

**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 2020**

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

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**The Staff College: Leadership in Healthcare**  
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**Reference and administrative details of the charity, its Trustees and advisers**  
**for the year ended 31 August 2020**

**Trustees**

Brigadier R J S Wardle, Chairman (appointed 8 August 2016, resigned 4 December 2019)  
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, resigned 10 July 2020)  
Mr A T Abraham, Principal (appointed 1 October 2016)  
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)  
Mrs C E Laurie (appointed 20 May 2020)

**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

**The Staff College: Leadership in Healthcare**  
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**Trustees' report**  
**for the year ended 31 August 2020**

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- 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 2019).
- 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 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 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 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.

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**Trustees' report (continued)**  
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- 2.7 The former Management Board became the charity's Board of Trustees with responsibility for holding the executive to account for the running of the charity. A steady introduction of new Trustees since has enabled us to balance the wisdom, experience and organisational memory within the board, with the fresh ideas, creativity and current clinical experience of new Trustees.
- 2.8 This year has seen us welcome a new Chairman in Andrew Williamson, CBE who brings extensive experience of leading across social and primary care. We have been deeply grateful to our former Chairman, Brigadier Johnny Wardle OBE who continues to support the charity's efforts as our first Patron.
- 2.9 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.
- 2.10 Our small core team of faculty brings together senior healthcare leaders with both clinical and non-clinical backgrounds, military leaders with extensive experience of developing others and leadership development experts and executive coaches from the business and education sectors. Together they have a rich collective wisdom on leadership and develop our potent brand of leadership development.
- 2.10 In response to growing demands for our services, we have been bringing new members of associate faculty into the fold. Our focus over the past year has been to develop more clinical members of faculty, many of whom have attended our programmes first and chosen to join us and support the development of others.
- 2.11 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, [now the Liverpool University Hospitals NHS Foundation Trust], following the significant support both organisations have shown us when we were based with them. The past year has seen us broaden our repertoire of support for developing leadership within other public services with the development and delivery of a Strategic Leadership Programme for the Ministry of Justice.

**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 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. This has been reflected in the fact that 73% of our work over the past year has come from our current commissioners asking us to do more with them.
- 3.4 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.
- 3.5 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.

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**Trustees' report (continued)**  
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**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.
- 4.2 Since starting in 2010, we have delivered leadership development programmes for over 3850 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. Due to the global Covid-19 pandemic, only the first set of modules ran this year and it is anticipated that these will remain on hold until April 2021.

**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:**
- Top 200 Leaders Programme for Mid and South Essex Hospitals NHS Foundation Trust.
  - Strategic Leadership Programme for Aspiring Prison Governors developed with the Ministry of Justice.
  - Quality Improvement and Systems Leadership Development Programme for Mid and South Essex Health and Care Partners, delivered as a collaboration between Mid and South Essex Hospitals NHS Trust, North East London Foundation Trust and Staff College.
  - Clinical Leadership Development Programme for Clinical Directors, Matrons, Clinical Business Managers and AHP Service Leads for Liverpool University Hospital NHS Foundation Trust.
  - Band 5-7 front-line leaders programme for UCLH.
  - Step up to Leadership Band 5-6 programme for Great Ormond Street Hospital.

**Trustees' report (continued)**  
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**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.
- 4.3.3.6 **Some current examples:**
- Team development interventions to support Mid and South Essex Hospitals NHS Trust Re-set Futures Team as they lead the recovery of services post the first wave of Covid-19.
  - A bespoke programme to support the development of emergent and existing leaders within Primary Care Networks as a collaboration between Bexley Health Neighbourhood Care CIC, Bexley Training Hub and Staff College.
  - Executive Board Development for the Mid and South Essex Hospitals NHS Trust Joint Executive Board.
  - A bespoke intervention to support the leadership, alignment and clarity over roles and responsibilities within the Mid and South Essex Tele-Tracking Control Centre.

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. We endeavor to use our relationships at a national level to raise awareness of key issues, share learning more broadly, and feed into future policy decisions.

**5 Our approach – what makes us different?**

5.1 At Staff College, people often talk about the fact that we are different. We help leaders to understand the difference that makes a difference and encourage them to do something about it.

5.2 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.

**5.3 Focus on awareness**

5.3.1 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.

5.3.2 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.

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**5.4 The power of groups and feedback**

5.4.1 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.

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

**5.5 Experiential learning**

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

5.5.2 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.

**5.6 Support and challenge**

5.6.1 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.

5.6.2 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.

**5.7 Strategic thinking and changing mind-sets**

5.7.1 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.

5.7.2 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 fourth year as a charity it has:

**6.1.1 Senior Leadership Development Programme**

Delivered 3 modules, consisting of 93 training days for 31 senior leaders. All three modules have been accredited by the Faculty of Medical Leadership and Management.

**6.1.2 Commissioned Programmes**

Designed and delivered 20 courses with 454 training days for 295 leaders for the following organisations:

- Basildon and Thurrock University Hospitals NHS Foundation Trust
- City University
- Great Ormond Street Hospital NHS Foundation Trust (GOSH)
- Her Majesty's Prison and Probation Service
- Liverpool University Hospitals NHS Foundation Trust
- Mid-Essex Hospital Services NHS Trust
- Southend University NHS Foundation Trust
- University College London Hospitals NHS Foundation Trust (UCLH)

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**for the year ended 31 August 2020**

**6.1.3 Bespoke Programmes**

Designed and delivered 6 bespoke programmes with 21 training days for approximately 24 leaders for the following organisations:

- Basildon Hospitals NHS Trust
- Mid and South Essex Hospitals NHS Foundation Trust
- Mid and South Essex Hospitals
- Southend Hospitals NHS Trust
- West Essex CCG

**6.2 Metrics**

6.2.1 Over the course of its fourth year Staff College has delivered 29 leadership or team development courses equating to 568 training days for 350 leaders.

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

- 42 system leaders
- 129 senior leaders
- 144 mid-career leaders
- 35 junior grade leaders

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 296 of the 318 leaders we've worked with over the past year. Of those we do, they come from the following disciplines:

- 2 CEOs
- 37 Directors
- 37 Doctors (Consultant Grade)
- 2 GP
- 47 Senior Nurses
- 29 Nurses
- 14 Theatre Practitioners
- 15 Allied Health Professionals
- 3 Clinical Trial Practitioners
- 13 Pharmacists
- 45 Senior Managers
- 14 Managers
- 22 Administrators
- 16 Others

**6.3 Impact of Covid-19 on ability to deliver programmes**

6.3.1 The global Covid-19 pandemic posed some significant challenges for Staff College with a sudden hiatus in our ability to deliver programmes when lockdown was announced. It has tested our own leadership, openness to change and ability to adapt continuously. Alongside, it has perhaps served to further cement our belief in the value of our work and the impact this has for our members and shone a bright light on the deep commitment of all of our faculty and team members, both to the organisation and each other. All of whom have gone above and beyond to support the charity through these difficult days. Throughout we have remained focused on protecting the foundations of Staff College and its team, our commitments to our commissioners and members with the hope that in reaching better days, all would have been preserved ready for re-building from.

6.3.2 As the pandemic has continued, we've seen the likelihood of a return to working in our normal ways seem to stretch ever further away, and yet the importance of great leadership for the public good increase ever exponentially.

**Trustees' report (continued)**  
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6.3.3 One of the key questions we tussled with was how to retain the potency of our provocative, experiential approach and focus on raising leaders' awareness of self, others and the wider system if we couldn't actually be in a room with people. We know that holding a mirror up and helping leaders understand their own behaviours, patterns and the often unintended consequences these have on others has the power to bring about meaningful behavioural change. However, the group approach relies on there being others to experience leaders and feedback to them and is best done within the psychological safety of a group developing together.

6.3.4 We took a three-pronged approach:

1. We adapted our face to face elements to incorporate social distancing measures and are have re-commenced work with small groups of 8s.
2. We have continued to support teams throughout through a blend of virtual development sessions, observing teams' real virtual meetings and facilitating process reviews, team coaching and introducing key models to support effective team working. These have increasingly moved to face to face sessions over course of the summer as restrictions have eased and the teams themselves have often started to work face to face again. As we move into the Autumn, we will be reviewing the relative risks and benefits of virtual versus face to face sessions dependent on the local context.
3. We spent the summer thinking and experimenting with different approaches to experiential development utilising virtual platforms. These still retain the small group approach and focus on learning through doing, reflection and feedback. There are obvious limitations, but we are now confident that we have a series of virtual modules that we are able to offer to organisations. And, where face to face delivery becomes unfeasible, we are now able to adapt these sessions to deliver them virtually instead.

## **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 This year's programme had 100% of those who attended evaluate it as very good or good using post course evaluations. 93% 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 this year's set of three modules, 96% of those who attended were very confident or confident in their abilities against the learning objectives after attending modules, as opposed to just 44% 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.

- 86% of members felt they had achieved their personal goals or made progress towards them during the course.
- 86% of members felt they had achieved their organisational goals or made progress towards them.
- 48% of members felt they had achieved their clinical goals or made progress towards them.

7.2.4 We follow up with many individuals 6 months after attending a course to find out what they've done differently as a result. A further two video case studies are due to be released in the Autumn from

- Dr Rajnish Saha, Clinical Director for Intensive Care, Princess Alexandra Hospital.
- Esther Dontoh, General Manager, Great Ormond Street Hospital.

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**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.

7.3.2 Mid and South Essex Hospitals NHS Trust had planned to present a poster on the impact of the Senior Staff Development College we have delivered for the past two years for them at the BMJ Clinical Quality Conference in Copenhagen in 2020. This was postponed due to the pandemic but is now taking place as a virtual conference in November 2020 and the poster will be presented by their Director of Strategy, Charlotte Williams.

**8 Key financial performance indicators**

8.1 2019/20 was the fourth financial year as an independent charity.

**8.2 Income generated through delivery of programmes**

8.2.1 In year 2019/20, programmes generated £245,197 of income, inclusive of £137,853 direct costs and with a contribution of £107,344.

8.2.2 £57,500 was generated through the Senior Leadership Development Programme. A further £10,500 (+ VAT) was generated and refunded in full due to the cancellation of a programme due to take place days before the UK went into a national lock-down.

8.2.3 £187,697 was generated through the delivery of bespoke and commissioned programmes.

**8.3 Investment in Research and Development (R&D)**

8.3.1 In year 2019/20 the charity invested £19,500 into the development of new programmes.

**8.4 Donations**

8.4.1 The charity raised one donation of £500.

**8.5 Coronavirus Job Retention Scheme**

8.5.1 As a result of the global Covid-19 pandemic, there was a hiatus in the charity's ability to deliver programmes during the period March-July. Both full-time employees were furloughed full time between the 10 and 30 June 2020. The CEO returned on a part-time furlough from 1 July with the Operations Manager returning part-time from the 1 August. In total, the charity claimed £13,304 from the government's Coronavirus Job Retention Scheme.

**8.6 Overall position**

8.6.1 The charity had overheads of £119,288 inclusive of staff salaries and on-costs of £103,844. There was an in-year surplus of £1,982.

8.6.2 During the course of the year the charity has not invested further in reserve funds and these remain at £34,802.

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8.6.3 The charity has deferred income of £139,889 going into the next financial year. This larger than usual deferral reflects the fact that many programmes due to have been delivered in the period March-May, have been postponed because of Covid-19. These are currently due to recommence from September with efforts developed over the summer to incorporate social distancing measures for face to face programmes, and the option to deliver virtually. However, the ongoing impact of the pandemic on front line health workers is expected to remain a factor throughout the next 6-12 months.

**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 in the purchase of audio-visual equipment and course materials required for the delivery of courses so that equipment is now available in four separate parts of England. This is in order that the charity can run programmes in different parts of the country at the same time and provides greater contingency should a particular area experience a local lockdown due to Covid-19.

**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.
- 10.1.3 The charity has made use of the Coronavirus Job Retention Scheme provided by the government. Both full-time members of staff were furloughed full time between 10 and 30 June. The CEO returned on a part-time furlough from the 1 July with the Operations Manager returning on a part-time furlough from the 1 August. Both members of staff are expected to continue on a part-time furlough until the end of October. Throughout this period the balance of work and furlough has been reviewed on a monthly basis with Trustees. The charity has been able to protect the salaries of its staff. Additional support has been provided by our faculty and Trustees throughout the period. It is expected that both members of staff will be back on a full-time basis from the 1 November and the charity has sufficient income to support their return with enough confidence in the future.

**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.

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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 book keeping 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, its 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 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.

**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.

10.3.2 A minimum level of reserves that must be held at any one time has been set at £32,500. This is to ensure that in the event of a sudden loss of future income and the potential foreclosure of the charity, all employees would be provided with a 30-day consultation period, 2 months' notice period and statutory redundancy payments.

10.3.3 The desired level of reserves based on six months current expenditure is £128,570. The current reserves balance is £34,802.

10.3.4 The ambition is that a contribution of 10% per contract is directed towards the reserve fund to ensure that this reserve is built up, as long as the charity is financially able to.

10.3.5 This is 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**

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

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

11.3.3 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.

**11.2 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.

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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.

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.

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

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

**11.3 Organisational structure and decision making**

11.3.1 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 fulfill formal roles to support the running of the charity, on a pro bono basis.

11.3.2 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.

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

11.3.4 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.

11.3.5 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.

11.3.6 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.

11.3.7 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 decision making processes.

**11.4 Risk management**

11.4.1 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 quarterly Trustee meeting.

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

**Trustees' report (continued)**  
**for the year ended 31 August 2020**

**12 Future Developments**

- 12.1 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.
- 12.2 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.

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

**Trustees' report (continued)**  
**for the year ended 31 August 2020**

**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the charity 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 charity and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The report was approved by the Trustees, on 12 October 2020 and signed on their behalf by:

 (Professor J Eris)  
(Deputy Chairman)

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

**Independent examiner's report**  
**for the year ended 31 August 2020**

**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 2020.

**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: 12 January 2021

Susan Robinson BA FCA MCFI FCIE DChA

**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 2020**

	Note	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
<b>Income from:</b>				
Donations and legacies	3	13,803	13,803	-
Charitable activities	4	245,197	245,197	358,676
Investments	5	73	73	221
		<u>259,073</u>	<u>259,073</u>	<u>358,897</u>
<b>Total income</b>				
<b>Expenditure on:</b>				
Charitable activities	6	257,141	257,141	377,086
		<u>257,141</u>	<u>257,141</u>	<u>377,086</u>
<b>Total expenditure</b>				
		<u>1,932</u>	<u>1,932</u>	<u>(18,189)</u>
<b>Net movement in funds</b>				
<b>Reconciliation of funds:</b>				
Total funds brought forward		32,870	32,870	51,059
Net movement in funds		1,932	1,932	(18,189)
		<u>34,802</u>	<u>34,802</u>	<u>32,870</u>
<b>Total funds carried forward</b>				

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)**  
**Registered number: 10316815**

**Balance sheet**  
**as at 31 August 2020**

	Note	2020 £	2019 £
<b>Fixed assets</b>			
Tangible assets	11	<u>1,776</u>	<u>2,282</u>
		<b>1,776</b>	<b>2,282</b>
<b>Current assets</b>			
Debtors	12	88,130	47,301
Cash at bank and in hand		<u>118,890</u>	<u>72,952</u>
		<b>207,020</b>	<b>120,253</b>
Creditors: amounts falling due within one year	13	<u>(173,994)</u>	<u>(89,665)</u>
<b>Net current assets</b>		<u><b>33,026</b></u>	<u>30,588</u>
<b>Total assets less current liabilities</b>		<u><b>34,802</b></u>	<u>32,870</u>
<b>Net assets excluding pension asset</b>		<u><b>34,802</b></u>	<u>32,870</u>
<b>Total net assets</b>		<u><u><b>34,802</b></u></u>	<u><u>32,870</u></u>
<b>Charity funds</b>			
Restricted funds	15	-	-
Unrestricted funds	15	<u>34,802</u>	<u>32,870</u>
<b>Total funds</b>		<u><u><b>34,802</b></u></u>	<u><u>32,870</u></u>

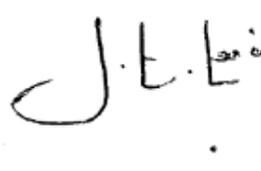
The charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

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 12 October 2020 and signed on their behalf by:

 (Professor J Ferris  
Deputy Chairman)

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 2020**

**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.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

**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.

**The Staff College: Leadership in Healthcare**  
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**Notes to the financial statements**  
**for the year ended 31 August 2020**

**2. Accounting policies (continued)**

**2.5 Government grants**

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

**2.6 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 institution with whom the funds are deposited.

**2.7 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

**2.8 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.

**2.9 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.

**2.10 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.

**2.11 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.

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

**Notes to the financial statements**  
**for the year ended 31 August 2020**

**2. Accounting policies (continued)**

**2.12 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.

**2.13 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.

**3. Income from donations and legacies**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>	Total funds 2019 £
Donations	500	<b>500</b>	-
Government grants	13,303	<b>13,303</b>	-
	<u>13,803</u>	<u><b>13,803</b></u>	<u>-</u>
	<u>-</u>	<u>-</u>	<u>-</u>
Total 2019	<u>-</u>	<u>-</u>	<u>-</u>

**4. Income from charitable activities**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>
Commissioned course fees	183,575	<b>183,575</b>
Course fees	61,622	<b>61,622</b>
<b>Total 2020</b>	<u>245,197</u>	<u><b>245,197</b></u>

**The Staff College: Leadership in Healthcare**  
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**Notes to the financial statements**  
**for the year ended 31 August 2020**

**4. Income from charitable activities (continued)**

	Unrestricted funds 2019 £	Total funds 2019 £
Commissioned course fees	233,000	233,000
Course fees	125,676	125,676
Total 2019	<u>358,676</u>	<u>358,676</u>

**5. Investment income**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>
Bank interest	<u>73</u>	<u>73</u>

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

**6. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>
Charitable activities	<u>257,141</u>	<u>257,141</u>

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

**The Staff College: Leadership in Healthcare**  
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**Notes to the financial statements**  
**for the year ended 31 August 2020**

**7. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2020 £</b>	<b>Support costs 2020 £</b>	<b>Total funds 2020 £</b>
Charitable activities	137,853	119,288	<b>257,141</b>

	<b>Activities undertaken directly 2019 £</b>	<b>Support costs 2019 £</b>	<b>Total funds 2019 £</b>
Charitable activities	257,770	119,316	377,086

**Analysis of direct costs**

	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Exercise and learning materials	<b>271</b>	440
Course delivery fees	<b>105,400</b>	208,764
Accommodation and travel	<b>32,182</b>	48,566
	<b>137,853</b>	257,770

**The Staff College: Leadership in Healthcare**  
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**Notes to the financial statements**  
**for the year ended 31 August 2020**

**7. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Staff costs	<b>103,844</b>	98,416
Depreciation	<b>1,466</b>	1,247
Premises expenses	<b>6,160</b>	11,200
Printing, postage and stationery	<b>355</b>	126
Website and computer costs	<b>889</b>	829
Insurance	<b>2,102</b>	2,153
PR	-	789
Miscellaneous expenses	<b>1,453</b>	481
Accountancy fees	<b>1,919</b>	2,885
Repairs and renewals	-	90
Independent examination fee	<b>1,100</b>	1,100
	<b>119,288</b>	119,316

**8. Independent examiner's remuneration**

	<b>2020 £</b>	<b>2019 £</b>
Fees payable to the charity's independent examiner for the independent examination of the charity's annual accounts	<b>1,100</b>	1,100

**9. Staff costs**

	<b>2020 £</b>	<b>2019 £</b>
Wages and salaries	<b>68,292</b>	73,680
Social security costs	<b>27,956</b>	18,357
Contribution to defined contribution pension schemes	<b>7,596</b>	6,379
	<b>103,844</b>	98,416

**The Staff College: Leadership in Healthcare**  
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**Notes to the financial statements**  
**for the year ended 31 August 2020**

**9. Staff costs (continued)**

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

<b>2020</b>	2019
<b>No.</b>	No.
<b>2</b>	2
<u><u>2</u></u>	<u><u>2</u></u>

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

**10. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2019 - £NIL).

During the year ended 31 August 2020, expenses totalling £727 were reimbursed or paid directly to 2 Trustees (2019 - £1,474 to 1 Trustee).

**11. Tangible fixed assets**

	<b>Software</b>	<b>Course</b>	<b>Total</b>
	<b>£</b>	<b>equipment</b>	<b>£</b>
		<b>£</b>	
<b>Cost or valuation</b>			
At 1 September 2019	<b>65</b>	<b>4,905</b>	<b>4,970</b>
Additions	-	<b>960</b>	<b>960</b>
At 31 August 2020	<u><b>65</b></u>	<u><b>5,865</b></u>	<u><b>5,930</b></u>
<b>Depreciation</b>			
At 1 September 2019	<b>65</b>	<b>2,623</b>	<b>2,688</b>
Charge for the year	-	<b>1,466</b>	<b>1,466</b>
At 31 August 2020	<u><b>65</b></u>	<u><b>4,089</b></u>	<u><b>4,154</b></u>
<b>Net book value</b>			
At 31 August 2020	<u><u>-</u></u>	<u><u><b>1,776</b></u></u>	<u><u><b>1,776</b></u></u>
At 31 August 2019	<u><u>-</u></u>	<u><u>2,282</u></u>	<u><u>2,282</u></u>

**The Staff College: Leadership in Healthcare**  
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**Notes to the financial statements**  
**for the year ended 31 August 2020**

**12. Debtors**

	2020 £	2019 £
<b>Due within one year</b>		
Trade debtors	76,080	39,881
Prepayments and accrued income	12,050	7,420
	<u>88,130</u>	<u>47,301</u>

**13. Creditors: Amounts falling due within one year**

	2020 £	2019 £
Trade creditors	129	856
Other taxation and social security	32,876	8,879
Accruals and deferred income	140,989	79,930
	<u>173,994</u>	<u>89,665</u>

	2020 £	2019 £
Deferred income at 1 September 2019	77,070	178,681
Resources deferred during the year	139,889	77,070
Amounts released from previous periods	(77,070)	(178,681)
	<u>139,889</u>	<u>77,070</u>

**14. Financial instruments**

	2020 £	2019 £
<b>Financial assets</b>		
Financial assets measured at amortised cost	<u>77,296</u>	<u>39,881</u>
	2020 £	2019 £
<b>Financial liabilities</b>		
Financial liabilities measured at amortised cost	<u>1,229</u>	<u>3,716</u>

Financial assets measured at amortised cost comprise trade debtors and other debtors.

Financial liabilities measured at amortised cost comprise trade creditors and accruals.

**The Staff College: Leadership in Healthcare**  
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**Notes to the financial statements**  
**for the year ended 31 August 2020**

**15. Statement of funds**

**Statement of funds - current year**

	<b>Balance at 1 September 2019</b>	<b>Income</b>	<b>Expenditure</b>	<b>Balance at 31 August 2020</b>
	£	£	£	£
<b>Unrestricted funds</b>				
General funds	<b>32,870</b>	<b>259,073</b>	<b>(257,141)</b>	<b>34,802</b>

**Statement of funds - prior year**

	Balance at 1 September 2018	Income	Expenditure	Balance at 31 August 2019
	£	£	£	£
<b>Unrestricted funds</b>				
General funds	51,059	358,897	(377,086)	32,870

**16. Summary of funds**

**Summary of funds - current year**

	<b>Balance at 1 September 2019</b>	<b>Income</b>	<b>Expenditure</b>	<b>Balance at 31 August 2020</b>
	£	£	£	£
General funds	<b>32,870</b>	<b>259,073</b>	<b>(257,141)</b>	<b>34,802</b>

**Summary of funds - prior year**

	Balance at 1 September 2018	Income	Expenditure	Balance at 31 August 2019
	£	£	£	£
General funds	51,059	358,897	(377,086)	32,870

**The Staff College: Leadership in Healthcare**  
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**Notes to the financial statements**  
**for the year ended 31 August 2020**

**17. Analysis of net assets between funds**

**Analysis of net assets between funds - current period**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>
Tangible fixed assets	1,776	<b>1,776</b>
Current assets	207,020	<b>207,020</b>
Creditors due within one year	(173,994)	<b>(173,994)</b>
<b>Total</b>	<b>34,802</b>	<b>34,802</b>

**Analysis of net assets between funds - prior period**

	<b>Unrestricted funds 2019 £</b>	<b>Total funds 2019 £</b>
Tangible fixed assets	2,282	2,282
Current assets	120,253	120,253
Creditors due within one year	(89,665)	(89,665)
<b>Total</b>	<b>32,870</b>	<b>32,870</b>

**18. 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 £6,960 (2019 - £6,379).

**19. Related party transactions**

During the year there were no related party transactions.