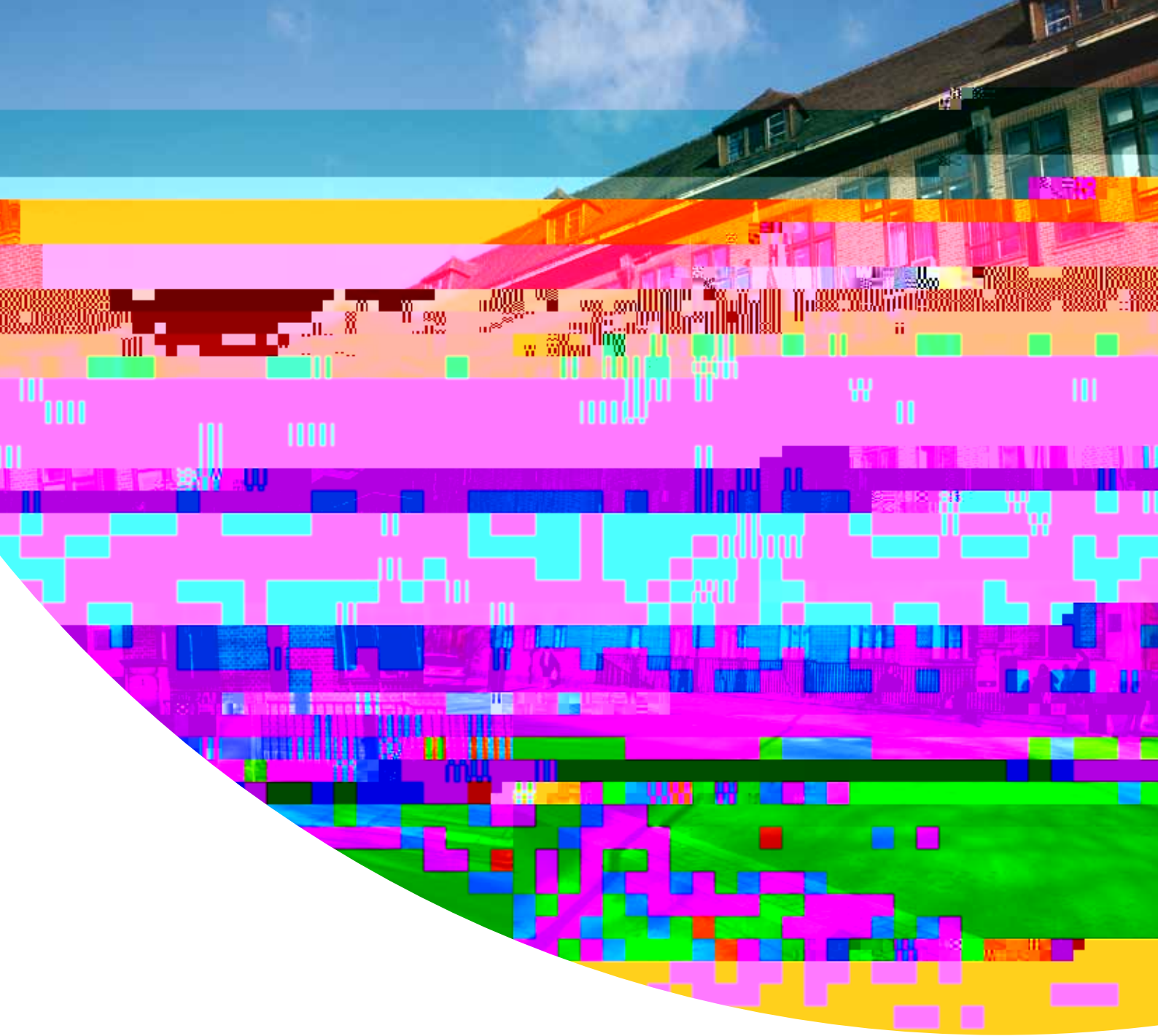


RVC

**Royal
Veterinary
College**

city of London





Introduction from Professor Quintin McKellar

T e e , f, e RVC

2 Darwin would undoubtedly have approved.



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Degree Awarding Powers

A. J. G. J. e. c. e. s. s. a. d. a. d.

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In August 2009 the Privy Council, the section of Her Majesty's Government which advises on the exercise of prerogative powers including approving an institution as competent to grant degrees, informed the College that it had been successful in its application for Degree Awarding Powers (DAP).

From 1949, since becoming a constituent College, the RVC has conferred degrees of the University of London. So why did we feel the need to apply to award degrees in our own name?

The Council of the University of London asked all the constituent colleges, including the RVC, to secure our own Degree Awarding Powers. If each college demonstrated fitness to award degrees, then collectively the standard of the London degree could be assured. The College also judged that it would be a valuable process to inform ourselves that our systems and procedures are robust as we reach a position of maturity as an institution.

The QAA were asked by the Privy Council to report on our suitability to award degrees and appointed an audit team who undertook a series of observations, scrutiny of documents and meetings with staff and students at the College between January 2008 and February 2009. They then compiled a report for the Privy Council, recommending that we be awarded DAP. Running concurrently with the DAP scrutiny the QAA also conducted an Institutional Audit, which we came through successfully.

Following the success of our application the RVC is now the only vet school in the UK with Degree Awarding Powers. Although we do not intend to use these powers in the immediate future it shows how we have matured as an institution and can be judged against much larger institutions. It also shows that the QAA has confidence in the RVC as an institution.

b. M. E. P. e. a. s. , Q. a. s. A. s. a. c. e. M. a. g. e.



RVC Education in a Changing World

Adapt, grow, deliver.

The RVC is not only a provider of typical undergraduate and postgraduate education. It provides several well-recognised learning programmes from CPD to Distance Learning, all of which are being developed and delivered with the latest and most flexible technology. This enables the RVC to adapt quickly to changes in the way its learners are studying, the economy or even to government policy.

To follow are three programmes currently running internationally and in the UK which demonstrate the broad range of the RVC's educational impact.

Distance Learning

The RVC's Distance Learning programme has been operating since 1998, when the first MSc in Livestock Health and Production was launched. The second MSc course in Veterinary Epidemiology and Public Health started in 2004 and the entire programme now has over 250 students, either studying for the MSc, the Postgraduate Diploma, the Postgraduate Certificate or taking a short course.

Distance Learning is evolving to become a learning mode of choice, giving people from all over the world the opportunity to access training that they would not be able to access under normal circumstances. The world is an increasingly inter-connected place and the huge leaps in technological advancements over the years have allowed people to communicate, work and study with colleagues

ORBIS Interns

From Left to right:

Farzad Ahmad Khayrzed, Jayanie
Meinerikandathevan, Nick Sawers

Nick Sawers, an ORBIS intern placed at LBIC, describes the challenge faced by new graduates in the current economic climate, and the opportunities provided by the ORBIS Programme.

Life as an ORBIS intern – Nick Sawers

Graduating from university was a daunting prospect. No longer was I reassured that my imminent future was planned out, big decisions needed to be made. I was glad to finish university, but was feeling both excited and nervous about the “big wide world”. My last year as a Genetics student at Nottingham University was spent mainly in a laboratory working on my 10,000-word dissertation. After completion I knew the lab was not for me. For my career, I wanted to keep my interest in science, but have the challenge and diversity of business. Proud of my achievement to narrow down my career path, I soon realised how broad business is and that getting experience was going to be the key in finding my niche.

Almost immediately I found the Catch 22 in the job world; you need experience to get a job, but you can't get experience without a job – particularly during a credit crunch and global recession! The ORBIS internship provides the solution for this; an opportunity for talented graduates who want to develop their skills and gain valuable experience. It gave me the perfect opportunity to try out different aspects of business like market analysis, operations, business development and energy management. I have been given varied independent projects to work on whilst knowing I have the support of my supervisor and mentor. Learning how to interact in business, acting in negotiations and meetings, has all been great experience for me. Mix this with 12 days of high quality business training and I will have gained essential skills for success and have a platform to aim high.

We recently had our first business training day on networking skills which were then put to the test at a London Biotechnology Network event. Talking to business professionals in the bio-science sector at the event and during my day-to-day job has given me an insight into the business environment and what employers want. This was also a chance to get to know the other ORBIS interns at various other companies like GSK, Novartis Animal Health and Hills Pet Nutrition. With so many backgrounds and career ambitions, it was great to find out about the other interns and hopefully make some friends and potentially useful contacts for life.

The ORBIS internship is giving me a great opportunity to develop skills and make myself marketable. I hope to land a graduate training programme starting next year, in which my ORBIS internship will be the unique selling point on my application.

by Nick Sawers, ORBIS Intern

For more information on the ORBIS Programme email n.sawers@orbis.ac.uk, go to www.orbis.ac.uk or pop over to LBIC and have a chat to Nick or ORBIS Project Manager, Rochelle Symons.

The Research Assessment Exercise

A e s s e s s m e n t

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The Royal Veterinary College's Research Assessment Exercise (RAE) outcome was a fantastic result. Overall the RVC is now ranked as England's best school in the Agriculture, Veterinary and Food Science unit of assessment, for institutions whose research is exclusively veterinary related. Additionally the RVC is now ranked 3rd out of a total of 30 other institutions in this unit of assessment based on the number of academics returned (102.7fte) and the quality profile we achieved. Given we returned 75% of our academic staff it is extremely pleasing to see that 55% of our research was viewed as internationally excellent (3*) or world class (4*). This positive result is indicative of the quantity and quality of

International Research at the RVC

Major centres, including

The Wellcome Trust has awarded Professor Joe Brownlie £149,909 for a period of 60 months as collaborator of the Southern Africa Centre for Infectious Disease Surveillance (SACIDS) of £6.09m. The new director of this centre will be Professor Mark Rweyemamu who is currently a visiting Professor at the Royal Veterinary College.

The Grant has been awarded as part of a wider programme which aims to build a critical mass of sustainable local research and capacity across Africa, by strengthening African universities and research institutions.

The RVC is part of a consortium which comprises Sokoine University of Agriculture (Tanzania), National Institute for Communicable Diseases (South Africa), University of Zambia (Zambia), Universidade Eduardo Mondlane (Mozambique), Universite de Kinshasa (Democratic Republic of Congo), Muhimbili University of Health and Allied Sciences (Tanzania), National Institute for Medical Research (Tanzania), Onderstepoort Veterinary Institute (South Africa), University of Pretoria (South Africa), Stellenbosch University (South Africa), International Livestock Research Institute (Kenya) and London School of Hygiene and Tropical Medicine. The consortium is known as the Southern Africa Centre for Infectious Disease Surveillance (SACIDS). It will be implementing a programme known as "One Medicine Africa-UK Research Capacity Development Partnership for Infectious Diseases in Southern Africa".

This new initiative has created consortia focused on building a critical mass of sustainable local research capacity across Africa, by strengthening universities and research institutions and developing research networks. The aim of the initiative is to ensure that African universities become more centrally involved in health research endeavours in Africa. By bringing teaching, service commitment and research together, the aim is to develop the next generation of African researchers. Each consortium will focus on the needs of African universities to become platforms that can sustainably support internationally competitive scientific research.

SACIDS will be a virtual centre linking national institutions involved in the surveillance of infectious diseases underpinned with research by a consortium of academic and research institutions in Southern Africa. SACIDS brings together human, animal and plant health sectors in five pilot countries: Tanzania, Democratic Republic of Congo, Mozambique, Zambia and South Africa.

The vision of SACIDS is to protect Southern Africa from devastating infectious diseases affecting the health of humans, animals (i.e. both terrestrial and aquatic) and plants (i.e. crop, forest and ornamental), thereby promoting livelihoods, socio-economic development including market access across the environment.

For further information, please contact the SACIDS team at the RVC.



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Fertility in dairy cow populations worldwide is declining. There is strong circumstantial evidence for



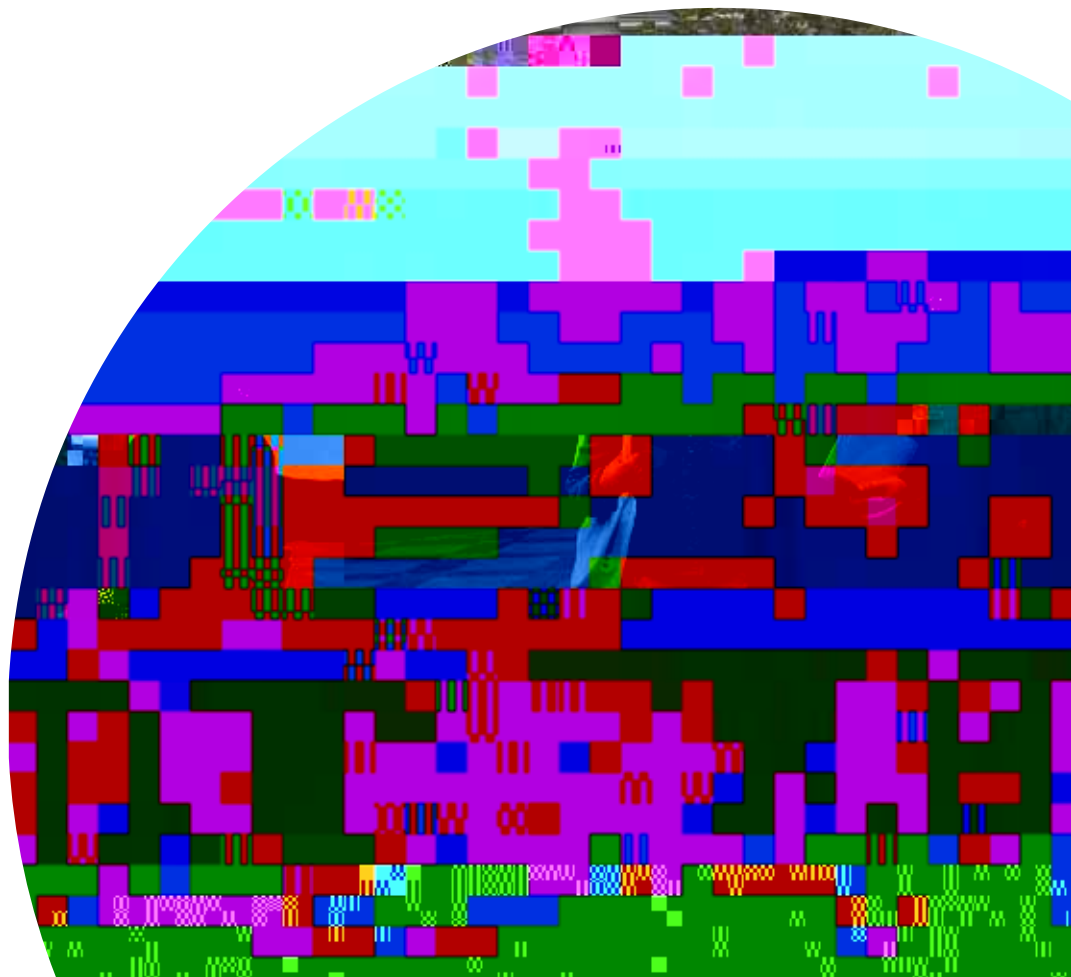
The Veterinary Epidemiology & Public Health (VEPH) Group is a partner in a DfID funded project aimed at the development of policies for the control of avian influenza in south-east Asia and Africa. The other partners are the Food and Agriculture Organisation of the UN, International Livestock Research Institute (ILRI), International Food Policy Research Institute (IFPRI) and University of California, Berkeley. The project work has provided the VEPH Group with exciting opportunities for conducting epidemiological field studies and risk assessments in selected Asian and African countries in partnership with local government veterinary authorities and universities. A key concept of the project is the integration of epidemiological, economic and institutional aspects for dealing more effectively with the challenge of infectious disease outbreaks. Amongst its wide range of advisory and research work, the VEPH Group also has extensive research activities on African Swine Fever (ASF), funded by the Wellcome Trust and the European Union. This work relates to understanding the epidemiology of ASF in various African countries which is complicated by the regional variation in transmission cycles of the ASF virus, some of them involving populations of different wild pig species. A key element of the activities for the Wellcome Trust and the EU project is the development of risk assessment models which will allow identification of tailored locally relevant and sustainable control programmes. Recent introduction of ASF virus into eastern Europe and its subsequent regional spread has demonstrated that this infection is a significant threat also for European countries and gives additional relevance to the work of the VEPH Group on this topic.

b P, fe. , D, Pfeffe, P, fe. , fVae. a. E; de g

Meticillin-resistant *Staphylococcus aureus* (MRSA) are an increasing public health problem in hospitals and health care facilities. The PILGRIM project (www.fp7-pilgrim.eu) uses a specific, pig-adapted strain of MRSA to investigate the epidemiology, ecology, pathogenicity and evolution of MRSA. The key objective of the project is to develop and evaluate new intervention strategies against resistant bacteria. A technology testing platform will be developed and made available to industry partners to assess the efficiency of control methods for MRSA and other zoonotic pathogens. The PILGRIM consortium consists of 12 partners from six countries and is coordinated by the RVC.

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whom are influential players within their respective specialist areas. Postgraduate students in particular, are drawn to the College's specialist expertise and the



RVC Student Ambassadors

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I applied to be a student ambassador to help me get more involved in university life, meet some new people and learn some new skills. But my main motivation was to give something back to the people pursuing a career in veterinary medicine and science; as veterinary students we all remember the people that helped us in applying for veterinary college!

I joined the ambassador scheme in my first year here and it has helped me to grow in confidence. I have developed my communication skills speaking to groups of people, whether it is formally or in an informal setting. Other skills I have acquired include the ability to man a stand at a busy convention and to deliver teaching to young people.

In my eyes it's the perfect job, we get to show people how passionate we are about veterinary careers and work with fantastic young people who are always appreciative of our time and efforts. It never ceases to amaze me how enthusiastic the people we work with are about their future. It's a privilege to be able to help them.





2009 was a busy year in HR with new developments in many areas.

Further improvements in IT led to the introduction of an HR information system which will soon allow employees to manage their own staff record; and an internet website providing access to HR services from inside and outside the College. Delivery of a fully integrated electronic recruitment process was successfully completed, permitting job applications to be made on-line, and enabling managers to short-list them electronically.

Despite the difficult position nationally, important enhancements to reward structures were introduced following feedback from consultation across the College, boosting our ability to attract and retain talent, and to recognise achievement and contribution at all levels. These include discretionary extended scale points at the top of each grade, and a quarterly special award scheme. Another scheme was introduced for staff on Grades 1-5 to provide an immediate 'thank you' for a job well done. As a further benefit, individual financial planning sessions were made available to all staff and were heavily over-subscribed.

There was more consultation with staff and students on the College's diversity agenda, following the establishment of a new Equality Strategy Working Group chaired by the Assistant Director of Clinical Services. New policies were introduced covering Religion & Belief and Sexual Orientation. An Equal Pay Audit was undertaken with the trade unions and work began on a Single Equality Scheme.

£15,000 was shaved off the cost of temporary administrative staff with the use of commercial temp agencies substantially reduced with the introduction

of a 'casual staff bank' of over 130 people, including many RVC students.

There were some major initiatives in staff development,

Adapting the Environment

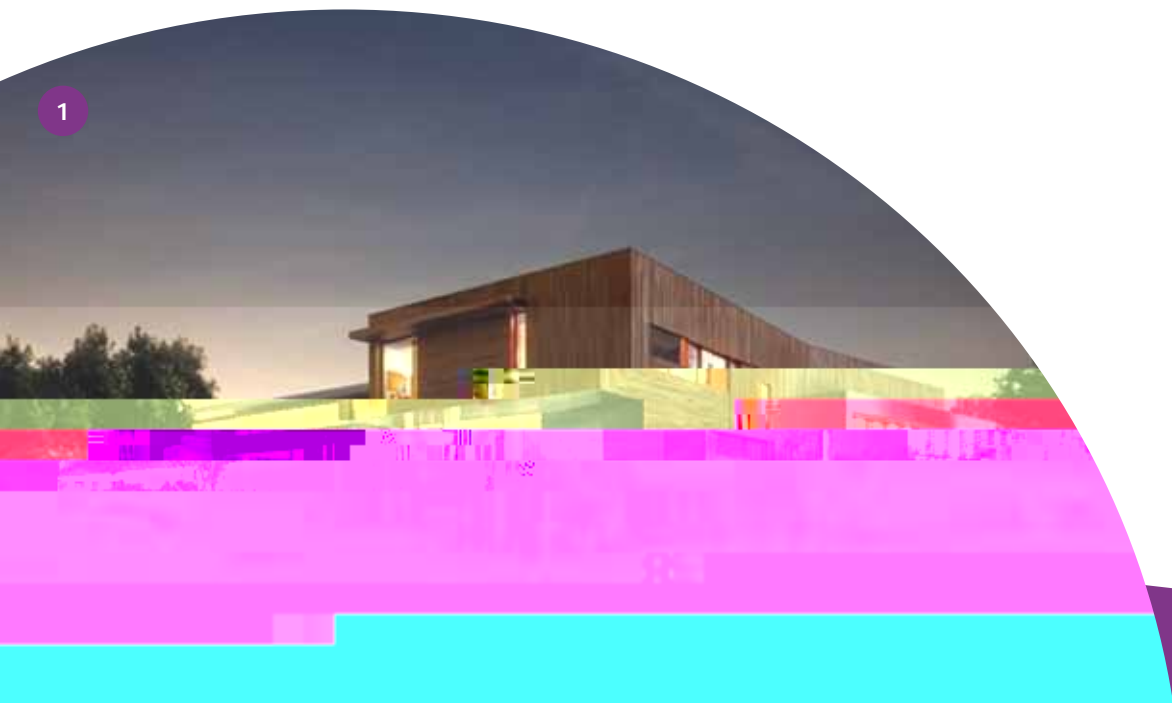
Investing in the Environment 2005-08

24

The College continues to invest significant sums of money in upgrading its estate to provide a state-of-the-art learning environment for students and research staff. In the period 2005-08 the College invested over £16m in capital projects, and since 2009 it has invested or committed funds of over £37m. The schemes that follow are either in construction or detailed planning stage.

- 1 Teaching and Research Centre at Hawkshead**
Construction of the new Teaching and Research Centre is due to commence in Spring 2010 and will be completed in Spring 2011. It will provide a new main entrance to the College, social learning spaces, offices and six new teaching and research laboratories and associated spaces. The funding for the project has come from the HEFCE capital infrastructure fund together with some top-up funding from the College.
- 2 Equine Surgery Centre at Hawkshead**
The existing Sefton Equine Surgery building is being relocated with new state-of-the-art facilities. The building will adjoin the existing Large Animal Clinical Centre and will provide new examination rooms, two new operating theatres, standing surgery and recovery areas together with associated ancillary and support spaces. The project is funded from College funds and is due for completion in spring 2010.

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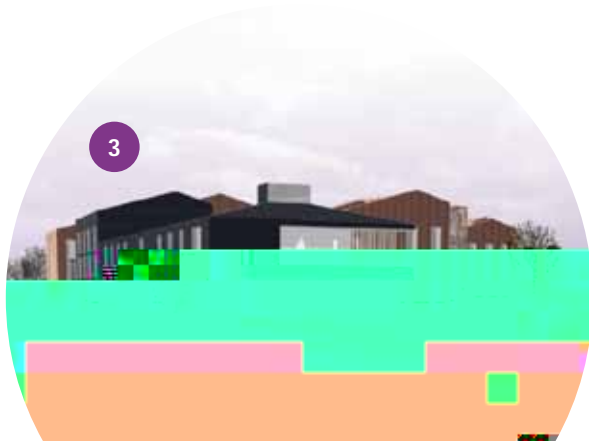


3 Replacement for Northumberland Hall student residences at Hawkshead

The replacement for the old 46-bed Northumberland Hall will be the single largest project that the College has ever invested at £18m. The new pavilions will provide 191 en-suite bedrooms in clusters of six with a large social space per cluster. The accommodation will be provided in three and four storey pavilions built around courtyards.

In addition, a new 200 seat refectory with a dedicated 100 person CPD training room and four meeting rooms will adjoin a single pavilion offering 14 overnight stay en-suite bedrooms.

The project will commence in Spring 2010 and will be completed for occupation in August 2011.

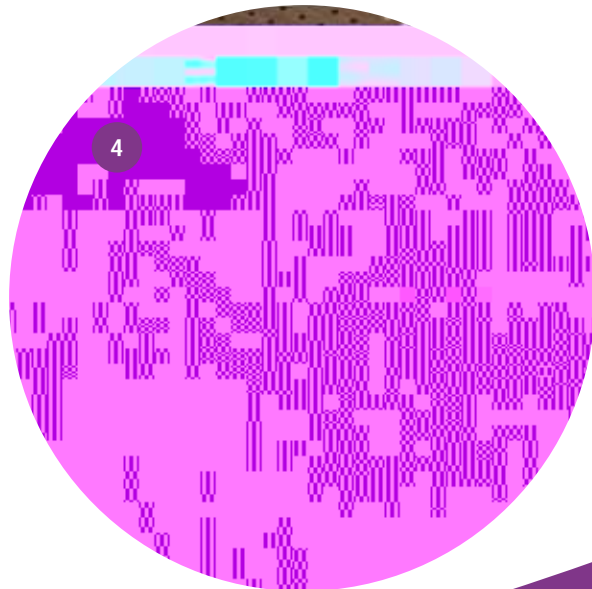


4 Lightwell Project at Camden

The current major project at Camden will be the completion of the roofing over of the south lightwell to provide new café and social learning space. The space will link through to the existing Museum and will provide an opportunity to extend these valuable learning facilities.

The project is funded from College funds and is currently in construction due for completion in Spring 2010.

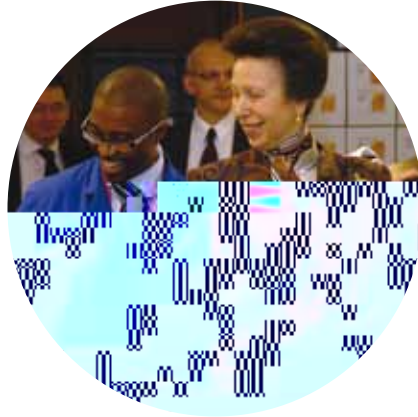
by M. Ia Me... , Vice P... , O... .



Timeline 2009

January

Visit of HRH the Princess Royal to the Camden Campus to meet young people from Academy Schools



February

CEEDED officially opened



May

The RVC annual Open Day attracts over 1,300 visitors



June

Jon Parry wins the LEPA Award for Individual Professional Contribution (to meet)



February

QAA complete their Degree Awarding Powers scrutiny of the College



April

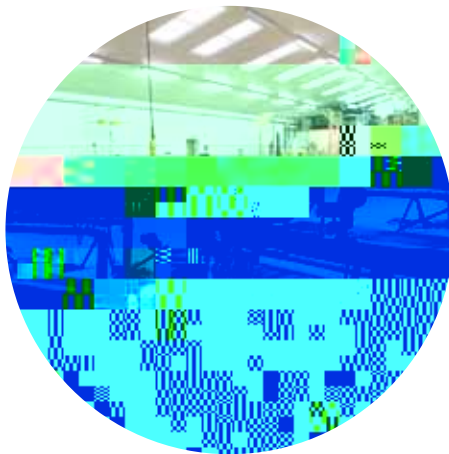


July

Graduation ceremonies return to Guildhall. Three ceremonies in one day. Conferment of Honorary Degree of DVetMed on Professor Pierre-Louis Toutain of the University of Toulouse and Honorary Fellowship on The Rt Hon. The Lord Ballyedmond OBE JP

July/August

Work begins on the new East Lightwell Social Space at Camden











Graduation 2009

E, a b . g , c e , e e



2009 has been an eventful year for RVC graduation ceremonies. For the July graduation ceremony, the College returned to the Guildhall after its closure for several years and increased the number of ceremonies to three in one day in order to accommodate the greater number of students, their guests, VIP honourees and RVC staff. The Autumn Ceremony took place at an exciting new venue in Kings Cross and was also a great success.

The planning of the July graduation was a logistical challenge but was worth the effort to see the delight on people's faces as they entered the majestic architecture of Guildhall, in all its newly renovated splendour. Steeped in history, the Great Hall has several splendid monuments to national heroes, including Admiral Lord Nelson, William Pitt and Sir Winston Churchill. It is also home to the colossal figures of the giants Gog and Magog, the legendary guardians of the City of London. Rumour has it that they haunt the Great Hall but I have my suspicions that the security guards were just trying to scare me!

We accommodated around 2,000 people over the course of the day at the July graduation ceremony. Foundation, BSc and Postgraduate students enjoyed a Buck's Fizz breakfast in the morning. In the afternoon the BVetMed students were divided into two ceremonies, with both groups able to mingle between ceremonies over afternoon tea.

Having re-established ourselves at historic Guildhall for the summer ceremonies, the quest was now on to find a suitable location to accommodate our growing student numbers for the Autumn Ceremony for graduation and prizes.

The new venue is a striking, modern development: Kings Place, overlooking Regent's Canal and walking distance from the Camden campus. I had seen the building's development over three years whilst traveling between Islington and Camden every day, and was struck with the idea that this exciting new landmark would be ideal for our smaller November ceremony.

There are many significant aspects to the building, but perhaps the most important is that Kings Place houses a new public concert hall. It is the first public concert hall to be built in central London since the completion of the Barbican over 25 years ago. The entire oak veneer inside Hall One is from one 500-year old German oak tree. The modern interior provides a very different ambience when juxtaposed with the medieval grandeur of Guildhall.

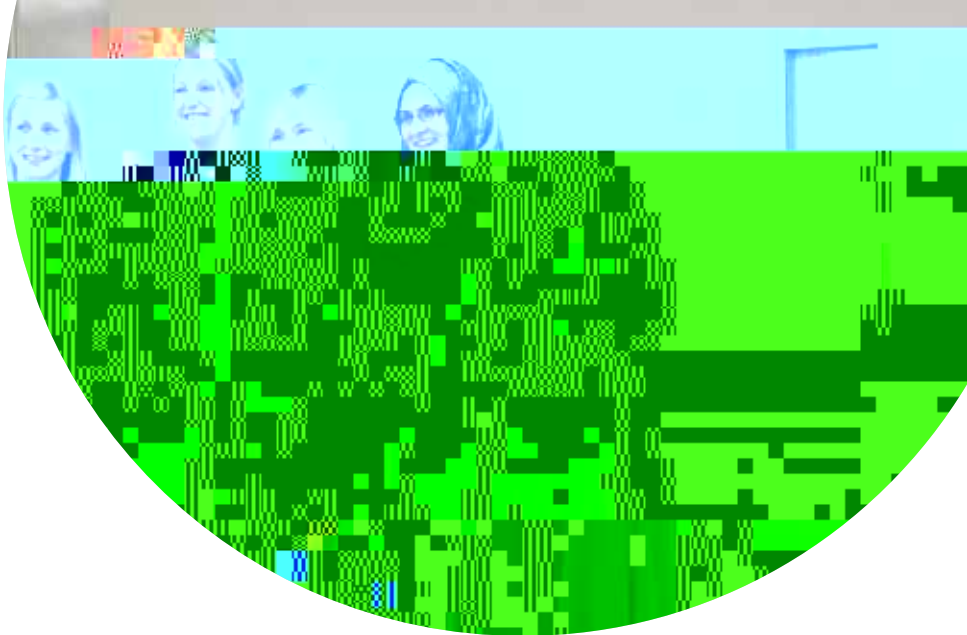
This November, we successfully adapted to our new surroundings, with 400 people attending the latest location. The students graduating were from the BVetMed, the Foundation Degree in Veterinary Nursing and the MSc taught degrees, alongside several PhD graduates. Prizes were also awarded to students in lower years. The ceremony was preceded with the RVC Autumn Service of Thanksgiving and Renewal, organised by the Reverend Pippa Turner in the nearby ancient St Pancras Old Church.

The reception afterwards was held in the splendid Battlebridge Room on the waterfront.

When organising high-profile events such as these, location is everything. Hopefully the RVC will remain at these exceptional venues for many years to come.

36

Holly Claridge, 2009 BVetMed graduate
Won the Eqvalan Duo Equine Thesis of the Year
award for 2009



on their ability to identify the positive and negative aspects of welfare on the farm and recommend changes aimed at ensuring improved welfare at the farm.

The second day was structured around individual assessment and judging the welfare of the three remaining species: farmed meat goats, laboratory rats and captive white-tailed deer. The morning began at 8.45am; everyone was seated in a lecture theatre and given a computer presentation detailing two different environments in which the species were being kept. These included such subheadings as housing, nutrition, animal handling, breeding programs, morbidity and mortality, transport and slaughter, and prevalence of stereotypic behaviour. All contestants and judges were asked to individually determine the better of the two environments in terms of welfare, and contestants were then asked to prepare and orally present their reasoning for the choice of environment. For each species, contestants had 20 minutes in which to prepare their reasons, and 3 minutes in which to present them to the judges – not an easy task!

It was recognised by all the team that there was a distinct lack of animal-based indicators of welfare included in the presentations. The focus tended to be on the resources provided to the animals and any evidence of negative behaviours and experiences. It was here that the team felt they could excel as much work has recently been done in the UK and the rest of the EU on the need for a shift in thinking in the science of animal welfare. More attention is now being paid to the experience of the animal in its environment and how it uses the resources provided, rather than the resources that it is provided with alone. This was

where the assistance in our preparation from Professor Christopher Wathes, the author of a recent report for the Farm Animal Welfare Council on the progress of farm animal welfare over the past 20 years and for the future 20 years, came to the fore. The report looks at this very issue and predicts that, in future, farm animal welfare science will be focussed around the idea of an animal having a 'life worth living', as determined by its positive 'iceberg' indicators. The UK is currently leading the field in terms of farm animal welfare science, with projects being funded by DEFRA, for the first time, on positive states and emotions in farm animals.

Our visit was not all work, there were also a few social highlights. The competition was held over the same weekend as a college football game between Michigan State Spartans and Pennsylvania State Nittany Lions, which made for an exciting and lively atmosphere on campus. The teams were also kindly provided with

The Development Office

Investing in the RVC's future

38

When asked to think about the world they are leaving for their children, many people express concern that it will not be as comfortable, as stable or as happy a place as the one they grew up in. Globally we face many problems and the solutions can seem elusive, but in a world of few certainties, one remains; that we should invest in education. Education provides successive generations with the means to resolve the challenges they face; the challenges we leave them. That is why investment in education must be such a priority.

Universities face a huge task to inspire the public to understand that education is a legitimate charitable cause. But, in the UK, the RVC is more successful than most in beginning to make its case. And that is why the general public will make extra investments in our work through voluntary donations in addition to the funding we receive from the public purse.

The RVC has always fostered the excellence that is so needed. For the RVC to prosper and to continue to make its remarkable contribution to the wellbeing of animals and of people, we need to make further extraordinary investments in our students, staff and facilities.

For this we need the support of visionary donors: donors who recognise that making a difference will start with investing in individuals who have the capacity to make extraordinary contributions. Voluntary support will make a real difference and will advance animal and human welfare through the biological and veterinary sciences.

The careers of tomorrow's graduates will be fulfilling, but they will be very different from those of yesterday's:

- Veterinary practice is restructuring itself with changes in primary care, the specialisms found in referral centres and the professionalisation of veterinary teams.
- Clinical options for treating small animals are expanding to include such tertiary procedures as cardiac and neuro-surgery and advanced cancer treatments accompanying developments in pharmacology and gene therapies.
- In equine medicine our appreciation of bio-mechanics is revolutionising both health management during training, and acute care following injury.
- Farm animal practice will respond to increased intensification of production accompanied by a renewed focus on animal welfare and food quality.
- Animal protein will have its role in feeding the world as economies develop but its production needs to be managed to avoid compromising the environment, degrading habitats and exacerbating global warming.
- Climate change and movement across borders will increasingly impact on the incidence, detection and management of endemic and emergent zoonotic diseases that threaten food security and human health in all parts of the world.

The challenges are legion but the opportunity to deliver solutions is truly vast and no apology is needed for painting the RVC's role on such a broad canvas. These are issues that affect and matter to all people and they are issues the RVC is beginning to put across in order to recruit support for the work of our academic and clinical community.



Jonathan Forrest

Our new approach to fundraising makes these connections between our work and issues that reach into the lives of all people, regardless of whether or not they own animals. As an example, there are few of us who will not benefit at some stage in our lives from medical treatment and increasingly the RVC's translational comparative medicine research, undertaken collaboratively with medical schools, is throwing up genuinely valuable insights into a wide spectrum of serious human medical conditions.

Man's relationship with animals is a close one. Their welfare, whether they are domesticated or wild, contributes to human well-being in a host of ways because we are so dependent on them for our economic, environmental and emotional well-being.

If you would like to learn more about how you can help the RVC and in so doing help animals and help us all, then please get in touch with the Development Office.

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Financial Report

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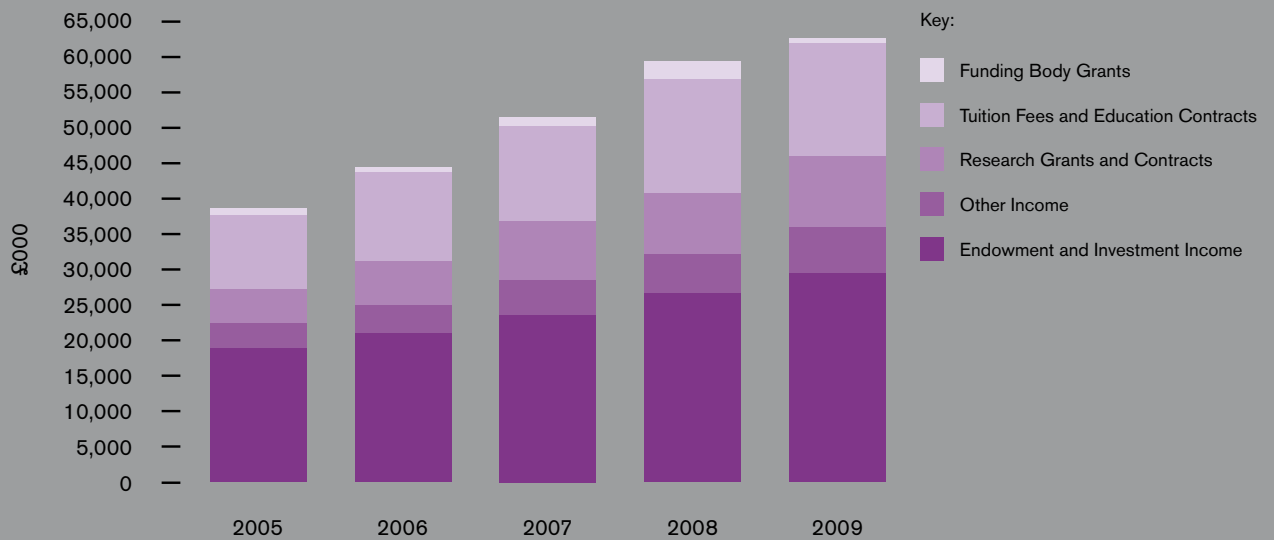
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Andrew Dyer, Director of Finance

1 Turnover has increased by £4.3m (7%).

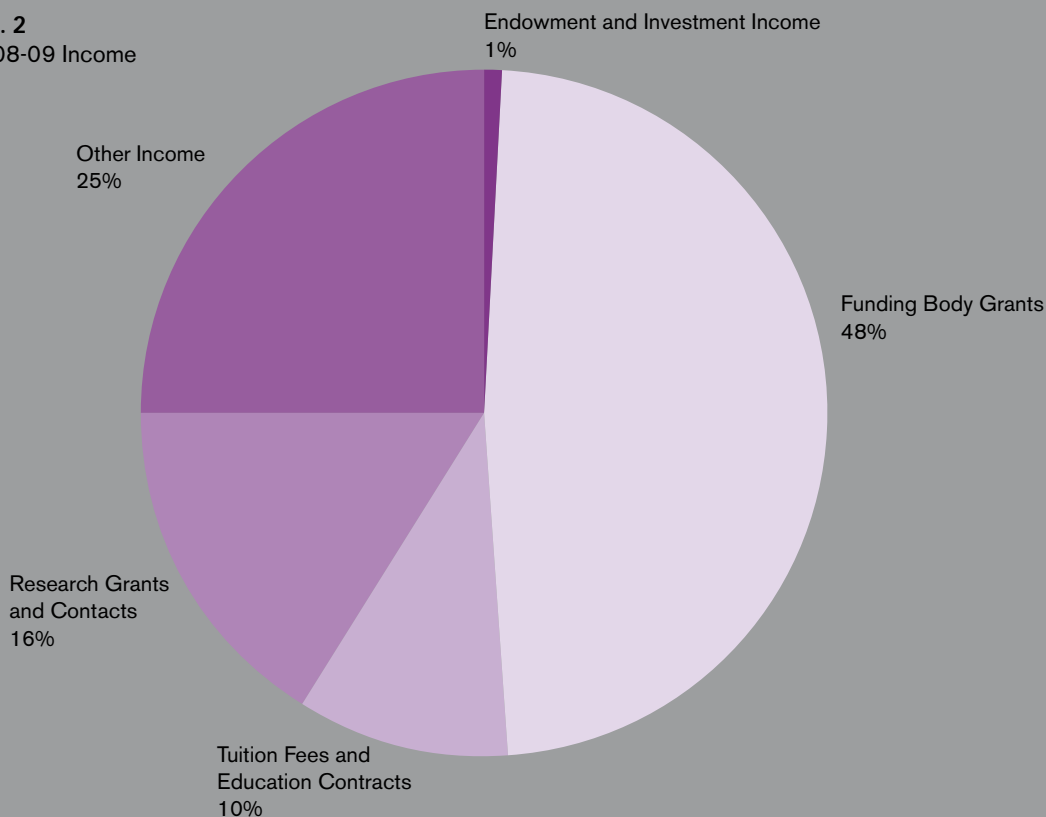
Fig. 1

Total Income for 5 Years + Percentage Increase



2 Income from Funding Council grants has increased by £2.8m and represents 48% of Total Income (45%, 2007-08; 46%, 2006-07; 47%, 2005-06).

Fig. 2
2008-09 Income



41

6

Other
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3 Income from Research Grants and Contacts has increased to £10m, mainly as a result of activity on collaborative EU funded projects.

6 Other operating expenses, excluding the release of a provision for V2

4 Income from Other Operating Income has increased by £0.8m (5%) as a result of increased activity in the small animal and equine hospitals. LBIC and the BSUs have also performed well.

5 Staff costs have increased by £3.4m (11%) as a result of a 5% pay award in October 2008. The award was based on the RPI for September, which coincided with its peak. Staff numbers increased from 775 FTE to 819 FTE.

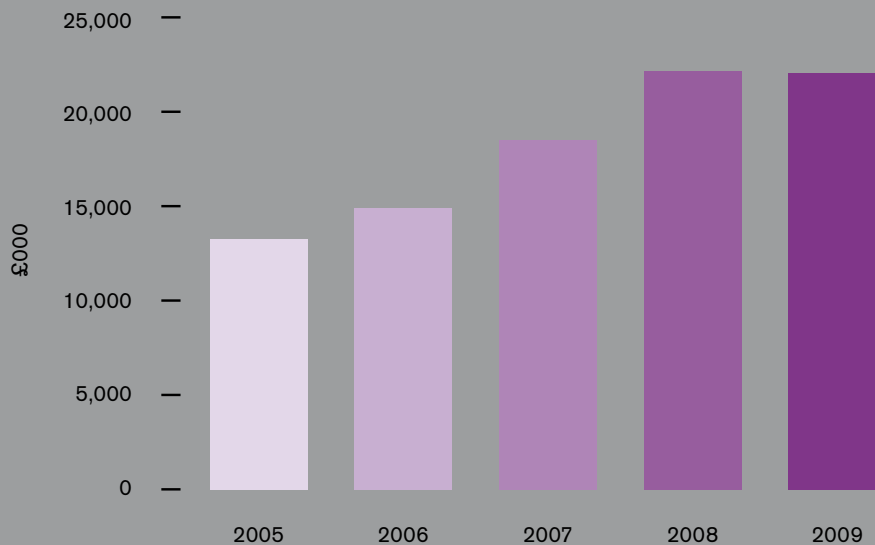
Financial Report

B a a c g r e b . . . e e e c . . .

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Fig. 3

Other Operating Expenses for 5 Years + Percentage Increase



- 8 The surplus from continuing operations for the year is £857k (1.4% of turnover). After transfers from endowments this figure is £1,011k (1.6%).
- 9 The College continues to invest in its estate. Over the past 5 years a total of £25.8m has been spent. Authorised and committed capital projects to be undertaken over the next three years total £30.0m.

- 10 Total donations and legacies received by the College and Animal Care Trust during the year was £1.0m (£1.3m 2007-08). Donations income was comparable to the previous year, however the economic climate had a negative impact on the value of legacies, many of which are related to stock market holdings or property values.
- 11 The College's endowment investment portfolio during the year was heavily cash based, and this helped to protect the College from the worst of the falls in equity markets.
- 12 The Group is now holding £26.7m in deferred capital grants (£27.7m 2007-08). These are released over the life of the assets funded to offset depreciation charges.
- 13 A net cash inflow of £1.7m from operating activities has been offset by significant capital expenditures, resulting in a decrease in cash for the year of £0.1m.

- 1 The purpose of this statement is to enable readers of the College's Annual Review to obtain a better understanding of the governance and legal structure of the College.
- 2 The College endeavours to conduct its business in accordance with the seven Principles identified by the Committee on Standards in Public Life, namely selflessness, integrity, objectivity, accountability, openness, honesty and leadership. It also acts in accordance with the guidance provided by the Committee of University Chairs in its Guide for Members of Governing Bodies of Universities and Colleges in England, Wales and Northern Ireland, in a manner appropriate to the circumstances of the College.
- 3 The College is an independent corporation, whose legal status derives from a Royal Charter granted in 1956, although the College can trace its history as a corporate body back to 1791. Its objects, powers and framework of governance are set out in the Charter and its supporting Statutes. The latest amendments to the Charter and Statutes were approved by The Privy Council November 2007.
- 4 The Charter and Statutes require that the governance of the College shall be vested in the Council, which has management and control of the College and administers all its property and income. The Council has a majority of members from outside the College (known as independent members) from whom the Chairman, Vice-Chairman and Treasurer are elected. None of the independent members receives any payment for work done for the College, apart from the reimbursement of expenses.
- 5 The Statutes also require that there shall be an Academic Board, members of which are the Professors of the College and representatives of the teaching staff, and of which the Principal is Chairman. The Board advises the Council on all academic matters.
- 6 The principal academic and administrative officer of the College is the Principal who, under the Statutes, is responsible for the conduct of the College. Under the terms of the formal Financial Memorandum between the College and the Higher Education Funding Council for England, the Principal is the designated officer of the College and in that capacity can be summoned to appear before the Public Accounts Committee of the House of Commons.
- 7 Although the Council ordinarily meets three times a year, much of its detailed work is initially discussed in Committees, in particular the Finance and General Purposes Committee, the Audit Committee, the Nominations and Fellowships Committee and the Remuneration Committee. All Council Committees are formally constituted with terms of reference and specified membership. Many include a significant proportion of independent members. All Committees report formally to the Council.
- 8 As Chief Executive of the College the Principal exercises considerable influence on the development of institutional strategy, the identification and planning of new developments and the shaping

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The College has charitable status.