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PRESIDENT'S WELCOME

Professor Sue Bailey

It's my great pleasure to introduce the 2011 Annual Review, which is our opportunity to showcase some of the fantastic work that has been done over the past 12 months. As I only began my three-year term of office in July, many of the achievements were overseen by my predecessor, Professor Dinesh Bhugra.

I'm delighted to be continuing Dinesh's excellent work, including the RCPsych Awards that he established in 2009. These Awards bring national recognition to teams and individuals who are making a real difference to the lives of service users and carers (see pages 12 and 13 for a celebration of this year's winners).

I took up my post in the midst of unprecedented NHS reforms in England. Members have expressed to me their very real fears that the new Health and Social Care Bill will not improve patient care or deliver costeffective care, and could increase health inequalities. That's why the College has been robust in putting forward our concerns throughout the process. You can find out more about how we represent psychiatry to parliamentarians across the UK on pages 6 and 7.

The College is committed to working in true partnership with service users and carers – one of our three core purposes (see box below). Our Divisions are key to this, and you can get a flavour of some of their work on pages 8 and 9.

The core purposes of the Royal College of Psychiatrists are to:

- set standards and promote excellence in psychiatry and mental healthcare
- lead, represent and support psychiatrists
- · work with service users, carers and their organisations



Problems with recruiting young doctors into our specialty have been troubling the College for many years. This year we made a big step forward by appointing a dedicated Associate Registrar for Recruitment, Dr Tom Brown, who has put in place a clear strategy for future work (pages 10 and 11). Recruitment will continue to be a priority for us in 2012, alongside our new official College campaign targeting people on the margins. We look back at the successes of Fair Deal, our campaign which ran from 2008 to 2011, on page 14.

Finally, I would like to thank everyone – Members, Fellows and staff – for their continued support. The College is not simply an office in Belgrave Square. It is a vast network of hard-working and enthusiastic people stretching across the UK and overseas. Together, we should be proud of our achievements this year and look forward to 2012.

Professor Sue Bailey President

HIGHLIGHTS OF THE YEAR 2011

The College and its members promoted its core purposes (see p. 1) with a broad range of activities throughout 2011

Recognising excellence

Professor Hamid Ghodse was aiven the Lifetime Achievement Award at the RCPsych Awards 2011, and Dr Claire Lawton from Cambridge won the Psychiatrist of the Year. Dr Peter Carter, the Chief Executive of the Royal College of Nursing, was awarded the President's Medal in recognition of his promotion of mental health services (see pp. 12-13, 16). Professor Robin Murray was awarded a Knighthood in the New Year's Honours List for services to medicine.

Working with service users and carers

The College reinforced its central commitment to involving service users and carers at the heart of its activities by increasing funding to Faculties, Sections and Divisions for this purpose. Examples of events included a stakeholders' meeting held by the South West Division to inform people of the way services are expected to change, and to encourage them to become involved in a new Steering Group.

Working with government

The College is a key member of lobbying and advisory groups in the devolved jurisdictions. These include work with Health Inspectorate Wales on several initiatives, and with the Mental Health and Learning Disability Alliance in Northern Ireland. The College provides the Secretariat for the Cross-Party Group on Mental Health of the Scottish Parliament.

Around the country

The College centrally, and through College Divisions throughout the country, held a huge range of meetings and events, from the International Congress, which focused on Evidence-Based Practice, to local events on 'commissioning mental health services' and 'the patient experience'. Divisional academic meetings gave members the opportunity to discuss recent advances in psychiatry with local colleagues.

Leadership and management

The College will be an active member of the new Faculty of Medical Leadership and Management of the UK, set up by the Academy of Medical Royal Colleges in March 2011 to promote the advancement of medical leadership, management and quality improvement at all stages of the medical career for the benefit of patients.

Working with other organisations

The College's three-year Fair Deal campaign reached its climax in 2011. It has achieved a significant increase in prominence for its underlying principles (see p. 14). A number of College publications (see p. 24) arose from joint working with other organisations, such as Our Invisible Addicts (Council Report CR165) - highlighting the growing issues of alcohol and drug misuse among older people.

HIGHLIGHTS OF THE YEAR 2011

The College and its members promoted its core purposes (see p. 1) with a broad range of activities throughout 2011

Encouraging higher standards

Membership of projects run by the College Centre for Quality Improvement continued to grow and new programmes aimed at improving the quality of eating disorder and rehabilitation services were started. Two national audits, of general hospital care for people with dementia and of psychological treatment services, were completed.

Informing people

The RCPsych Publications Department published or copublished 11 new books and 8 reports in 2011 (see p. 24). Two of these were among our bestsellers for most of the year. Mental Health Outcome Measures received a Highly Commended prize in the BMA Medical Book Awards 2011. The College now offers mental health information in 21 languages, with 17 'Key Facts' leaflets about common mental health problems. The College's public information pages have seen another increase in the number of visits: this year the pages received over 250 000 hits per month - 50,000 more than last year.

International activities

The College's presence at the highest level of international psychiatry was even further enhanced by the elections of Professor Dinesh Bhugra as President Elect of the World Psychiatric Association, Dr Afzal Javed as Secretary for Sections, and Professor Linda Gask as Zonal Representative for Western Europe. The establishment of a new Special Interest Group in Volunteering further strengthened the College's support for psychiatric services in areas of need around the world. The group will promote volunteer work overseas for psychiatrists, fundraising, newsletter and e-groups, teaching, distance support through the internet, advocacy of the volunteer role, support for international psychiatry, and research and audit.

Education and training for psychiatrists

A broad range of initiatives were undertaken to encourage students to consider psychiatry as a career. A Scottish consortium of universities was awarded nine PhD training fellowships for psychiatry trainees by the Medical Research Foundation, after a national competition. The Northern Ireland Division introduced Masterclasses, which were well received. Feedback from Summer Schools for medical students interested in specialising in psychiatry around the country was very positive (see p. 11). Tapping into students' creativity, the South West Division's second annual Poetry Competition received over 130 entries.

Supporting College members

Council agreed that the rights and privileges of Specialist Associate members of the College should be extended, including the ability to vote in College elections and stand for elected College offices up to and including President. A Specialist Advisor for Remediation Services (Dr Pete Snowden) was appointed; his remit will include the new Invited Review Mechanism, which will assist trusts in assessing services or individual doctors.

EXCELLENCE: CONFERENCES AND TRAINING

Dr Helen Miller, Director of Conferences

One of the College's core objectives is to provide appropriate education and training programmes for psychiatrists and mental health professionals at all stages of their careers. To do this our Conferences Unit and the College Education and Training Centre (CETC) put together a huge number of conferences and courses – which this year have been bigger and better than ever.

In 2011, we held 14 Faculty meetings. These, as well as our Special Interest Group meetings, continue to be well-attended and continuously improve their programmes. But the conference highlight of the year was undoubtedly the International Congress. Held in Brighton – the quintessential British seaside town – it was the best-attended Congress to date, with over 1500 delegates.

It also provided the perfect opportunity to celebrate the 40th anniversary of the Royal College of Psychiatrists. It's traditional to mark celebrations with feasts, so the organising committee worked hard to source the finest psychiatrists, sessions, courses, workshops and topics – a veritable psychiatric buffet and gluttony of 'Evidence Based Practice'! The programme was extremely well received, and the audience included trainees, medical students as well as healthcare professionals other than doctors.

The CETC has provided many well-received training courses, and there has been growing interest in our 'Training at your place' on-site courses. The College is aware that training budgets are being constantly



Brighton was the venue for the most popular International Congress yet

cut, and we are always looking for ways to make our training courses more affordable. Our on-site training courses have many advantages, such as requiring staff to take less time away from the workplace, no extra travel and overnight costs, and the ability to train whole teams at once as a team-building exercise.

It makes sense to bring the work of our hugely successful conferences unit and education and training centre more closely together. Therefore, we have worked hard this year to develop a new single entity called the Centre for Advanced Learning and Conferences (CALC). I will oversee the work of CALC, which will be up and running from January 2012.

FXCELLENCE: PROVIDING CONTINUING PROFESSIONAL DEVELOPMENT IN PSYCHIATRY

Dave Jago, Director of Publications and Website

The College has long been committed to supporting its members' continuing professional development (CPD) with learning materials tailored to their needs. Back in 1994, a dedicated CPD journal for members was established – Advances in Psychiatric Treatment. Then, in 2005, the CPD Online learning platform was launched.

Together, they provide a comprehensive suite of CPD materials. Advances publishes around 80 full-length reviews per year of subjects of current clinical importance, often accompanied by expert commentaries. For those who prefer a more self-directed style of learning, CPD Online provides a catalogue of around 120 interactive modules – and it's growing all the time.

It is a measure of the success of CPD Online and Advances that the College Officers saw it as a priority to find ways of maximising access to and usage of these CPD materials among our members. As a result, in 2011, two key decisions were made to enhance CPD provision for our members.



Advances free to all members

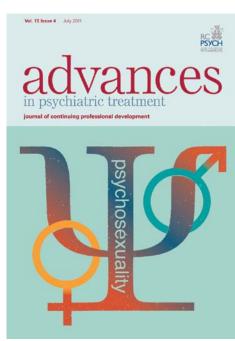
From January 2012, Advances is free online to all members, of all grades

(and the free online subscription can be upgraded to print+online at a discount rate of £50). As well as increasing readership among consultant psychiatrists, this will encourage use of the journal by training grades

and Student Associates.

CPD Online credits extended

CPD Online is offered to all members at the highly discounted rate of £45 per year. Meanwhile,up to 1.5 CPD credits are available for each module successfully completed, and from January 2012 credits gained from CPD Online can contribute up to 25 hours towards the annual CPD requirement of 50 hours.



LEADERSHIP: REPRESENTING PSYCHIATRISTS TO PARLIAMENTARIANS ACROSS THE UK

The UK Parliament

Dr Adrian James, Chair of the Westminster Parliamentary Liaison Committee

The College has an ongoing and active programme of parliamentary work overseen by the Westminster Parliamentary Liaison Committee with input from the Policy Unit. This year, we have worked on the Health and Social Care Bill and the Welfare Reform Bill, providing MPs and Peers with briefing documents and suggesting amendments.

We have liaised with Peers to inform the debate on the Health and Social Care Bill as it has progressed through the House of Lords. We have also worked closely with Lord Dennis Stevenson on his Mental Health (Discrimination) Bill, which challenges mental health stigma and aims to repeal discriminatory laws against those with mental ill health. The Government has pledged its support for the Bill which, following briefings from the College, has progressed to committee stage where it will be debated in more detail.

We continue to provide secretarial support to the All-Party Parliamentary Group on Mental Health, which has been looking at the effects of NHS reforms on mental healthcare, and we attend meetings of many other All-Party Groups on relevant issues.

The College attended all three major political party conferences in the autumn. We spoke with ministers and shadow ministers covering a range of policy areas that affect mental health, including alcohol, welfare reform, commissioning and public health. We also met with MPs, Peers and stakeholders from



Dr Philip McGarry, Chair of RCPsych in Northern Ireland (centre), launches the consultation on alcohol pricing with Health Minister Michael McGimpsy (left) and Minister for Social Development Alex Attwood (right)

the health sector, including colleagues from mental health charities and the other medical Royal Colleges.

The Northern Ireland Assembly

Dr Philip McGarry, Chair of RCPsych in Northern Ireland

The Assembly elections in Northern Ireland in May provided the opportunity to send a manifesto to all candidates calling for better funding for mental health services, commitment to the introduction of single legislation for mental health and capacity,

backing for a minimum unit price for alcohol, and placing mental health at the heart of the public health agenda.

The College has been a leader in lobbying for a minimum unit price for alcohol, and the Ministers for Social Development and Health chose Clifton House – the home of the College in Northern Ireland – to launch a consultation on alcohol pricing (see photo opposite). I was invited to speak at the event, and did many media interviews arguing the need for minimum pricing.

The elections resulted in a new Health Minister and invigorated Assembly Health Committee, who have been keen to engage with the College on issues, including mental health legislation. Stormont is proceeding with plans to introduce a Capacity (Health, Welfare and Finance) Bill that will, for the first time, encompass mental health legislation within capacity law. The College is a key member of the Mental Health and Learning Disability Alliance that lobbies for a fair and workable law.

The Scottish Government

Dr Peter Rice, Chair of RCPsych in Scotland

Spring 2011 was a key time in Scottish politics. In March, the RCPsych in Scotland launched a manifesto ahead of the May Scottish elections, calling on the political parties to give a high priority in the next Parliament to the prevention and treatment of, and recovery from, mental illness and the promotion of mental well-being.

The Manifesto covered six priority areas: early years, dementia, protection of frontline services, emergency and crisis care, research in mental health, and alcohol misuse. The manifesto was circulated to all Parliamentary candidates and a large number of MSPs. It was then used for Fringe meetings at

the Scottish Liberal Democrats and the Scottish Conservatives party conferences.

The theme for the Liberal Democrats conference was research, and speakers illustrated the differences in funding between mental health and other areas of medical research. The Registrar, Dr Laurence Mynors-Wallis, was a guest speaker at the Scottish Conservatives and spoke about all the changes to mental health services in England and what lessons could be learned by Scotland. Discussions about the manifesto also took place with individual MSPs at the Labour Party Conference.

For the Scottish National Party annual conference in October, the College organised a fringe meeting in partnership with the Samaritans, drawing attention to the links between suicide and the economic downturn.

The Welsh Assembly

Dr Helen Matthews, Chair of RCPsych in Wales

The Mental Health (Wales) Measure (or 'Welsh Law') was granted Royal Assent in December 2010. The Measure deals with assessment, treatment and advocacy in mental health. Once implemented in late 2012, the Measure will see changes in the requirements of mental health practitioners, as more service users of secondary care are entitled to personal treatment plans, direct referrals back into secondary care, and independent mental health advocacy. The RCPsych in Wales has been involved during the Welsh Government's consultation exercises on the Measure and more recently on the Regulations relating to the Measure.

We also had significant input to new guidance relating to the Approved Clinician Process, which was implemented in March. This new guidance has been welcomed by the membership in Wales.

ENGAGEMENT: WORKING WITH SERVICE USERS, CARERS AND THEIR ORGANISATIONS

MENTAL HEALTH PUBLIC EDUCATION HUBS

Dr Safi Afghan, Public Education Officer, West Midlands Division

The concept of Mental Health Public Education Hubs was discussed and agreed at a stakeholder meeting organised by the Public Education Committee of the West Midlands Division in May 2010. Over the past 12 months, the idea has really gained momentum.

It is driven by the principle of establishing meaningful partnership with service users and carers in a devolved environment, i.e. operating at a decentralised level with the view of achieving following objectives:

- to challenge stigma and discrimination inside mental health territory
- to hold regular tripartite meetings among local motivated psychiatrists, GPs and other clinicians, service users, carers and other parties interested in mental health
- to share better understanding and learning on issues relating to patient care
- to positively influence the public, media, third sector and other organisations regarding the true image of biological and psychosocial advances in mental health
- to advocate for changes in the commissioning, delivery and quality of mental health services in the catchment area of the hub

- to share success stories, as well as express an opinion on anticipated changes in service provision within the catchment area of the hub
- to disseminate the recommendations of the hubs through letters, emails and other communication to local mental health services, local media, third- and voluntary-sector organisations.

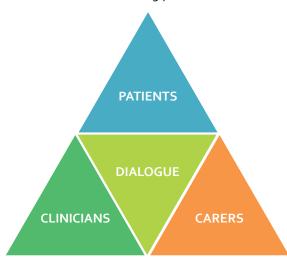
So far, we have formed hubs in three areas:

Sutton Coldfield: This was the first hub to be developed on the initiative of Dr Pravir Sharma, and it has been holding regular meetings.

Hereford: Enthusiastic carers and service user groups were already working together on a similar concept, and they have now agreed to support the hubs model

Walsall: The hub was launched at a well-attended and vibrant meeting on 22 September.

We have received expressions of interest from a further three areas in the West Midlands, and hope to establish these new hubs over the coming year.



THE SERVICE USER RECOVERY FORUM

Roy Birch and Adrian Fisher, Forum co-chairs

In January 2011, we were elected as co-chairs of the Service Users' Recovery Forum (SURF) by the Forum's membership. The Forum consists of more than 30 people across all regions of the UK who have a lived experience of mental ill health and who make a unique contribution to the work of the College. They provide representation on all of the key decision-making committees of the College, including Council.

Since taking the chair, we have contributed to a number of policy decisions, including being actively involved in the production of a new College Report on Independent Advocacy for People with Mental Disorder, due for publication next year. Members of the Forum have also been working with the new Joint Commissioning Panel for Mental Health, which was launched this year to help shape the future commissioning of mental health services. Service users have sat on the Panel's expert reference groups and helped in the production of a series of commissioning guides, which will begin to be launched early next year.

SURF is increasingly asked to contribute to College policy work, as well as to external consultations. We recently ran a survey of all lay individuals about their experiences of being involved in the work of the College and how we can improve things in the future.

A number of members of the Forum had the opportunity to attend the International Congress held in Brighton (28 June to 1 July), together with members of the Carers' Forum. We were very impressed by the quality of the scientific programme and the diversity of issues covered.

Roy Birch (right) and Adrian Fisher, outside the College's London headquarters



In November, SURF co-hosted, with the Carers' Forum, the Service Users' and Carers' Annual Meeting, which focused on collaborative working with professionals. We took part in some fascinating workshops on the role of the family in the triangle of care and advocacy.

The President recently invited the Forum to consider developing user-led research projects which will be a key initiative for us next year – there is a lot of enthusiasm for this exciting new project from members of SURF.

A NEW COLLEGE RECRUITMENT INITIATIVE

Dr Tom Brown, Associate Registrar for Recruitment



This year has been an important one in responding to the well-publicised difficulties in recruiting junior doctors to psychiatry. Applications for CT1 posts – especially from UK medical graduates – have remained low.

The Medical Programme Board (in England) expressed considerable concern and set up a Psychiatry Taskforce, under the leadership of the College, to make recommendations to ensure a sufficient supply of CCT holders in psychiatry.

The Taskforce presented an interim report to the Medical Programme Board in October, with a final report due in early 2012. Recommendations included an increase in the numbers of F1 and F2 placements in psychiatry, and improved access to psychiatry 'taster weeks' during Foundation training. It also

recommended that the College promote careers in psychiatry through a coordinated recruitment campaign.

We have agreed to run a 5-year campaign with the aim of increasing applications to CT1 from UK medical graduates by 50%. Our focus will be on medical students and Foundation doctors. The College already has over 2000 Student Associates, and providing support and mentoring for these individuals is crucial. We also need initiatives targeting secondary school students, especially facilitating access to workplace-based experience for senior students.

Several studies have highlighted a number of 'push' factors which make students less likely to choose psychiatry as a career. These include the perception that our patients are untreatable and that our treatments are less evidence-based than in other areas of medicine. We are also seen as remote from the rest of medicine, and the victims of critical comments from others within the profession. Tackling these factors will be one of the challenges of the campaign.

We are aware of a number of excellent initiatives already happening around the country, including Summer Schools (see right), Student Societies, and various teaching initiatives. We plan to gather examples of good practice and roll these out around the country. The College's Divisions will be central to this strategy, assisted by the Faculties — especially the Academic Faculty. Everyone must become involved in this campaign, which is important both for the future of our profession and for the patients we treat.

INSTITUTE OF PSYCHIATRY SUMMER SCHOOL

Fiona Robertson, medical student at the University of Dundee

In July, 27 medical students converged for a weeklong Summer School at the Institute of Psychiatry in London.

The course began with a 'speed dating' session where we chatted with psychiatrists from many subspecialties. We spent a day at the Bethlem Royal Hospital learning about forensic psychiatry and the history of psychiatry. We met forensic patients in a rehabilitation ward at River House, a medium secure unit – a truly memorable experience.

We were privileged to be lectured by some of today's leading psychiatrists, including Professor Simon

Wessely, who spoke about the Gulf War and its aftermath, and Dr Avie Luthra, who directed the Oscarshortlisted film *Lucky*.

We also experienced the lifestyles of psychiatrists outside work, spending an evening in the pub with some trainees. A brave few went clubbing afterwards! Non-London students were provided with accommodation at a psychiatrist's own home, where we were lovingly catered for.

Our last evening was spent at the Royal College of Psychiatrists, with a guided tour by the Dean and lovely food and wine. The Summer School really opened my eyes to what a stimulating career psychiatry can be. They certainly converted me!

MEDFEST

Dr Kamran Ahmed, founder of Medfest

MedFest, the UK's first national medical film festival, was organised by the College's Psychiatric Trainees' Committee (PTC) with the aim of improving recruitment to psychiatry by changing the perception medical students have of psychiatrists.

The festival consisted of free events aimed at medical students and held at nine universities around the UK, exploring the theme 'The image of doctors in film'. The programme included a presentation and three short films: a historical gem from the Wellcome Archive, *Britain's Health Services: The Family Doctor;* the BAFTA-winning short *Shadowscan* about junior doctors working under pressure; and an animated short film on the image of psychiatrists, *Beards & Bow-ties*, that I had written and directed.



The MedFest team developed posters (see picture), created a website (www. medfest.co.uk), acquired funding, secured panelists (including authors, filmmakers, actors and eminent doctors) and conducted an evaluation. More than 450 people attended across all sites and we received a favourable review in the *Lancet*. Plans are underway for MedFest 2012.



Congratulations to the winners of the 2011 RCPsych Awards

The Awards were generously sponsored by:

Diamond sponsor: anonymous donor

Silver sponsor: St Andrew's Healthcare

Other sponsors: Cambridge University Press Oxford University Press Wiley-Blackwell





Author and actor Maureen Lipman hosted the ceremony and entertained the audience with jokes and anecdotes

2 A packed house at the Royal Society of Medicine

Dr James Warner received his award for Psychiatric Trainer of the Year from Professor Sir Christopher Edwards, Chair of Medical Education England

Dr Peter Byrne thanked the College for naming him Public Educator of the Year

5 Dr Kamran Ahmed, Advanced Psychiatric Trainee of the Year, is congratulated by Maureen Lipman

6 Dr Angus Bell received the Medical Manager/Leader of the Year award from Dr Clare Gerada, Chair of the Royal College of General Practitioners





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FAIR DEAL

Dr Laurence Mynors-Wallis, Registrar

In June, a final report on the achievements of the College's three-year Fair Deal campaign was published. The campaign was launched in summer 2008 by Professor Dinesh Bhugra, who had just taken Presidential office, and ran for the duration of his Presidency.

Focusing on inequality, unfairness and discrimination across eight key areas, the Fair Deal campaign changed the law, reworked national and local policy and improved practice on the ground. Among its many achievements are:

Tunding: the Academic Psychiatry Faculty advised the Medical Research Council and the Wellcome Trust on a dedicated mental health research strategy for the next decade.

Access to services: the Faculty of the Psychiatry of Learning Disability published a 'blueprint' on how consultants can provide or improve access to learning disability services.

In-patient services: following a survey in Northern Ireland of in-patient wards, the College introduced protocols for more efficient bed use.

Recovery and rehabilitation: the Rehabilitation and Social Psychiatry Faculty highlighted the problems with out-of-area placements for people with complex psychiatric problems.

Discrimination and stigma: a Private Members' Bill was presented to the House of Lords to address discrimination on grounds of mental health against MPs, jurors, company directors and school governors.

ngagement with service users and carers: the Eating Disorders Section has established a formal collaboration with BEAT (Beating Eating Disorders), and members of the College's Service Users' Recovery Forum and the Carers' Forum now attend party political conferences with the College team of psychiatrists.

A vailability of psychological therapies: the College campaigned government to secure a commitment to Improving Access to Psychological Therapies (IAPT) across the UK and is still involved in the implementation of IAPT for child and adolescent mental health services.

inking physical and mental health: new joint guidelines were published with the Royal College of Physicians aiming to reduce the number of avoidable deaths in people with anorexia. A debate on alcohol consumption and pricing has been important in all four UK countries, but more so in Northern Ireland and Scotland.

These are just a sample of the Campaign's many accomplishments.

The College will continue to pay attention to all the above themes in its future work across the UK, and worldwide through its International Divisions.

http://www.rcpsych.ac.uk/fairdeal

THE COLLEGE INTERNATIONALLY

Vanessa Cameron, Chief Executive

World Psychiatric Association elections

At its World Congress in September, the WPA anounced the success of three senior College members in its elections. Dr Afzal Javed is now WPA Secretary of Sections; Professor Linda Gask has been re-elected as Zonal Representative for Western Europe; and our Immediate Past-President, Professor Dinesh Bhugra, is WPA President Elect. As well as extending our contratulations, this magnificent achievement has prompted me to briefly survey just a few of the activities of the College internationally.

Setting standards, promoting excellence

A group of members comprising the Iraq Subcommittee have continued their work to help improve standards of mental healthcare in that country. This year, efforts were focused on good practice in rapid tranquillisation, patient rights and medical recordkeeping. One significant success has been the banning of unmodified ECT in the biggest psychiatric hospital in Irag. The College's journal International Psychiatry, now in its eighth year of publication, continues to promote high-quality research around the world. It particularly welcomes contributions from the College's 2700 members and associates based outside the UK. Work has continued to increase access to MRCPsych examinations internationally; this year, a CASC examination was established in Hong Kong, in conjunction with the Hong Kong College of Psychiatrists, and positive steps have been made towards the establishment of written papers in India and the Middle East. After qualification, psychiatrists around the world

need access to the highest-quality continuing professional development (CPD) materials. The College's suite of products designed to deliver CPD – *Advances in Psychiatric Treatment* and CPD Online (see p. 5) – is made available by the Royal Australian and New Zealand College of Psychiatrists to its members, and we are actively seeking similar partnerships with other international bodies.

Leading, representing and supporting psychiatrists

A host of different organisations around the world represent psychiatrists and allied professions locally. The College seeks to support all this good work with memoranda of understanding (MoUs) with such important bodies. In 2011, MoUs have been agreed with the Hong Kong College of Psychiatrists, the University of Melbourne, the Schizophrenia Research Foundation Chennai, the Maharashtra Institute of Mental Health Pune, the Armenian Psychiatric Association, the Chinese Society of Psychiatry and the Spanish Society for Old Age Psychiatry.

Work with service users, carers and their organisations

The College's Volunteer Programme continues to send psychiatrists overseas for a range of placements in South Asia and Africa. As well as working directly with services users and carers, volunteers work to develop service capacity by training local medics and health workers.

PRESIDENT'S MEDALS

President's Medals were awarded this year for the second time. The initiative was established by Immediate Past-President Professor Dinesh Bhugra to honour individuals who have made significant contributions to improving the lives of people with mental illness. In 2011, medals were presented to nine people who were chosen for their outstanding contributions in varied fields – research, education, clinical work, advocacy, the media and public policy:

Kjell Magne Bondevik, Norwegian Lutheran Minister and politician

Dr Peter Carter OBE, Chief Executive and General Secretary, Royal College of Nursing
Dr Martin Deahl FRCPsych, consultant psychiatrist, South Staffordshire and Shropshire
Healthcare

Trisha Goddard, television presenter

Dr Peter Hughes MRCPsych, consultant psychiatrist, South West London and St George's Mental Health NHS Trust

Dr Ennapadam S. Krishnamoorthy, neurologist and neuropsychiatrist, Chennai

Norman Lamb MP, Member of Parliament for North Norfolk

Dr Andrew McCulloch, Chief Executive, Mental Health Foundation

Emma Thompson, actress



Trisha Goddard (photo: Nicky Johnston)

Dr Ennapadam S. Krishnamoorthy

HONORARY FELLOWS

Professor James Louis John Appleby CBE FRCPsych Stuart Bell CBE

Professor Michael Gelder FRCPsych

Dr Pedro Ruiz

Dr Nada Stotland MD MPH



Stuart Bell CBE

IN MEMORIAM

The following members and associates of the College died between December 2010 and December 2011

Black, John Michael (b. 1922)

Bowen, Lawrence William (b. 1920)

Buckle, Donald Fergus (b. 1911)

Cartledge, Aidan Geoffrey (b. 1971)

Chadhliwa, Paul Martin Tazviziva (b. 1973)

Connaughton, James Patrick (b. 1931)

Connell, Helen Margaret (b. 1922)

Donn, Kelly Anne (b. 1982)

Driver, Maurice Venables (b. 1920)

Edwards, Michael Bower (b. 1922)

Emerson, Thomas Richard (b. 1930)

Frank, Otto Stephen (b. 1938)

Fraser, Kenneth Munro (b. 1926)

Freeman, Hugh Lionel (b. 1929)

Gabriel, Ronald Maurice (b. 1928)

Gabriel, Agnes Margaret (b. 1928)

Goorney, Anthony Bryan (b. 1927)

Grosser, Hans Hermann (b. 1924)

Hashmi, Farrukh Siyar (b. 1927)

Headley, Mary (b. 1953)

Heaton-Ward, William Alan (b. 1919)

Horrocks, Daniel Jonathan (b. 1970)

Innes, George (b. 1928)

Jabarin, Ziad Subhi Issa (b. 1947)

Jabbar, Abdul Jabbar Al Sattar (b. 1960)

Jackson, Murray (b. 1922)

Kellett, John Montchal (b. 1938)

Kremer, Lionel Maurice (b. 1937)

Lappin, Frank (b. 1927)

Mahendra, Balasubramaniam (b. 1950)

Mandelbrote, Bertram (b. 1923)

Martins, Clovis (b. 1920)

McDonald, Graeme Harding (b. 1958)

McGowan, Stephen William (b. 1965)

Mellor, Clive Sidney (b. 1932)

Molnar, Tibor Eugene (b. 1948)

Muhsin, Tomma Abdul-Ridha (b. 1950)

Myers, Edward David (b. 1925)

O'Callaghan, Eadbhard Donal (b. 1957)

Perera, Hari Victor (b. 1933)

Richards, Hilary (b. 1932)

Robertshaw, Nancy Miriam Elsie (b. 1923)

Roy, Prabhat Kumar (b. 1900)

Sabshin, Melvin (b. 1925)

Salzmann, Maurice Michael (b. 1920)

Santiago, Fernando Lazo Junior (b. 1968)

Scally, Bernard Gabriel (b. 1925)

Seager, Charles Philip (b. 1926)

Segal, Hanna Maria (b. 1918)

Short, James Henry Weir (b. 1931)

Spence, John Anthony (b. 1962)

Spencer, Seymour Jamie Gerald (b. 1920)

Steel, Robin Easton (b. 1932)

Stirling, George Scott (b. 1926)

Sylvester, Joseph Arthur John (b. 1951)

Taitt, Horace Reginald (b. 1930)

Tammes, Bruin (b. 1921)

Thompson, David Charles (b. 1924)

Thorpe, Frederick Graham (b. 1928)

van Boxel, Pieter Jacobus Willem (b. 1946)

Wardell-Yerburgh, John Gerald Oswald (b. 1925)

Watt, David Campbell (b. 1920)

SUMMARISED ACCOUNTS TO 31 DECEMBER 2010

Comprising the Treasurer's Report (pp. 18–19), Statement of Financial Activities (p. 20), Balance Sheet and explanatory notes (p. 21)

Treasurer's report

It is with mixed feelings that I present my final report as Honorary Treasurer on the financial year ended 31 December 2010.

I am pleased to confirm that this year the College's finances have improved further. However, the future remains uncertain and austerity is necessarily high on the agenda.

2010 Financial overview

The College's income amounted to £17.4 m with expenditure totaling £15.8 m. We concluded the year with an operational surplus of £1.6 m before unrealised gains on investments of £134 k were included. Approximately half of the surplus relates to restricted income received in advance, which the College will be using in the next 2 years.

Bequests

The College is grateful to the late Margaret Mary Slack who bequeathed £200k for the purpose of setting up an endowment to fund a travelling fellowship and to the late Mary Whewell Taylor who bequeathed an interim payment of £70k, which has been allocated to the New Building Fund.

New building project

The College has taken further steps to address securing premises beyond the expiry of the lease of 17 Belgrave Square in 2034. College Trustees agreed that the first one percent in any percentage increase in membership fees be allocated to the New Building Fund from 2010 (increased to two percent for 2011). The unforeseen surge in the number of exam candidates had led to an unexpected level of surplus. To help safeguard the College for future generations, the surplus has been transferred into the New

Building Fund. Specific fundraising from other sources will be necessary and Council has agreed to the appointment of external experts to carry out preliminary steps for major fundraising commencing in 2011 (c. £20 k).

Austerity and College-wide budgeting

Austerity has been a priority on the College agenda. The Senior Management Team has

initiated a plan to enable the College to work towards a position where it can gradually reduce up to 10% of expenditure (£1.5 m), if necessary. The Finance Department has now implemented a zero-based College-wide budgeting process and produced comprehensive budgets for the next 3 years.

Internal audit

Council agreed to the creation of an internal audit function. This will enhance the College's governance structure and internal controls, and reflects the sector's best practice. A selection of suitable independent accountancy firms have been invited to tender for the provision of internal audit services.

Growth in membership of the College

Overall membership of the College has grown at a rate of 2.3% (2009 – 6.5%) increasing to 15,445 (2009 – 15,097). The total number of members includes 2,690 from overseas across grades.

Income

Income from membership subscriptions has increased by c. £301k (total membership fees received c. £4.55 m) due to the growth in membership numbers and a 4% increase in subscription fees.

Honorary Treasurer

The International Congress in Edinburgh generated an income of £582 k, 72% higher than 2009.

However, the College Education and Training Centre (CETC) performed under budget this year and the net surplus decreased by £100 k. The College's training activities will be monitored closely.

This year the National Collaborating Centre for Mental Health (NCCMH) received approximately £240 k of additional restricted funds in advance from the National Institute for Health and Clinical Excellence.

However, the College Centre for Quality Improvement (CCQI) generated less income than expected (surplus of £588 k before College overheads contribution compared with £754 k in 2009).

Expenditure

Work has proceeded on investing in a new CCQI information management system which will continue to be developed next year and has been budgeted at c. £450 k. The College has also invested in a new system for human resources, and will invest in cloud technology in 2011.

The College continues to grow, with staff costs amounting to £7.2 m in 2010 (2009 – £6.5 m). The total number of staff has increased from 172 to 194. The main growth has been in CCQI (13) and NCCMH (3); however, some additional resources were given in departments such as Examinations, Policy, divisional offices, human resources and IT.

I am pleased to confirm this year the College invested £30 k in senior management training. This has included the objectives of enhancing leadership qualities and improving service to membership. Improving service to membership is a high priority for College Trustees.

Governance

Induction days were held for new Trustees and Financial Officers of the Faculties, Sections, Divisions and Special Interest Groups (FSDSIGs), emphasising the joint responsibility of Trustees to ensure the financial governance of the College as a whole. In March a workshop on business planning provided Financial Officers and FSDSIG managers

with the opportunity to give feedback regarding business planning, and Finance staff the opportunity to explain the rationale behind the process.

I would like to express my thanks to Professor Michael Farrell, Dr Josanne Holloway and Dr Rao Nimmagadda who completed their terms as members of Finance Management Committee this year. Their contribution has been invaluable and I am very grateful to them indeed for their wise counsel.

College investment portfolio

In 2010 £1m was transferred from College general funds to the investment firm Brewin Dolphin. At the end of December the College's investment portfolio had a value of £2.12 m. Trustees are considering investing more money in the equity market in 2011.

Conclusion

2010 has been a successful year financially and College Trustees and staff will continue to work towards controlling spending, enhancing income and preparing the College for the potential impact of national austerity. The College will therefore remain financially cautious in the year to come.

Finally, I would like to express my gratitude to Vanessa Cameron and Paul Taylor for their counsel and determined efforts to ensure that the College remains financially sound. I am also grateful to the Finance staff for their efforts and consistent good humour, even in the face of difficult circumstances at times.

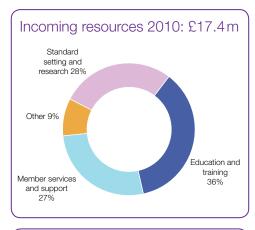
Professor George Ikkos, Honorary Treasurer 8 April 2011

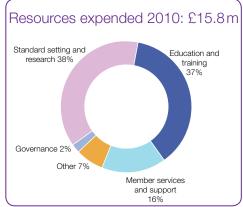
STATEMENT OF FINANCIAL ACTIVITIES -YEAR TO 31 DECEMBER 2010

	Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	Total Funds 2010 £000	Total Funds 2009 £000
Incoming resources					
Incoming resources from generated funds Voluntary income – donations and gifts Investment income and bank interest Prize funds	79 94 –	- - 18	200 - -	²⁷⁹ 94 18	133 97 5
Incoming resources from charitable activities Standard setting and research Education and training Member services and support Communications and policy Central College development	1,914 6,293 4,641 56 977	2,993 61 100 20	- - - -	4,907 6,354 4,741 76 977	4,117 5,450 4,307 96
Total incoming resources	14,054	3,192	200	17,446	15,000
Resources expended	14,034	31+34	200	-//440	15,000
Cost of generating funds Activities for generating funds Investment management costs	27 11	- -	- -	27 11	25 8
Charitable activities Standard setting and research Education and training Member services and support Communications and policy Prize funds	3,582 5,864 2,362 1,126	2,436 5 100 - 9	- - - -	6,018 5,869 2,462 1,126	5,043 5,541 2,320 1,105
Governance costs	352	_	_	352	346
Total resources expended	13,324	2,550	_	15,874	14,402
Net incoming resources before transfers	730	642	200	1,572	598
Transfer between funds	(1)	1	_	_	_
Net incoming resources before other recognised gains and losses	729	643	200	1,572	598
Other recognised gains and losses Gains on investment assets	134	-	-	134	111
Net movement in funds	863	643	200	1,706	709
Reconciliation of funds Total funds brought forward Total funds carried forward	6,607 7,470	1,137	200	7,101 8,807	6,392

BALANCE SHEET AS AT 31 DECEMBER 2010

	2010, £000	2009, £000
Fixed assets		
Tangible assets	2,083	2,303
Listed investments	2,118	993
	4,201	3,296
Current assets		
Stocks	92	86
Debtors	1,689	2,036
Short-term bank deposits	2,000	2,000
Cash at bank and in hand	5,317	3,354
	9,098	7,476
Creditors: amounts falling due within one year	4,345	3,411
Net current assets	4,753	4,065
Creditors: amounts falling due after more than one year	147	260
Total net assets	8,8o 7	7,101
Represented by: Funds and reserves Capital funds		
Endowment fund Income funds	200	
Restricted funds Unrestricted funds	1,137	494
Designated funds	5,113	4,209
General funds	2,357	2,398
	7,470	6,607
	8,807	7,101





Summarised accounts

The Trustees confirm that the summarised accounts on pages 20 and 21 are a summary of the information extracted from the full Annual Report and Accounts, which were approved on 8 April 2011. The summarised accounts may not contain sufficient information to allow a full understanding of the financial affairs of The Royal College of Psychiatrists. Copies of the full accounts on which the auditors have reported without qualification and which will be delivered to the Charity Commission may be obtained free of charge upon written request to the Finance Department, The Royal College of Psychiatrists, 17 Belgrave Square, London SWTX 8PG.

Approved on behalf of the Trustees and signed on their behalf by: Professor D. Bhugra, President; Professor G. Ikkos, Treasurer – 8 April 2011

Report of the independent auditors to the members of The Royal College of Psychiatrists We have examined the annexed summarised accounts (comprising Statement of Financial Activities and Balance Sheet) of The Royal College of Psychiatrists for the year ended 31 December 2010. Respective responsibilities of Trustees and auditors

The Trustees of the College are responsible for the preparation of the summarised accounts in accordance with applicable law and the recommendations of the charities SORP. Our responsibility is to report to you our opinion on the consistency of the summarised accounts with the full Annual Report and Accounts.

Basis of opinion

We conducted our work in accordance with the Bulletin 2008/3 'The auditors' statement on the summary financial statements' issued by the Auditing Practices Board for use in the United Kingdom.

Opinion

In our opinion the summarised accounts are consistent with the full Annual Report and Accounts of The Royal College of Psychiatrists for the year ended 31 December 2010.

Buzzacott LLP, Chartered Accountants and Registered Auditors, 130 Wood Street, London EC2V 6DL – 11 April 2011

These summarised accounts were circulated to the membership of the College and were approved at the Royal College of Psychiatrists' AGM, 30 June 2011.

COUNCIL MEMBERSHIP

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Professor S Bailey
Treasurer[†]

Professor N Craddock Dean[†]

Dr W Burn Registrar[†]

Dr L M Mynors-Wallis Editor[†]

Professor P J Tyrer

Chairs of Faculties[†]

Academic Addictions

Child and Adolescent Forensic

General and Community Learning Disability

Liaison Old Age Psychotherapy

Réhabilitation and Social

Chairs of Sections[†]

Eating Disorders Neuropsychiatry

Perinatal

Eastern

Chairs of Divisions[†]

London Northern & Yorkshire Northern Ireland

North West Scottish South East South West

Trent Welsh

West Midlands

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Dr G T Pinner Dr M R Rao

Deputy Registrars[†]
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Dr P Byrne

Dr N J Deuchar Dr O Junaid

Dr P R Snowden

Professor P Woodruff Dr O Bowden-Jones Dr M A C Murphy Dr J M Parrott

Dr N Kosky Dr I Hall Dr P V Gill

Dr P Connelly Dr K Healy Dr H T Killaspy

Dr J Morgan

Dr J M Bird Dr R Cantwell

Di ix Curicy

Dr D Girling

Dr O Raji Dr R D Adams

Dr P McGarry Dr M Campbell Dr P Rice

Dr P S Davison Dr C Fear Dr D Chaloner Dr S H M Matthews

Dr S Edwards

Information reflects committee membership as at 1 December 2011. Further enquiries should be sent in writing to the Registrar.

[†]member ex officio; F, Fellow; M, member

Elected members

Dr J Falkowski (F) Professor J R Geddes (F) Dr A N N Ramakrishnan (M)

Co-opted members

Dr S M Carney

Dr M Crawford (Director, College Research Unit)

Dr S Datta (Chair, BMA CCSC Psychiatry Subcommittee)

Dr E Fellow-Smith (for the National Director of Mental Health)

Chair of Professional Practice & Ethics Committee[†]

Professor S Benbow

Director of Conferences[†]

Dr H Miller

Director of Public Education[†]

Dr P Byrne

Affiliate Representative

Dr I Ahmad

Chair of the Psychiatric Trainees' Committee[†]

Dr G A Lomax

Patients' and Carers' Representatives

Mr A Birch

Mr R Brooks-Collins

Mr A Fisher

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Dr N K Agrawal Dr F Ahmad

Dr K Ahmed (PTC Representative) Professor S M Bailey (President)

Dr J S Bamrah[†] (Director, CPD) Dr V A Banks

Professor A W Bateman[†] (Chief Examiner)

Dr J A Bearn Dr S Bhaumik Dr A M Bovle

Dr A D Brittlebank[†] (Associate Dean)

Dr D H Brown Dr W K Burn[†] (Dean) Dr R Cantwell Dr A F Clark Dr S P Dave Dr H E De Waal

Professor S Deb (observer)

Dr P F Gallagher Dr G M Garry Professor J Hayden Dr B W Jacobs Dr J Johnston Dr I R Jones Dr J A Jones Dr J H Kent Dr M A Ledaer Dr PT Lelliott Dr G A Lomax Dr D Longson Dr K F Lovett

Dr B S Lunn[†] (Associate Dean)

Dr M Maier Dr A Malik

Dr N J Margerison (observer)

Dr H E J Miller Dr T Morris Dr G D Mundempilly

Dr L M Mynors-Wallis[†] (Registrar)

Dr M E Paffard

Dr G T Pinner[†] (Associate Dean)

Dr N B Purandare

Dr M R Rao[†] (Associate Dean)

Dr R Rao Nippani Dr D Reiss Dr P H Robinson Dr J M Sinclair Dr A Wieck

Professor R J W Williams

OFFICERS OF FACULTIES AND SECTIONS

Faculty Academic Professor P Woodruff Addictions Dr O Bowden-Jones Child and Adolescent Dr M A C Murphy Forensic Dr J M Parrott General and Community Dr N Koskv Learning Disability Dr I Hall Liaison Dr P V Gill Old Age

Psychotherapy Rehabilitation and Social

Section

Eating Disorders Neuropsychiatry Perinatal

Dr P Connelly Dr K Healv Dr HT Killaspy

Chair

Dr J Morgan Dr J M Bird Dr R Cantwell

OFFICERS OF SPECIAL INTEREST GROUPS

Group Adolescent Forensic Forensic Psychotherapy Gay and Lesbian Management Mental Health Informatics Philosophy Private & Independent Practice *Psychopharmacology*

Spirituality and Psychiatry Transcultural Volunteering and International

Chair Dr N Hindley Dr G Kirtchuk

Professor M King Dr V Majjiga Dr J Marley Dr M Broome Dr PTS Milln

Professor A Young Professor C Cook Dr R Amin Dr D Ovebode

Dr K Anagnostakis

CHAIRS OF STANDING COMMITTEES

Committee Chair Policy Coordination Dr O Junaid Conference and Training Dr H Miller Psychiatric Trainees Dr G A Lomax **Publications Management** Professor P J Tyrer

Board Public Education

Westminster Liaison CHAIRS OF SPECIAL COMMITTEES Chair

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Informatics Professional Practice & Ethics Human Rights

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Professor I C Reid Dr J P Richardson Professor S Benbow Dr T Exworthy

Vice-Chair

Professor A Lingford-Hughes

Dr F Keanev Dr G Rose Dr H Stone Dr P Rowlands Dr H Boer Dr P Aitken Dr A S Barker Dr S Mizen Dr L Kemp Vice-Chair Dr P Hugo Dr N K Agrawal Dr E McDonald

Vice-Chair

Dr P Misch Dr D Reiss Dr S Evans Dr R Venkatesan

Dr K Fulford

Dr S R Nimmagadda

Dr S Dein Dr I K Ali Dr V Doku

Dr H Ananthanarayanan

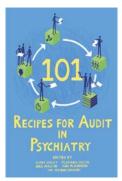
OFFICERS OF DIVISIONS

Division Chair Vice-Chair Dr D Girling Dr S Bhandari Eastern London Dr O Raji Dr G Rands Northern & Dr R D Adams Dr J Whaley Yorkshire Northern Dr P McGarry Dr U Huda Ireland

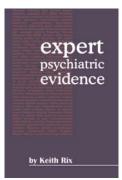
North West Dr M Campbell Dr S Plunkett Scottish Dr P Rice South East Dr P Davison South West Dr C Fear Trent Dr D Chaloner Dr S Matthews Dr P S Prasad Welsh West Midlands Dr S Edwards

Dr A Cook Dr J Harding Dr S Dinani Dr D Das Dr A Roy

NEW BOOKS 2011











101 Recipes for Audit in Psychiatry

Edited by Clare Oakley, Floriana Coccia, Neil Masson, Iain McKinnon and Meinou Simmons

A Clinician's Brief Guide to the Mental Health Act

By Tony Zigmond

Expert Psychiatric Evidence

By Keith Rix

Intelligent Kindness

By John Ballatt and Penelope Campling

International Perspectives on Mental Health

Edited by Hamid Ghodse

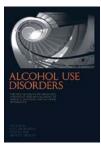
Teaching Psychiatry to Undergraduates

Edited by Tom Brown and John Eagles

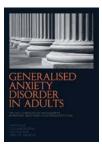
Workplace-Based Assessments in Psychiatry (2nd edn)

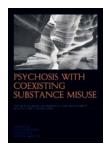
Edited by Amit Malik, Dinesh Bhugra and Andrew Brittlebank

Four new or updated NICE guidelines, in collaboration with the National Collaborating Centre for Mental Health and the British Psychological Society









CALL FOR MEMBERSHIP DATA

The following are Members and Associates of the College for whom there is no address currently available. If any member has details of any of those listed below, please contact the Membership Data Office.

Dr H Akimoto Dr A Guthrie Dr N Mitchell Dr M Z Al-Oassim Dr J D Haldane Dr R Mitchell Quill Dr M Anil Dr L M Hickey Dr E B M Murphy Dr L Barron Dr K F Hirsch Dr M P A O'Donnell Dr S Brest Dr M H B Joyce Dr K A O'Keeffe Dr E A Brown Dr R Judge Dr M Ozbilen Dr A E Buck Professor M Kaila Dr M H Paterson Dr R H Burman Dr A Kale Dr E W A Petch Dr F Capozzoli Dr G D A Kearney Dr B J Phillips Dr N S Capstick Dr F J Kelleher Dr S Phillips Dr J Chandrakanth Dr C Kenton Dr J L Pisani Dr J Chappell Dr N J P Killala Dr G Rajiyah Dr MA Chikoore Dr F King DrYJJRao

Dr P E CopusDr A I KoryaginDr SKK RayapureddyDr V E DaddsProfessor D J LewisProfessor A A Salama

Dr M Derkacs Dr E Lianantonakis Dr S M Saleh

Professor E Dimitriou Dr J S B Lindsay Professor A J P Sherston-Baker

Dr P A Stepanek Dr T Dorman Dr R MacDonald Dr D L MacKenzie Dr A CThompson Dr A W Drummond Dr H M Du Plessis Dr T K MacLachlan Dr J I Timothy Professor L Frighi Dr S G R Martens Dr M Tonnesmann Dr J G Garai Dr M B Matthews DrTPS Watts Dr R Gordon Dr M D McGrath Dr J N Williams Dr I F Gough Dr J McMichael Dr C E Yeates Professor I Zador Dr A Millan Dr A M Gray

Every attempt is made to maintain an up-to-date database of the membership. If your membership details have changed recently, please contact the Memberhip Data Office (+44(0)20 7235 2351 ext. 6281; email: membership@rcpsych.ac.uk).

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17 Belgrave Square, London SW1X 8PG

www.rcpsych.ac.uk

The Royal College of Psychiatrists is a charity registered in England and Wales (228636) and in Scotland (SC038369)

Occasional Paper OP83

SUPPORTERS

The Royal College of Psychiatrists is grateful to the following organisations for their support of College research projects and academic activities, the mental health information programme and RCPsych Awards during the past year:

Cambridge University Press

Charitable Monies Allocation Committee of St Andrew's Hospital, Northampton

Department of Health

Health Foundation

Healthcare Quality Improvement Partnership

Ministry of Justice

National Institute for Health and Clinical Excellence

Oxford University Press

St Andrew's Healthcare

Wiley-Blackwell

We received generous beguests from the Trust of the late Dr P. J. H. Gosling.

The College also thanks the many members, non-members and organisations that have given to College campaigns and appeals, and our advertisers for their continued business.