

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 2019

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

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Reference and administrative details of the charity, its Trustees and advisers
for the year ended 31 August 2019

Trustees

Brigadier R J S Wardle, Chairman (appointed 8 August 2016)
Brigadier K C Beaton, Director of Studies (appointed 8 August 2016)
Professor J E Earis, Deputy Chairman (appointed 1 October 2016)
Mr A P Bax (appointed 8 August 2016)
Mr G A Donnelly (appointed 8 August 2016)
Mr A T Abraham, Principal (appointed 1 October 2016)
Dr C S Sayer (appointed 23 November 2016, resigned 22 January 2019)
Brigadier G K Bibby (appointed 18 April 2017)
Mrs R Bhamber (appointed 24 April 2018)
Mr A Williamson (appointed 18 July 2019)
Mrs J C T Westley (appointed 28 August 2019)

Company registered number

10316815

Charity registered number

1169166

Registered office

C/O ADPH
Room 103
Ludgate House
107-111 Fleet Street
London
EC4A 2AB

Company secretary

Charlotte Francesca Brown

Chief executive officer

Charlotte Francesca Brown

Accountants

Kreston Reeves LLP
Chartered Accountants
Montague Place
Quayside
Chatham Maritime
Chatham
Kent
ME4 4QU

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Trustees' report
for the year ended 31 August 2019

- 1.1 The Trustees present their annual report together with the financial statements for the year ending 31 August 2019. 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).
- 1.2 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.

2. Background and origins

- 2.1 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.
- 2.2 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.
- 2.3 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 selfawareness, 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 modeled 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.
- 2.4 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.
- 2.5 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.
- 2.6 Following Aidan's untimely passing in 2015, and faced with a move from UCLH in early 2016, the Management Board took the 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.

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- 2.7 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.
- 2.8 The lean executive and operational team, led by CEO, Charlie Brown, enables the charity to keep the costs of its programmes to an absolute minimum.
- 2.9 Most of our original faculty continue to work with us today, after 9 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.
- 2.10 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.
- 2.11 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.

3. Policies and objectives

- 3.1 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.

- 3.2 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.'

- 3.3 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.
- 3.4 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.

4. Activities for achieving objectives

- 4.1 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.

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4.2 Since starting in 2010, we have delivered leadership development programmes for over 3450 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.

4.3 We currently deliver three main types of programme:

4.3.1 Senior Leadership Development Programme

4.3.1.1 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.

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

4.3.1.3 We aim to run these modules twice each year.

4.3.2 Commissioned Programmes

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

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

4.3.2.3 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.
- Step up to Leadership Band 5-6 programme for GOSH.

4.3.3 Bespoke Programmes

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

4.3.3.2 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.

4.3.3.3 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.

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

4.3.3.5 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.

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- 4.3.3.6 **Some current examples:**
- Neighbourhood Board Members Leadership Development, and Board Development Support for West Essex Clinical Commissioning Group.
 - Executive Board Development for the Manchester Biomedical Research Facility.
 - Development Programme to support the formation of an Urgent and Emergency Care Integrated Care System within Waltham Forest.

4.4 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.

4.4.1 NHS England

- 4.4.1.1 We have delivered two pilots to support the leadership of two Sustainability and Transformation Partnerships for Simon Stevens, CEO NHS England.
- 4.4.1.2 We have been supporting one of NHS England's Specialised Commissioning Teams

4.4.2 NHS Improvement

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

4.4.3 NHS Improvement and Care Quality Commission (CQC)

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

5. Our approach – what makes us different?

5.1 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.

5.2 Focus on awareness

5.2.1 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.

5.2.2 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 individual becoming better versions of themselves and building better relationships with others.

5.3 The power of groups and feedback

5.3.1 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.

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

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5.4 Experiential learning

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

5.4.2 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.

5.5 Support and challenge

5.5.1 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.

5.5.2 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.

5.6 Strategic thinking and changing mind-sets

5.6.1 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.

5.6.2 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.

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

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

6.1.1 Senior Leadership Development Programme

Delivered 5 modules, consisting of 153 training days for 51 senior leaders. All three modules have been accredited by the Faculty of Medical Leadership and Management.

6.1.2 Commissioned Programmes

Designed and delivered 32 courses with 511 training days for 440 leaders for the following organisations:

- Aintree University Hospitals NHS Foundation Trust
- Barking and Dagenham Clinical Commissioning Group (CCG)
- Basildon and Thurrock University Hospitals NHS Foundation Trust
- City University
- Essex County Council
- Essex Partnership University NHS Foundation Trust (EPUT)
- Great Ormond Street Hospital NHS Foundation Trust (GOSH)
- Havering CCG
- Mid-Essex Hospital Services NHS Trust
- Provide Community Interest Company (CIC)
- Redbridge CCG
- Southend University NHS Foundation Trust
- St Luke's Hospice
- University College London Hospitals NHS Foundation Trust (UCLH)
- University College London Partners UCLP) – Academic Health Science Network (AHSN)
- Whittington Health NHS Trust

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6.1.3 Bespoke Programmes

Designed and delivered 29 development sessions or courses with 294 training days for approximately 342 leaders for the following organisations:

- Addison House Surgery, Harlow
- Barking and Dagenham CCG
- Barts Health NHS Foundation Trust
- Church Langley Medical Practice, Harlow
- East London Health and Care Partnership
- Eden Surgery
- Essex County Council
- Essex Partnership University NHS Foundation Trust
- First Community Healthcare CIC
- Gold Street Surgery, Uttlesford Health Ltd
- Havering CCG
- Julia Grigwell Health Centre
- King Medical Centre, Buckhurst Hill
- London Borough of Hackney
- London Borough of Newham
- London Borough of Redbridge
- Newham CCG
- Newport Surgery, Uttlesford,
- NHS England
- NHS Improvement
- North East London NHS Foundation Trust
- Manchester Biomedical Research Centre
- Old Harlow Health Centre
- Redbridge CCG
- Surrey and Sussex Healthcare NHS Trust
- Sussex Community NHS Foundation Trust
- Surrey and East Sussex STP
- Sydenham House Surgery, Harlow
- Tower Hamlets CCG
- Tower Hamlets GP Care Group
- Tulasi Medical Centre, Barking and Dagenham
- Waltham Forest Integrated Care System (ICS) for Emergency and Urgent Care
- Waltham Forest CCG
- West Essex CCG

6.2 Metrics

6.2.1 Over the course of its third year Staff College has delivered 66 leadership or team development courses equating to 958 training days for 833 leaders.

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

- 99 system leaders
- 519 senior leaders
- 215 mid-career leaders

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6.2.3 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:

- 144 Directors
- 117 Consultants
- 42 GPs
- 102 Nurses
- 2 Midwives
- 10 Theatre Practitioners
- 28 Allied Health Professionals
- 5 Clinical Trial Practitioners
- 21 Pharmacists
- 165 Managers
- 23 Administrators
- 34 Others
- 140 not disclosed

7. Evaluation of impact

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

7.2 Senior Leadership Development Programme

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

7.2.2 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.

7.2.3 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.

7.2.4 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.

7.3 Commissioned and Bespoke Programmes

7.3.1 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.

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- 7.3.2 We have developed a series of case studies to understand the impact that the commissioners of programmes have seen as a result of programmes taking place by:
- Sir Sam Everington, Chair Tower Hamlets CCG
 - Sarah See, Director of Primary Care Transformation, Barking and Dagenham, Havering and Redbridge CCGs.
 - Nichola Gardener, Programme Director for East London Health and Care Partnership

7.4 Endorsement

- 7.4.1 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).
- 7.4.2 The Charity is supporting NHS Improvement's Aspiring Medical Director Programme at the behest of Dr Celia Ingham-Clark, Medical Director for Clinical Effectiveness and Professional Leadership.
- 7.4.3 The Charity has been supporting the (former) Minister of Prisons, Rory Stewart and the Ministry of Justice with a pilot programme to explore whether our approach could help develop leaders in the prison and probation services.

8. Key financial performance indicators

8.1 2018/19 was the third financial year as an independent charity.

8.2 Income generated through delivery of programmes

- 8.2.1 In year 2018/19, programmes generated £358,676 of income, inclusive of £257,770 direct costs and with a contribution of £100,906.
- 8.2.2 £70,500 was generated through the Senior Leadership Development Programme.
- 8.2.3 £288,176 was generated through the delivery of bespoke and commissioned programmes.

8.3 Investment in Research and Development (R&D)

8.3.1 In year 2018/19 the charity invested £26,440 into the development of new programmes.

8.4 Donations

8.4.1 The charity raised no donations

8.5 Overall position

- 8.5.1 The charity had overheads of £119,316 inclusive of staff salaries and on-costs of £98,416. There was an in-year deficit of £18,189.
- 8.5.2 During the course of the year the charity has not invested further in cash reserve funds and these remain at £45,229.
- 8.5.3 The charity has deferred income of £77,070 going into the next financial year. It has been contracted to deliver a significant amount of work during the ensuing quarter and following close inspection of its ability to maintain cash flow, the CEO and Board of Trustees are confident that the financial position will improve as the quarter continues.

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9. Investment policy and performance

- 9.1 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.
- 9.2 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.
- 9.3 The charity has invested some of the contribution generated through the delivery of programmes during its third year into the purchase of further audio visual equipment and course materials required for the delivery of courses, in order that the charity can run programmes in different parts of the country at the same time.

10. Financial review

10.1 Going concern

- 10.1.1 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.
- 10.1.2 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.

10.2 Principal risks and uncertainties

- 10.2.1 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.
- 10.2.2 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.
- 10.2.3 The CEO leads on the financial management of the charity and produces quarterly management accounts for the Board of Trustees, overseeing the invoicing, banking and bookkeeping centrally, with assurance and advice provided by the charity's accountants, Kreston Reeves.
- 10.2.4 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.
- 10.2.5 The CEO 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 decisionmaking 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.

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10.3 Reserves policy

10.3.1 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.

10.3.2 The desired level of reserves based on six months current expenditure is £188,543. The current reserves balance is £30,588.

10.3.4 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 long as the charity is financially able to.

10.3.5 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.

11. Structure, governance and management

11.1 Constitution

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

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

11.1.3 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.

11.1.4 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.

11.1.5 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.

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

11.1.7 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.

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11.2 Method of appointment or election of Trustees

11.2.1 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.

11.2.2 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.

11.2.3 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.

11.3 Policies adopted for the induction and training of Trustees

11.3.1 Staff College provides an induction handbook 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 decisionmaking processes in place.

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

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

11.4 Organisational structure and decision making

11.4.1 Staff College has a Board of Trustees which 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 fulfill formal roles to support the running of the charity, on a pro bono basis.

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

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

11.4.4 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.

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

11.4.6 The design and delivery of courses is delivered by our Core Faculty on an as-needs contractual basis. A growing team of Associate Faculty Members deliver programmes supported by Core Faculty members, as and when the charity needs. Core and Associate Faculty members report directly to the CEO.

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11.4.7 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 decisionmaking processes.

11.5 Risk management

11.5.1 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.

12. Plans for the future

12.1 Future developments

12.1.1 Staff College has developed five strategic priorities for the years 2019-2021 to enable it to continue its mission and develop its capability and capacity, in order to do more for more, and priorities its resources for the greatest impact for Health and Social Care.

1. Contribute to the development of senior health and social care leaders, who set the conditions and culture for their services.
2. Contribute to the development of junior and emerging health and social care leaders - to ensure a future pipeline of talented leaders ready to step up into senior roles.
3. Contribute to the development of leaders engaged in the integration of care agenda.
4. Contribute to the future sustainability of NHS leadership development through the development of NHS employed clinical/non-clinical faculty.
5. Influence wider system awareness and thinking about leadership development for leaders in health and social care as an independent charity.

12.1.2 Alongside, an annual financial plan provides a framework 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. The charity has identified a series of measures in order to ascertain when progress is made towards these priorities.

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for the year ended 31 August 2019

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.

30/10/19

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


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 2019

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 2019.

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 the Institute of Chartered Accountants England and Wales, which is one of the listed bodies.

I have completed my examination. I 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.

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.

Signed:



Dated: 30 October 2019

Susan Robinson AFA mem FCIE OCHA

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 2019

	Note	Unrestricted funds 2019 £	Total funds 2019 £	As restated Total funds 2018 £
Income from:				
Donations and legacies	3	-	-	10,844
Charitable activities	4	358,676	358,676	351,074
Investments	5	221	221	85
Total income		358,897	358,897	362,003
Expenditure on:				
Charitable activities	6	377,086	377,086	321,177
Total expenditure		377,086	377,086	321,177
Net movement in funds		(18,189)	(18,189)	40,826
Reconciliation of funds:				
Total funds brought forward		51,059	51,059	10,233
Net movement in funds		(18,189)	(18,189)	40,826
Total funds carried forward		32,870	32,870	51,059

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 18 to 27 form part of these financial statements.

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

Balance sheet
as at 31 August 2019

	Note	2019 £	As restated 2018 £
Fixed assets			
Tangible assets	11	<u>2,282</u>	<u>2,141</u>
		2,282	2,141
Current assets			
Debtors	12	47,301	70,367
Cash at bank and in hand		<u>72,952</u>	<u>163,747</u>
		120,253	234,114
Creditors: amounts falling due within one year	13	<u>(89,665)</u>	<u>(185,196)</u>
Net current assets		<u>30,588</u>	<u>48,918</u>
Total assets less current liabilities		<u>32,870</u>	<u>51,059</u>
Net assets excluding pension asset		<u>32,870</u>	<u>51,059</u>
Total net assets		<u><u>32,870</u></u>	<u><u>51,059</u></u>
Charity funds			
Restricted funds	16	-	-
Unrestricted funds	16	<u>32,870</u>	<u>51,059</u>
Total funds		<u><u>32,870</u></u>	<u><u>51,059</u></u>

The charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

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

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

The financial statements were approved and authorised for issue by the Trustees on ^{30/10/19} and signed on their behalf by:


 Brigadier R J S Wardle

The notes on pages 18 to 27 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 2019

1. General information

The Staff College: Leadership in Healthcare is a company limited by guarantee, incorporated in England. The company's registered office is Ludgate House, 107-111 Fleet Street, London, England, EC4A 2AB. The principal activity of the company is to advance education and training, in particular in the health and care sectors and public services.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), 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.

2.2 Going concern

The trustees have assessed the financial position of the charity over a period of twelve months from the date the financial statements are approved and consider there to be no material uncertainties about the charity's ability to continue as a going concern.

2.3 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.

2.4 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.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

2.5 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 institution with whom the funds are deposited.

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

Notes to the financial statements
for the year ended 31 August 2019

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

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

2.7 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.

2.8 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.

2.9 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.

2.10 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.

2.11 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.

2.12 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.

Investment income, gains and losses are allocated to the appropriate fund.

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

**Notes to the financial statements
for the year ended 31 August 2019**

3. Income from donations and legacies

	Unrestricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Donations	-	-	8,600
Gift aid	-	-	2,244
	<u>-</u>	<u>-</u>	<u>10,844</u>
	<u>10,844</u>	<u>10,844</u>	
Total 2018			

4. Income from charitable activities

	Unrestricted funds 2019 £	Total funds 2019 £	As restated Total funds 2018 £
Commissioned course fees	233,000	233,000	161,550
Course fees	125,676	125,676	189,524
	<u>358,676</u>	<u>358,676</u>	<u>351,074</u>
Total 2019			

5. Investment income

	Unrestricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Bank interest	221	221	85
	<u>221</u>	<u>221</u>	<u>85</u>

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

Notes to the financial statements
for the year ended 31 August 2019

6. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Charitable activities	377,086	377,086	321,177
Total 2018	<u>321,177</u>	<u>321,177</u>	

7. Analysis of expenditure by activities

	Activities undertaken directly 2019 £	Support costs 2019 £	Total funds 2019 £	Total funds 2018 £
Charitable activities	257,770	119,316	377,086	321,177
Total 2018	<u>263,911</u>	<u>57,266</u>	<u>321,177</u>	

Analysis of direct costs

	Total funds 2019 £	Total funds 2018 £
Exercise and learning materials	440	439
Course delivery fees	208,764	213,095
Accommodation and travel	48,566	50,377
	<u>257,770</u>	<u>263,911</u>