

Registered number: 10316815
Charity number: 1169166

The Staff College: Leadership in Healthcare
(A company limited by guarantee)



Unaudited

Trustees' report and financial statements

For the year ended 31 August 2018

**The Staff College: Leadership in Healthcare
(A company limited by guarantee)**

Contents

	Page
Reference and administrative details of the charity, its trustees and advisers	1
Trustees' report	2 - 14
Independent examiner's report	15
Statement of financial activities	16
Balance sheet	17
Notes to the financial statements	18 - 25

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Reference and administrative details of the charity, its trustees and advisers
For the year ended 31 August 2018

Trustees

Brigadier R J S Wardle, Chairman (appointed 8 August 2016)
Brigadier K C Beaton (appointed 8 August 2016)
Professor J E Earis (appointed 8 August 2016)
Mr A P Bax (appointed 8 August 2016)
Mr G A Donnelly (appointed 8 August 2016)
Mr A T Abraham (appointed 1 October 2016)
Dr C S Sayer (appointed 23 November 2016)
Brigadier G K Bibby (appointed 18 April 2017)
Professor K Pritchard-Jones (appointed 30 May 2017, resigned 24 April 2018)
Mrs R Bhamber (appointed 24 April 2018)

Company registered number

10316815

Charity registered number

1169166

Registered office

Fleetbank House
2-6 Salisbury Square
London
EC4Y 8JX

Company secretary

Charlotte Francesca Brown

Chief operating officer

Charlotte Francesca Brown

The Staff College: Leadership in Healthcare **(A company limited by guarantee)**

Trustees' report **For the year ended 31 August 2018**

The Trustees present their annual report together with the financial statements for the 1 September 2017 to 31 August 2018. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) as amended by Update Bulletin 1 (effective 1 January 2015).

Since the charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Background and origins

The Staff College: Leadership in Healthcare (Staff College) was founded in 2010 by the late Professor Aidan Halligan following his visit to the military acute medical facility in Helmand Province at the peak of the British Army's operations in Afghanistan. There he witnessed at first hand the extraordinary teamwork, cooperation and leadership of clinical military teams, formed of the very same clinicians who work in the NHS as reservists. He attributed the heightened leadership abilities he witnessed to the military's commitment to the training and leadership development of their staff and officers.

On his return, he brought together a core team of advisors to develop a new and potent way of training leaders in health:

- Experienced NHS leaders with a deep understanding of the challenge and context in which healthcare must operate;
- Experience from proven military leaders who have undergone extensive leadership selection and development and provided it for others;
- Specialist knowledge, research, understanding and expertise to help develop the most effective programmes.

Aidan's vision was to create a national Staff College where, in time, all leaders across the health service would attend standardised experiential programmes focusing on the central themes of developing self awareness, abilities to manage themselves, capability to lead others and, for those engaged in complex system leadership, an understanding of how to lead one of the most complex systems. This concept was modelled on the military Staff Colleges, but was adapted to the needs of the health service, ensuring that the programmes developed and delivered were done so by senior health leaders, for senior health leaders.

His vision was rooted in the belief that improving the quality of leadership has the potential to transform the quality of healthcare received by patients and the experience for those working within the service. As such, he sought to build a College that would nurture, support and challenge leaders at all stages of their career, across all disciplines and from all sectors, whilst providing a form of oversight which could inform the talent management of both our current and future workforces.

For six years, Staff College was hosted at University College London Hospitals NHS Foundation Trust, originally delivering leadership development programmes for senior leaders before expanding its capability in order to support leaders earlier in their careers and health care teams. In 2013, the Staff College developed a second campus hosted at Aintree University Hospital in order to provide the same opportunities to leaders in the North West.

Following Aidan's untimely passing in 2015, and faced with a move from UCLH in early 2016, the Management Board took the brave decision to incorporate the Staff College as an independent charity to ensure the important work it does supporting healthcare leaders could continue. In September 2016, with the backing of Public Health England and following successful incorporation, The Staff College: Leadership in Healthcare was born.

The former Management Board became the new Board of Trustees with responsibility for holding the executive to account for the running of the charity. Many of those on our Board today, including Chairman Brigadier Johnny Wardle, were founding members of the NHS Staff College and continue to bring a wealth of experience, wisdom and commitment to the charity in their pro bono positions.

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 August 2018

The lean executive and operational team, led by COO, Charlie Brown, enables the charity to keep the costs of its programmes to an absolute minimum.

Most of our original faculty continue to work with us today, after 8 years with us, and we are pleased that in response to ever-growing demands for our services, we are currently bringing new members of faculty into the fold and are working to develop more clinical members of faculty.

We keep an open mind to any opportunity to develop healthcare leaders. Our independence enables us to work with any organisations and we remain open to collaborating with partners to design programmes. We're particularly pleased to continue to work with UCLH and Aintree today, following the significant support both organisations have shown us when we were based with them.

Our focus is always on the quality of the programmes run, and the quality of the faculty who deliver these. A quality assurance process ensures that these remain consistently exceptional. It is testament to these high standards that relationships with new commissioners always come through word of mouth and the testimony of those that have worked with Staff College previously.

Objectives and Activities

a. Policies and objectives

Staff College's vision is to improve the quality of care for patients and the experience of staff through the development of leaders working across the whole health and care community and aligned public services through education and training.

Staff College's mission is:

'to develop and nurture leaders who will deliver the best possible care and experience for service users and staff throughout the NHS and the wider health and care community.'

Staff College's ambition is to continue to develop an expert faculty of senior leaders, drawn from healthcare, the military, business and education in order that we can provide more opportunities for health and care leaders to develop their skills in a meaningful way and respond to a demand led expansion.

The Charity is agile and responsive to the current health landscape in order to demonstrate its contribution at the highest possible level. We work with health and care organisations across England, and beyond, to deliver programmes as close to the point of need as possible. We support leaders at different stages within their career and support the development of a pipeline of leaders through our open Senior Leadership Development Programme.

b. Activities for achieving objectives

We design and deliver behavioural based programmes, drawing on the unique leadership learning of the military and rooted in the belief that developing the leadership capability of individual has a direct impact on the quality of care for patients. We provide a challenging, demanding, safe and fun environment in which individual's insights are developed, personal capabilities are enhanced and leadership potential and skills optimised.

Since starting in 2010, we have delivered leadership development programmes for over 2600 leaders, from undergraduates to CEOs, across primary and secondary care. We currently develop a wide range of programmes for individuals to further develop their personal leadership and capacity to lead others, and with teams or Boards to develop individual and collective leadership. We work with a host of different organisations from NHS Trusts, Clinical Commissioning Groups, Academic Health Science Networks, Universities as well as NHS England, NHS Improvement and Public Health England and currently have a growing remit in supporting Sustainability and Transformation Partnership Board and Integrated Care System Leadership Teams.

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 August 2018

b. Activities for achieving objectives (continued)

We currently deliver three main types of programme:

1) Senior Leadership Development Programme

Our flagship Senior Leadership Development Programme is an open programme for senior leaders (consultant grade doctors and above, GPs, band 8a and above nurses, AHPs and managers) working within the NHS.

It consists of three, three day long modules focused on the core themes 'Leading Self,' 'Leading Others' and 'Leading Systems.'

We aim to run these modules twice each year.

2) Commissioned Programmes

We are commissioned to design and deliver programmes by organisations looking to develop their own staff or fulfil a particular development need.

We will work closely with an organisation to first understand their local issues and development needs before developing a programme for or with them.

Some current examples:

- Clinical Leadership Development Programme for Clinical Directors, Matrons, Clinical Business Managers and AHP Service Leads for Aintree University Hospital.
- Top 100 Leaders Programme for Mid-Essex Hospitals, Southend Hospital and Basildon pre-move to Group Model.
- Band 5-7 front-line leaders programme for UCLH.
- Emerging Leaders in Primary Care Programme with UCLPartners and commissioned by 5 Clinical Commissioning Groups (CCGs) to date.

3) Bespoke Programmes

We design and deliver bespoke interventions to support the development of senior leadership teams and Boards.

Sometimes we are approached when issues faced by teams are rooted in a lack of leadership and poor relationships between team members. At other times, we might be asked to support a newly forming team to help them start from a strong foundation.

In recent years, we've been supporting multi-organisation Boards where individuals from a variety of organisations need to work collaboratively to develop local plans, despite their differing organisational priorities.

We use our tried and tested methodology to develop individual and collective leadership, building and strengthening relationships between members.

We root programmes in the real work of the group whilst raising awareness of 'how' they go about working together. This allows groups to make progress on their live issues, whilst learning how to work better together.

Some current examples:

- Board Development Programme for Outpatient Transformation Programme across Barts Health, Newham CCG, Tower Hamlets CCG and Waltham Forest CCG to support the transition to a new way of working and the embedding of a new e-referrals system.
- Board Development for the Manchester Biomedical Research Facility Executive Board
- Pilot Sustainability and Transformation Partnership (STP) Development Programme for the East London Health and Care Partnership and Surrey and East Sussex STP

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 August 2018

We also work with the NHS' regulators to ensure that from a strategic perspective, our approach and proven methodology can be deployed to maximum effect for the good of the system.

NHS England

We are currently delivering two pilots to support the leadership of two Sustainability and Transformation Partnerships for Simon Stevens, CEO NHS England.

We have been supporting one of NHS England's Commissioning Teams.

NHS Improvement

We are currently a delivery partner for the Aspiring Medical Director Programme.

NHS Improvement and Care Quality Commission (CQC)

We are in talks with NHS Improvement and the CQC about developing a pilot programme to support a Trust coming out of special measures.

c. Our approach – what makes us different?

At Staff College, people often talk about the fact that we are different. While we remain agnostic about styles of leadership and leadership theory, instead believing that leadership is all about context, we have some guiding principles that inform our approach and ensure that our programmes are potent, engaging and valuable.

Focus on awareness

At the heart of our approach is our belief in the profound importance of people. Leadership is all about the quality of relationships that leaders have with others. As such, our focus is on awareness raising as a route to developing greater self and social awareness.

We help individuals to understand their assumptions, patterns and triggers. Once they can learn to notice these, they can begin to manage themselves better in difficult moments. Ultimately this is the foundation of individuals becoming better versions of themselves and building better relationships with others.

The power of groups and feedback

We use the power of small group working to provide a safe space for individuals to learn about themselves. Feedback is triangulated through the use of formal video reviews, so that individuals can see for themselves how they're seen by others, peer to peer feedback and faculty led feedback.

Individuals develop their own ability to give and receive feedback as a foundation for continuous learning.

Experiential learning

We believe that individuals learn through experience, rather than by being 'taught.'

As such, programmes provide a range of challenging experiences for individuals, testing the abilities that effective leaders need to have and providing the opportunity for reflection and review, helping individuals understand their strengths and weaknesses.

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 August 2018

c. Our approach – what makes us different? (continued)

Support and challenge

We recognise the significant difficulties leaders in healthcare face. As such we balance our support and empathy for the complexity they face and their personal vulnerabilities with a level of challenge and provocation that pushes leaders to take responsibility for their actions.

This sensitive challenge helps individuals grow their confidence and find the courage to step up and take on roles and responsibilities they wouldn't have done before.

Strategic thinking and changing mind-sets

We encourage leaders to step back and take a more strategic view of their current context. Leaders are often so caught up in the day to day fire-fighting that they lose sight of the bigger picture and as such, there can be a lack of forward thinking and planning.

To take this step requires a significant mind-set shift for individuals and our searching testing of individuals assumptions and thinking about leadership helps them to start to think differently.

d. Main activities undertaken to further the charity's purposes for the public benefit

In Staff College's second year as a charity it has:

Senior Leadership Development Programme

Re-launched the new Senior Leadership Development Programme as an open programme for senior leaders from across primary and secondary care.

Delivered 5 modules, consisting of 168 training days for 45 senior leaders.

Commissioned Programmes

Designed and delivered 20 courses with 519.5 training days for 387 leaders for the following organisations:

- University College London Partners - Academic Health Science Network (AHSN)
- University College London Hospitals NHS Foundation Trust
- Aintree University Hospitals NHS Foundation Trust
- Barking and Dagenham Clinical Commissioning Group (CCG)
- Havering CCG
- Redbridge CCG
- Newham CCG
- City University
- Saudi Arabian Ministry of National Guards: Health Affairs

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 August 2018

d. Main activities undertaken to further the charity's purposes for the public benefit (continued)

Bespoke Programmes

Designed and delivered 42 development sessions or courses with 255 training days for approximately 166 leaders for the following organisations:

- Barts Health NHS Foundation Trust
- East London Health and Care Partnership (formerly the North East London Sustainability and Transformation Partnership (STP))
- Tower Hamlets CCG
- Waltham Forest CCG
- Newham CCG
- Surrey and East Sussex STP
- Waltham Forest Integrated Care System (ICS) for Emergency and Urgent Care
- Manchester Biomedical Research Centre
- NHS England
- NHS Improvement

Joint Programmes with the Defence Academy

Delivered one course with 72 training days for 12 senior leaders in partnership with the Defence Academy's Joint Services Command and Staff College.

Metrics

Over the course of its second year Staff College has delivered 68 leadership or team development courses equating to 1014.5 training days for 610 leaders.

We've worked with leaders at a range of different seniority levels:

- 24 system leaders
- 239 senior leaders
- 317 emerging leaders
- 30 junior leaders

We've worked with leaders from a range of different backgrounds and disciplines. For some bespoke programmes we run, it isn't appropriate for us to keep training records of those that attend development sessions. We currently have training records for 433 of the 610 leaders we've worked with over the past year. Of those we do, they come from the following disciplines:

- 3 CEOs
- 24 Directors
- 32 Consultants
- 25 GPs
- 14 Senior Nurses
- 34 Senior Managers
- 1 Senior Finance Manager
- 83 Nurses
- 15 Theatre Practitioners
- 16 Midwives
- 8 Allied Health Professionals
- 14 Pharmacists
- 49 Managers
- 62 Administrators
- 4 Analysts
- 42 Others

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 August 2018

Achievements and performance

a. Key financial performance indicators

2017/18 was the second financial year as an independent charity. For this second year, Public Health England funded the staff costs of the COO (the charity's sole employee) and the charity's office costs for the first six months. From 1 April 2018, the charity took over the employment of the COO and took on a second employee in its Operations Manager.

Income generated through delivery of programmes

In year 2017/18, programmes generated £373,992.

£78,063 was generated through the Senior Leadership Development Programme.

£265,929 was generated through the delivery of bespoke and commissioned programmes.

£30,000 was generated through the delivery of a joint programme with the Defence Academy.

Investment in Research and Development (R&D)

In year 2017/18 the charity invested £21,000 into the development of new programmes.

Donations

The charity raised £10,844 in donations including gift aid.

Overall position

The charity had overheads of £75,679 inclusive of staff salaries of £41,927. Overall, there was an end of year surplus of £16,077.

This was retained in the charity's reserve, along with a further £29,000 which forms the 10% contribution of funding that has been paid during 2017/18 but relates to programmes that will be delivered in 2018/19 and has been accrued.

The charity has a total of £73,977 of funding rolled over to the next financial year.

**The Staff College: Leadership in Healthcare
(A company limited by guarantee)**

**Trustees' report (continued)
For the year ended 31 August 2018**

b. Review of activities

Evaluation of impact

We are committed to providing a high quality experience for all participants. Evaluation is a fundamental part of what we do.

Senior Leadership Development Programme

Programmes have consistently been evaluated as very good or good by the majority (>95%) of those who have attended them through the use of post course evaluations. 95% have said they would definitely recommend the programme to others.

For the Senior Leadership Development Programme, we have used pre and post-course evaluations to identify a self-assessed difference in individuals' confidence in their abilities following their attendance on a course. Over our first set of modules, 93.7% of those who attended were very confident or confident in their abilities against the learning objectives after attending modules, as opposed to just 42% who were before attending.

We ask members to set themselves personal, organizational and clinical (if applicable) goals before attending the programme. At the end we ask them to consider whether the course has helped them make progress towards these goals.

- 83% of members felt they had achieved their personal goals or made progress towards them during the course.
- 85% of members felt they had achieved their organisational goals or made progress towards them.
- 65% of members felt they had achieved their clinical goals or made progress towards them.

We have followed up with some individuals 6 months after attending the course to find out what they've done differently as a result. We have developed a series of case studies sharing members' stories of how attending the programme has impacted on themselves, their teams, organizations and for the care of their patients.

Commission and Bespoke Programmes

Our commissioned and bespoke programmes have been evaluated in different ways by individual commissioners and external independent researchers. A series of evaluation reports have been presented to commissioning organisations outlining the impact that programmes have had for participants and continue to reflect very positive outcomes.

The University College London Partners 'Emerging Leaders Development Programme' that Staff College has delivered modules for has been independently evaluated for impact by a researcher from Cass Business School and City University with extremely positive results. This led to the programme being re-commissioned this year by the CCGs.

Endorsement

Staff College's approach to bespoke development programmes has been endorsed by the CEO and Medical Director of NHS England, Simon Stevens and Prof Sir Bruce Keogh, with their approval and commitment to funding a series of programmes for the leadership teams of some Sustainability and Transformation Partnerships (STPs).

The Charity is supporting NHS Improvement's Aspiring Medical Director Programme at the behest of Dr Sean O'Kelly, Medical Director for Professional Leadership.

The Charity has been supporting the Minister of Prisons, Rory Stewart, with a pilot programme to explore whether our approach to leadership development could help develop leadership for those leading in the prison and probation services.

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 August 2018

c. Investment policy and performance

Staff College has a simple business model whereby income is generated through the delivery of courses. A small percentage is added to the delivery costs of each course or intervention and this contributes to the charity's overheads. In order for the charity to exist, it must run enough programmes to generate the contributions required to cover the overheads.

The charity must maintain a balance between the amount of work it generates, the workforce required to support the delivery of this work, and ensuring that it can meet its financial targets to ensure that there are sufficient funds generated to pay the workforce. As such, the Charity has identified a series of financial targets, dependent on the size of the workforce required for the coming financial years.

The charity has invested some of the contribution generated through the delivery of programmes during its first year into the purchase of audio visual equipment required for the delivery of courses, the development of new programmes and the development of course materials.

Financial review

a. Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future.

For this reason they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

b. Principal risks and uncertainties

The Trustees regularly review the potential risks for the charity and ensure appropriate controls are in place. The primary risks are currently operational and financial. The Trustees are keen to ensure that the charity is financially sound and sustainable.

In order to ensure that the charity continues to be financially viable, a quarterly set of management accounts is produced and presented to the Trustees. In order to inform longer term strategic decision making, an up to date annual forecast is produced and presented quarterly.

The COO leads on the financial management of the charity and produces quarterly management accounts for the Board of Trustees, overseeing the invoicing, banking and book keeping centrally, with assurance and advice provided by the charity's accountants, Kreston Reeves.

In addition, since the charity's ability to meet any unexpected expenditure from its own funds is limited, professional indemnity, product liability, employee liability and cyber security insurance cover is maintained for the charity, it's Trustees and the Faculty when they deliver programmes for the charity.

The COO leads on the operational management of the charity and produces a quarterly report outlining the charity's in period activities, highlighting any challenges faced by the charity. The charity has a series of decision making processes in place to ensure that where circumstances require the need for support from the Board of Trustees, it is possible to efficiently and effectively make an appropriate decision with their input.

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 August 2018

c. Reserves policy

The Board of Trustees agreed in 2016 that the charity would commit to building up a reserve fund for the charity, in order that the charity could continue for six months, should some of its current income streams not be renewed. This is in order to ensure some financial stability for those that work for the charity, and to ensure that the charity could pay any outstanding debts should it go into liquidation. This also ensures that there is a fund available should the charity be hit with an unexpected cost at any point, such as a new piece of large equipment that is required. A contribution of 10% per contract will be directed towards the reserve fund throughout the first years of operation, to ensure that this reserve is built up, as possible.

Based on the charity's annual overheads, the desired level of reserves for 2017-18 is £32,605. The current reserves balance is £45,095.

As the charity has expanded its workforce this year, it has greater overheads and the desired level of reserves for 2018-19 is £64,069. This will be continuously monitored through the charity's financial planning each year, to ensure that the reserve fund keeps pace with the growth of the charity.

A contribution of 10% per contract will be directed towards the reserve fund throughout the first years of operation, to ensure that this reserve is built up.

This will be continuously monitored through the charity's financial planning each year, to ensure that the reserve fund keeps pace with the growth of the charity.

Structure, governance and management

a. Constitution

The charity is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 4 August 2016 .

The charity is constituted under a Memorandum of Association dated 4 August 2016 and is a registered charity number 1169166.

The principal objects of the charity are to:

- 1) Advance education and training, in particular in the health and care sectors and public services.
- 2) Advance health, in particular by strengthening and developing the skills and leadership ability of individuals working in the health and care sectors.

Staff College has a lean core team that enables the charity to keep the costs of its programmes to an absolute minimum. Trustees provide the oversight of the charity, with some individuals fulfilling formal roles within the charity, pro bono. Faculty are contracted for the duration of the programmes they deliver, both to ensure that clinical faculty remain credible and connected to the healthcare service, and to ensure that charity overheads are kept to a minimum. A team of Faculty Leads direct the design and delivery of courses, and oversee the support and development of Associate Faculty Members.

Staff College keeps an open mind to any opportunity to develop healthcare leaders. Independence enables it to work with any organisations and remain open to collaborating with partners to design programmes.

Programmes are complementary to national offerings and open programmes could form part of these.

The focus is always on the quality of the programmes run, and the quality of the faculty who deliver these. A quality assurance process ensures that these remain consistently exceptional. It is testament to these high standards that relationships with new commissioners always come through word of mouth and the testimony of those that have worked with Staff College previously.

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 August 2018

b. Method of appointment or election of Trustees

The management of the charity is the responsibility of the Trustees who are elected and co opted under the terms of the Articles of Association. Trustees are elected for terms of three years and can be elected for up to three terms.

In order to ensure that new Trustees can be elected, the charity has a clear and transparent 'Trustee Appointment Process' to facilitate the identification and nomination of future Trustees.

Staff College has identified the areas of expertise it needs across the Board of Trustees and this is outlined in its business plan 2017 19. This can be reviewed at any time but provides a framework for Trustees to consider when seeking new Trustees.

c. Policies adopted for the induction and training of Trustees

Staff College provides an induction hand book for all Trustees on appointment. This outlines their roles and responsibilities, in line with the Charity Commission Cc3 Guidance for Trustees. These also provide an overview of the Charity's activities and the decision making processes in place.

Trustees receive a quarterly monitoring report, outlining the current activities, financial activity and challenges for the charity, along with regular updates from the COO.

Individual Trustees may also provide support for the COO on specific projects and tasks. In order to fulfil these takes, it may be necessary for the charity to fund additional training or development for its Trustees.

d. Organisational structure and decision making

Staff College has a Board of Trustees who provides governance and oversight of the charity's activities and provides strategic direction. Trustees promote the charity across the health and care system and seek opportunities for the charity. Some Trustees fulfil formal roles to support the running of the charity, on a pro bono basis

Staff College has an Advisory Council, formed of eminent leaders from health and care, the Military and Public and Private Sector. This advises the charity on particular issues and connects the charity to a wider network.

Both the Board of Trustees and Advisory Council are chaired by the Chairman, with support through the Deputy Chairman.

The Principal is our Clinical Lead for the charity. He provides clinical oversight of the charity activities to ensure that what we offer is consistent with the need of the health and care system. He has a formal role in representing the charity at business development meetings and represents the charity outwardly from a clinical perspective.

The Director of Studies provides quality assurance of our programmes.

The design and delivery of courses is delivered by our Core Faculty on an as needs contractual basis.

Day to day operations are led by the Chief Operating Officer (COO) who is accountable directly to the Chairman and the Board of Trustees. The COO is supported by a full-time Operations Manager and the team will grow in line with the future work requirements.

The charity operates an approved scheme of delegation for the approval of payments and the entering into of contracts and has an agreed set of policies in place to support the running of the charity and decision making processes.

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 August 2018

d. Organisational structure and decision making (continued)

For the first half of the second year (2017/18), the COO was employed by Public Health England (PHE) with her time donated to the charity. While this arrangement continued, the charity had a Senior Responsible Officer (SRO) at PHE who fulfilled the role as senior interlocutor between the Staff College and PHE. This arrangement came to an end on 31 March 2018, with the charity employing the COO on a permanent contract.

e. Risk management

The Trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity, and are satisfied that systems and procedures are in place to mitigate its exposure to the major risks. The charity operates a risk register which is reviewed at the outset of every Trustee meeting.

Plans for future periods

a. Future developments

Staff College has a business plan for the years 2017 2019. It is approved by the Board of Trustees and Executive and presents the charity's vision, mission and operational plan for the coming two years. It is a strategic 'working' document which seeks to assist both Trustees and the Executive to plan ahead, set the relative priorities for investment in routine activity, manage risk and pursue opportunities over the coming 12 24 months. It also sets out the key performance targets (KPTs) which will be used to measure progress and the additional financial and human resources required in order to both be financially viable, and to grow operations.

Staff College's priority for the years 2017 19 is to build a stable foundation from which the Charity can build and develop its capability and capacity, in order to do more for more.

It will do this through a series of identified Key Performance Targets (KPTs):

KPT1: Meeting charity financial targets to ensure that the charity's operating costs are covered by the contributions generated through the delivery of programmes. The financial targets are set out in Annex 5 of the Business Plan 2017 19.

KPT2: Generating activity through the development and delivery of our programmes for individuals and healthcare teams.

KPT3: Building a relationship with commissioners

KPT4: Developing the faculty

KPT5: Building wider recognition of the Charity and brand

KPT6: Beginning to demonstrate an impact from programmes

KPT7: Continuing to seek support for our original vision for a national Staff College.

From October 2018, the position of COO will be re-titled as CEO to better reflect the associated responsibility.

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 August 2018

Trustees' responsibilities statement

The Trustees (who are also directors of The Staff College: Leadership in Healthcare for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

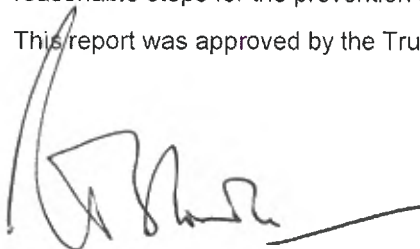
Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report was approved by the Trustees, on 13th and signed on their behalf by:

November 2018



Brigadier R J S Wardle, Chairman

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Independent examiner's report
For the year ended 31 August 2018

Independent examiner's report to the Trustees of The Staff College: Leadership in Healthcare (the 'charity')

I report to the charity Trustees on my examination of the accounts of the charity for the year ended 31 August 2018.

This report is made solely to the charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the charity's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's Trustees as a body, for my work or for this report.

Responsibilities and basis of report

As the Trustees of the charity (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Kreston Reeves LLP, which is one of the listed bodies.

I have completed my examination. I can confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed:



Dated:

27 November 2018

Susan Robinson BA FCA FCIE DChA MCMI

Kreston Reeves LLP
Chartered Accountants
Chatham Maritime

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Statement of financial activities incorporating income and expenditure account
For the year ended 31 August 2018

	Note	Unrestricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Income from:				
Donations and legacies	2	10,844	10,844	13,500
Charitable activities	3	373,992	373,992	60,127
Investments	4	85	85	-
Other income		-	-	150
Total income		384,921	384,921	73,777
Expenditure on:				
Charitable activities		321,177	321,177	63,544
Total expenditure		321,177	321,177	63,544
Net income before other recognised gains and losses		63,744	63,744	10,233
Net movement in funds		63,744	63,744	10,233
Reconciliation of funds:				
Total funds brought forward		10,233	10,233	-
Total funds carried forward		73,977	73,977	10,233

The notes on pages 18 to 25 form part of these financial statements.

The Staff College: Leadership in Healthcare
(A company limited by guarantee)
Registered number: 10316815

Balance sheet
As at 31 August 2018

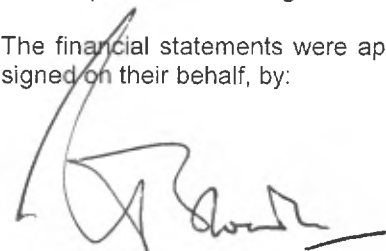
	Note	£	2018 £	£	2017 £
Fixed assets					
Tangible assets	9		2,141		1,595
Current assets					
Debtors	10	70,367		68,375	
Cash at bank and in hand		163,747		41,313	
		<u>234,114</u>		<u>109,688</u>	
Creditors: amounts falling due within one year					
	11	(162,278)		(101,050)	
Net current assets			<u>71,836</u>		<u>8,638</u>
Net assets			<u>73,977</u>		<u>10,233</u>
Charity Funds					
Unrestricted funds	12		<u>73,977</u>		<u>10,233</u>
Total funds			<u>73,977</u>		<u>10,233</u>

The charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The Trustees consider that the charity is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") and members have not required the charity to obtain an audit for the year in question in accordance with section 476 of the Act.

The Trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees on 13th November 2018 and signed on their behalf, by:



Brigadier R J S Wardle, Chairman

The notes on pages 18 to 25 form part of these financial statements.

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 August 2018

1. Accounting policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Staff College: Leadership in Healthcare meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

1.2 Company status

The charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

1.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters.

Charitable activities and Governance costs are costs incurred on the charity's educational operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

1.5 Tangible fixed assets and depreciation

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Software	-	33% straight line
Course equipment	-	25% straight line

1.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 August 2018

1. Accounting policies (continued)

1.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.8 Cash at Bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.10 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.11 Pensions

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

1.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 August 2018

2. Income from donations and legacies

	Unrestricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Donations	8,600	8,600	2,000
Grants	-	-	11,000
Gift aid	2,244	2,244	500
	<u>10,844</u>	<u>10,844</u>	<u>13,500</u>
Total 2017	<u>13,500</u>	<u>13,500</u>	

3. Income from charitable activities

	Unrestricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Commissioned course fees	184,468	184,468	54,527
Course fees	189,524	189,524	5,600
	<u>373,992</u>	<u>373,992</u>	<u>60,127</u>
Total 2017	<u>60,127</u>	<u>60,127</u>	

4. Investment income

	Unrestricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Bank interest	85	85	-
	<u>85</u>	<u>85</u>	<u>-</u>

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 August 2018

5. Direct costs

	Unrestricted funds £	Total 2018 £	Total 2017 £
Exercise and learning materials	439	439	95
Course delivery fees	213,095	213,095	50,387
Accommodation and travel	20,344	20,344	6,461
Wages and salaries	27,284	27,284	-
National insurance	12,210	12,210	-
Pension cost	2,229	2,229	-
	<u>275,601</u>	<u>275,601</u>	<u>56,943</u>
Total 2017	<u>56,943</u>	<u>56,943</u>	

6. Support costs

	Unrestricted funds £	Total 2018 £	Total 2017 £
Premises expenses	8,000	8,000	760
Printing, postage and stationery	716	716	73
Website and computer costs	462	462	2,847
Insurance	2,240	2,240	401
PR	117	117	130
Miscellaneous expenses	859	859	244
Accountancy fees	919	919	506
Independent examination fee	1,100	1,100	1,100
Recruitment	229	229	-
Venue hire	30,033	30,033	-
Depreciation	901	901	540
	<u>45,576</u>	<u>45,576</u>	<u>6,601</u>
Total 2017	<u>6,601</u>	<u>6,601</u>	

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 August 2018

7. Net income/(expenditure)

This is stated after charging:

	2018	2017
	£	£
Depreciation of tangible fixed assets:		
- owned by the charity	901	540
Independent examination fee	1,100	1,100
	<u><u>1,100</u></u>	<u><u>1,100</u></u>

During the year, one Trustee received remuneration amounting to £6,000 to lead a specific programme on behalf of the charity. The Board of Trustees (excluding the member involved) considered the Charity Commission's guidance on the conditions that must be met before paying a Trustee for a service and were satisfied that all such conditions were met. The decision and supporting statements have been documented as per Commission's guidelines in the Charity's Exception Decisions Log.

During the year, no Trustees received any benefits in kind (2017 - £NIL).

2 Trustees received reimbursement of expenses amounting to £3,462 in the current year, (2017 - 2 Trustees - £1,407).

8. Staff costs

Staff costs were as follows:

	2018	2017
	£	£
Wages and salaries	27,284	-
Social security costs	12,210	-
Other pension costs	2,229	-
	<u><u>41,723</u></u>	<u><u>-</u></u>

The average number of persons employed by the charity during the year was as follows:

2018	2017
No.	No.
1	-

No employee received remuneration amounting to more than £60,000 in either year.

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 August 2018

9. Tangible fixed assets

	Software £	Course equipment £	Total £
Cost			
At 1 September 2017	65	2,070	2,135
Additions	-	1,447	1,447
	<u>65</u>	<u>3,517</u>	<u>3,582</u>
At 31 August 2018	65	3,517	3,582
Depreciation			
At 1 September 2017	22	518	540
Charge for the year	22	879	901
	<u>44</u>	<u>1,397</u>	<u>1,441</u>
At 31 August 2018	44	1,397	1,441
Net book value			
At 31 August 2018	<u>21</u>	<u>2,120</u>	<u>2,141</u>
At 31 August 2017	<u>43</u>	<u>1,552</u>	<u>1,595</u>

10. Debtors

	2018 £	2017 £
Trade debtors	66,624	67,500
Other debtors	-	561
Prepayments and accrued income	3,743	314
	<u>70,367</u>	<u>68,375</u>
	<u><u>70,367</u></u>	<u><u>68,375</u></u>

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 August 2018

11. Creditors: Amounts falling due within one year

	2018	2017
	£	£
Other taxation and social security	5,415	-
Accruals and deferred income	156,863	101,050
	<u>162,278</u>	<u>101,050</u>
		£
Deferred income		
Deferred income at 1 September 2017		89,250
Resources deferred during the year		155,763
Amounts released from previous years		(89,250)
		<u>155,763</u>
Deferred income at 31 August 2018		<u>155,763</u>

12. Statement of funds

Statement of funds - current year

	Balance at 1 September 2017 £	Income £	Expenditure £	Balance at 31 August 2018 £
Unrestricted funds				
General Funds	10,233	384,921	(321,177)	73,977

Statement of funds - prior year

	Balance at 13 September 2016 £	Income £	Expenditure £	Balance at 31 August 2017 £
General funds				
General funds	-	73,777	(63,544)	10,233

Summary of funds - current year

	Balance at 1 September 2017 £	Income £	Expenditure £	Balance at 31 August 2018 £
General funds	10,233	384,921	(321,177)	73,977

The Staff College: Leadership in Healthcare
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 August 2018

12. Statement of funds (continued)

Summary of funds - prior year

	Balance at 13 September 2016 £	Income £	Expenditure £	Balance at 31 August 2017 £
General funds	-	73,777	(63,544)	10,233

13. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2018 £	Total funds 2018 £
Tangible fixed assets	2,141	2,141
Current assets	234,114	234,114
Creditors due within one year	(162,278)	(162,278)
	<u>73,977</u>	<u>73,977</u>

Analysis of net assets between funds - prior year

	Unrestricted funds 2017 £	Total funds 2017 £
Tangible fixed assets	1,595	1,595
Current assets	109,688	109,688
Creditors due within one year	(101,050)	(101,050)
	<u>10,233</u>	<u>10,233</u>

14. Pension commitments

The charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £2,229 (2017 - £Nil).

15. Related party transactions

During the year Trustees donated an aggregate of £1,100 (2017: £2,000) to the charity.