

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 2021

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

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

Reference and administrative details of the charity, its Trustees and advisers
For the year ended 31 August 2021

Trustees

Brigadier K C Beaton, Director of Studies (appointed 8 August 2016)
Professor J E Earis, Chairman (appointed 1 October 2016)
Mr A P Bax (appointed 8 August 2016)
Mr A T Abraham, Principal (appointed 1 October 2016)
Brigadier G K Bibby (appointed 18 April 2017)
Mrs R Bhamber (appointed 24 April 2018, resigned 8 March 2022)
Mr A Williamson (appointed 18 July 2019, resigned 15 March 2021)
Mrs J C T Westley (appointed 28 August 2019)
Mrs C E Laurie (appointed 20 May 2020)
Ms E J Padmore (appointed 20 March 2022)

Company registered number

10316815

Charity registered number

1169166

Registered office

C/O ADPH
Hamilton House
1 Temple Avenue
London
EC4Y 0HA

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
(A company limited by guarantee)

Trustees' report
For the year ended 31 August 2021

- 1.1 The Trustees present their annual report together with the financial statements for the year ending 31 August 2021. 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 and approach to the training and leadership development of their staff and officers.
- 2.2 Aidan's vision was to create a national NHS Staff College where healthcare staff could further develop their leadership understanding, skills and behaviours to enable them to lead within the complex and moral dimensions of delivering healthcare. His vision was rooted in the belief that improving the quality of leadership has the potential to transform the quality of care and experience for patients and improve the experience and opportunities for staff.
- 2.3 Aidan brought together a core team of faculty to develop a practical and experiential way of developing individuals' leadership acumen. This included:
- Experienced NHS leaders with a deep understanding of the challenge and context in which healthcare must operate;
 - Senior military leaders with experience of leading and influencing in complex situations as well as experience of developing future leaders and effective teams;
 - Leadership coaches and academics with specialist expertise to help develop the most effective programmes.
- 2.4 This new venture was named the 'NHS Staff College' and started with the support of University College London Partners, an Academic Health Sciences Network, and hosted at University College London NHS Foundation Trust. It's first leadership development offer was the Senior Leadership Course open to multi-professional cohorts of senior leaders. This was rapidly followed by the development of programmes for leaders earlier in their careers and for leadership team development programmes for Executive Boards and healthcare teams.
- 2.5 In 2013, a second campus was hosted at Aintree University Hospital NHS Trust in order to provide the same opportunities for healthcare leaders in the North West.
- 2.6 In 2016, Staff College became a national charity with an ambition to work with health and care organisation across the UK and internationally. It changed its name to better reflect its broader remit to work with healthcare providers within and beyond the NHS.
- 2.7 Since achieving independence and in recognition of the role of other leadership development providers within health, Staff College has forged a new role for itself. We now predominantly work in collaboration with healthcare organisations and systems to provide bespoke leadership development programmes and team coaching offers that are aligned with local development needs and ambitions.
- 2.8 We also use our influence with the organisations we support and through relationships with national leaders to share insights of the current reality and challenges for the teams and leaders we work with. And raise awareness of the need and benefits of developing better leaders, and the challenges to doing so.

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Trustees' report (continued)
For the year ended 31 August 2021

3. Vision and Objectives

3.1 Vision

3.2 Our vision is to improve the quality of care and experience of those accessing health and social care services and the experience of staff providing them, through the development of better leaders.

3.2 Mission

3.3 Our mission is to develop better leaders with a strong moral compass who can contribute to developing a more caring, inclusive and responsible culture within health and social care.

3.4 And to use our influence to foster greater understanding within healthcare of the need and benefits of developing better leaders, and the challenges to doing so.

3.5 Strategic objectives

3.6 Staff College has five strategic objectives:

3.6.1 To develop very senior leaders and high potential emerging leaders by raising their awareness of self, others and the wider system in order to change thinking and behaviours.

3.6.2 To work in collaboration with organisations to develop bespoke programmes that align with organisations' ambitions and local development needs.

3.6.3 To develop conceptual basis for programmes in relation to contextual and societal changes. For example, supporting efforts to improve equality, diversity and inclusion and developing system leaders.

3.6.4 To influence wider system awareness and understanding about the need to develop better leaders for health and social care and the benefits of doing so.

3.6.5 Whilst proud of our roots in the healthcare sector, to also work with leaders from a broad spectrum of organisations and backgrounds.

3.7 Ambitions for growth

3.8 Our 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 continue to respond to a demand led expansion.

3.9 We keep an open mind to any opportunity to develop leaders. We are outward looking, agile and responsive to the current landscape in order to demonstrate our contribution at the highest possible level.

3.10 Our independence enables us to work with organisations who exist for the public good. Whilst we work predominantly with the organisations in the fields of health and social care, we have also developed programmes with the Ministry of Justice, international health ministries, universities and pharmaceutical companies. The majority of organisations we partner are UK based, but we enjoy working internationally and are keen to build on our recent experience of doing so.

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Trustees' report (continued)
For the year ended 31 August 2021

4 Activities for achieving objectives

4.1 We develop and deliver three main types of programme:

4.2 Senior Leadership Development Programme:

4.3 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.

4.4 It consists of three, three-day long modules focused on the core themes 'Leading Self,' 'Leading Others' and 'Leading Systems.' It is accredited by the Faculty of Medical Leadership and Management.

4.5 Bespoke Leadership Development Programmes

4.6 We work in collaboration with organisations and systems to co-design and deliver bespoke leadership development programmes. This enables programmes to be aligned with local and system ambitions and tailored to their specific development needs.

4.7 Bespoke Team/Board Development Programmes

4.8 We provide bespoke team leadership coaching offers that develop more effective and cohesive leadership teams and Boards. Coaching is rooted in the real work of the team. It develops individual and team awareness of process and dynamic issues in real time. This helps teams to learn to work better together in the face of complex challenges.

5. Our approach to developing better leaders

5.1 **Our proposition:** Senior leaders are required to deal with exquisitely difficult problems. These demand resilience on their part. No leader can resolve these problems on their own and so will need to build effective relationships with others in order to do so. To build personal resilience and effective relationships, leaders need to be fully aware of themselves and others.

5.2 Our approach develops leaders self and social awareness through:

5.2.1 Introducing conceptual ideas and models to develop leaders' thinking about leadership.

5.2.2 Immersive simulations that enable leaders to practice working in teams through the completion of tasks that test different leadership and followership skills.

5.2.3 Video reviews that provide a powerful opportunity for leaders to see themselves in action with a strong focus on learning from each experience.

5.2.4 These help leaders to:

- reflect on how they influenced others in the moment
- understand how others felt about their influence and contributions
- consider how they were influenced by others
- recognise how individuals and the team have contributed to the success of the overall task
- better understand their decision making processes, motivations and assumptions
- develop their ability to reflect and learn from experiences.

5.2.5 The triangulation of feedback from video reviews, peers, faculty and individual's reflections that combine to develop a stronger foundation of individuals' awareness.

5.2.6 A coaching approach that helps leaders to better understand their strengths, impact and areas for development in order to increase their influence.

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Trustees' report (continued)
For the year ended 31 August 2021

5.2.7 The expertise of our faculty who bring extensive leadership and coaching experience from a diverse range of sectors. Including health, defence, business and academia.

5.3 This enables leaders to develop:

5.3.1 Greater awareness of their leadership strengths, and impact in order to more effectively influence others.

5.3.2 Greater resilience and ability to manage their behaviour under pressure and in different situations.

5.3.3 Deeper ability to review and reflect, in order to learn from their experiences.

5.3.4 Greater empathy and ability to build effective relationships with others.

5.3.5 Increased confidence to take on new responsibilities and challenges.

5.3.6 Greater understanding of the complex nature of the systems they lead in and problems they face, recognising the need to work through and with others in order to improve things.

5.3.7 Greater recognition of the moral elements of leadership and comfortability making difficult decisions in order to do the 'right' thing on a difficult day.

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

6.1 Senior Leadership Development Programme

6.2 In 2020-21 we delivered 1 module, consisting of 45 training days for 15 senior leaders.

6.3 Bespoke Leadership Development Programmes

6.4 In 2020-21 we designed and delivered 10 courses with 348.5 training days for 201 leaders with the following organisations:

- Mid and South Essex NHS Foundation Trust
- Mid and South Essex Health and Care Partners
- Liverpool Hospitals NHS Foundation Trust
- Bexley GP Federation
- West Essex CCG
- City University
- Imperial College London
- Amrita University, Kerala, India
- University of Cape Town, South Africa
- Infectious Diseases Institute, Makerere University, Kampala, Uganda

6.5 Bespoke Team/Board Development Programmes

6.6 In 2020-21 we designed and delivered 8 Team/Board Development programmes with 725 training days for 248 leaders with the following organisations:

- Mid and South Essex Hospitals NHS Foundation Trust
- West Suffolk Hospitals NHS Foundation Trust
- Manchester Bio-Medical Research Centre
- Takeda
- Barking and Dagenham North West Primary Care Network
- Havering Crest Primary Care Network
- West Central and Southend Primary Care Network
- SS9 Primary Care Network

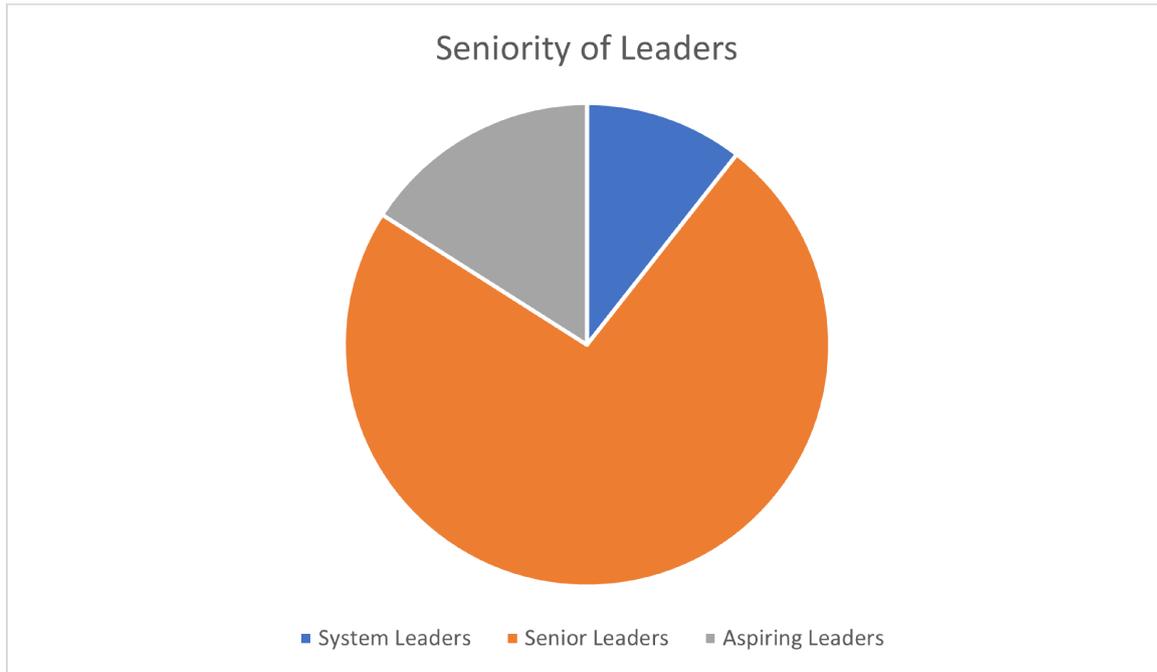
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Trustees' report (continued)
For the year ended 31 August 2021

6.7 Metrics

6.7.1 Over the course of its fourth year Staff College has delivered 19 leadership or team development programmes equating to 1118.5 training days for 464 leaders.

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



6.7.3 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 430 of the 464 leaders we've worked with over the past year. Of those we do, they come from the following disciplines:



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Trustees' report (continued)
For the year ended 31 August 2021

6.8 Impact of Covid-19 on ability to deliver programmes

The global Covid-19 pandemic has continued to pose some significant challenges for Staff College over the past year, particularly as the majority of organisations we partner with have experienced intense periods of pressure at the height of each wave. Throughout the pandemic we have continued to support all of our partners and have adopted a number of approaches to enable us to do this as safely as possible:

- Where pressures have been too high to allow staff to take study leave, we have postponed programmes and delivered them at times when pressures have been easier.
- We have adapted programmes and delivered these virtually.
- When lockdown measures have eased, we have resumed face to face delivery incorporating social distancing and testing for all participants prior to attendance.

These have resulted in us being able to broadly return to pre-pandemic levels of activity over the course of the year. However we have delivered most of the year's commitments in two intense periods whilst lockdown measures were relaxed.

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

7.3 This year's programme had 92% of those who attended evaluate it as excellent or good using post course evaluations. 92% said they would definitely recommend the programme to others.

7.4 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, 89% 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.

7.5 We ask members to set themselves personal, organisational 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.

- 92% 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.
- 77% of members felt they had achieved their clinical goals or made progress towards them. (NB: not all members are clinical and therefore not all set themselves clinical goals.)

7.6 Bespoke programmes

7.7 Our bespoke programmes are evaluated with evaluation reports presented back to our partners. Due to the nature of these programmes, the content of these are confidential.

7.8 Longer term impact and case studies

7.9 We follow up with many individuals 6-12 months after attending a course to find out what they've done differently as a result. We released two video case studies over the course of the Autumn from:

- Esther Dontoh, General Manager, Blood, Cells and Cancer Directorate, Great Ormond Street Hospital for Children
- Dr Rajnish Saha, Clinical Lead Critical Care Medicine, The Princess Alexandra Hospital NHS Trust.

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Trustees' report (continued)
For the year ended 31 August 2021

8 Key financial performance indicators

8.1 Income generated through delivery of programmes

8.2 In year 2020/21, programmes generated £284,223 of income, inclusive of £156,822 direct costs and with a contribution of £127,401. Of this income:

- £25,350 was generated through the Senior Leadership Development Programme.
- £113,100 was generated through the delivery of bespoke leadership development programmes
- £145,773 was generated through the delivery of bespoke team/board development programmes

8.3 Investment in Research and Development (R&D)

8.4 Over the course of the year, the charity invested £5,000 in the further development of new programmes and £9,000 in faculty development and content development.

8.5 Donations

8.6 The charity received no donations.

8.7 Coronavirus Job Retention Scheme

8.8 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 2020. Both full-time employees had been 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. Both worked on a part-time furlough during the months of September and October before returning full time from the 1 November 2020. In total, the charity claimed £1,625 from the coronavirus job retention scheme.

8.9 Overall position

8.10 The charity had overheads of £117,414 inclusive of staff salaries and on-costs of £105,622. There was an in-year surplus of £11,621.

8.11 During the course of the year the charity has invested the in-year surplus into its reserve funds and these are at £46,423.

8.12 The charity has deferred income of £172,408 going into the next financial year for programmes that are due to start from September 2021.

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.

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Trustees' report (continued)
For the year ended 31 August 2021

10 Financial review

10.1 Going concern

10.2 After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

10.3 The charity has made use of the Coronavirus Job Retention Scheme provided by the government. Both full-time members of staff have been working full time again since the 1 November. The charity was able to protect the salaries of staff throughout. The Trustees have returned to a quarterly schedule of governance meetings, stepped down from the monthly oversight meetings put in place during the period that staff were furloughed.

10.4 Principal risks and uncertainties

10.5 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.

10.6 Oversight of finances

10.7 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. In order to inform longer term strategic decision making, an up to date annual forecast is produced and presented quarterly.

10.8 Oversight of operations

10.9 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.

10.10 Insurance

10.11 The charity maintains professional indemnity (£5 million), product liability (£5 million), employer liability (£5 million) and cyber security insurance (£100,000) cover for employees, Trustees and Faculty when they deliver programmes for the charity.

10.12 Reserves policy

10.13 The charity's ambition is to build a reserve fund that would enable the charity to cover employee salaries and core costs for six months should new funding cease to be generated.

10.14 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. The current reserves balance is £46,423.

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Trustees' report (continued)
For the year ended 31 August 2021

11 Structure, governance and management

11.1 Constitution

11.2 The charity is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 4 August 2016. The charity is constituted under a Memorandum of Association dated 4 August 2016 and is a registered charity number 1169166.

11.3 Principal objects

11.4 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.

11.5 Organisational structure and decision making

11.6 Staff College has a Board of Trustees who oversee the charity's activities and are responsible for the governance of the charity. The charity is led the Chief Executive Officer (CEO) who is accountable directly to the Chairman and the Board of Trustees. The CEO leads the faculty and operations team.

11.7 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.

11.8 Staff College Chair

11.9 The Staff College Chair leads the Board of Trustees and Staff College Advisory Council. This post has been filled on an interim basis since September 2020 by Deputy Chair, Professor John Earis. John has fulfilled this role on a formal 'Acting' basis since March 2021, after the untimely passing of our substantive Chairman, Andrew Williamson CBE. Staff College are looking to appoint a new Chair in early 2022.

11.10 Board of Trustees

11.11 The Board of Trustees provides governance, oversight of the charity's activities and 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.

11.12 The Principal is our Clinical Lead for the charity and a Trustee. 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.

11.13 Method of appointment or election of Trustees

11.14 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.

11.15 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.

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Trustees' report (continued)
For the year ended 31 August 2021

11.16 Policies adopted for the induction and training of Trustees

11.17 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.

11.18 Trustees are invited to request training sessions on specific areas of charity business and these are delivered before/after Trustee meetings as desired.

11.19 Risk management

11.20 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.

11.21 Advisory Council

11.22 The charity benefits from having an Advisory Council of eminent leaders from health and care, the Military and Public and Private Sector. The Council has no responsibility for the charity but advises it on particular issues and connects the charity to a wider network and seeks opportunities on its behalf.

Approved by order of the members of the board of Trustees and signed on their behalf by:



Professor J E Earis

Date: 4 May 2022

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

Independent examiner's report
For the year ended 31 August 2021

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 2021.

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: 11 May 2022

Susan Robinson BA FCA MCFI FCIE DChA

Kreston Reeves LLP
Chartered Accountants
Chatham Maritime

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

Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 August 2021

	Note	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:				
Donations and legacies	3	1,625	1,625	13,803
Charitable activities	4	284,223	284,223	245,197
Investments	5	9	9	73
		<u>285,857</u>	<u>285,857</u>	<u>259,073</u>
Total income				
Expenditure on:				
Charitable activities	6	274,236	274,236	257,141
		<u>274,236</u>	<u>274,236</u>	<u>257,141</u>
Total expenditure				
		<u>11,621</u>	<u>11,621</u>	1,932
Net movement in funds				
Reconciliation of funds:				
Total funds brought forward		34,802	34,802	32,870
Net movement in funds		11,621	11,621	1,932
		<u>46,423</u>	<u>46,423</u>	<u>34,802</u>
Total funds carried forward				

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

The notes on pages 15 to 24 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 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	11	1,794	1,776
		<u>1,794</u>	<u>1,776</u>
Current assets			
Debtors	12	9,067	88,130
Cash at bank and in hand		209,333	118,890
		<u>218,400</u>	<u>207,020</u>
Creditors: amounts falling due within one year	13	(173,771)	(173,994)
		<u>44,629</u>	<u>33,026</u>
Net current assets		44,629	33,026
Total assets less current liabilities		46,423	34,802
Net assets excluding pension asset		46,423	34,802
Total net assets		46,423	34,802
Charity funds			
Restricted funds	14	-	-
Unrestricted funds	14	46,423	34,802
Total funds		46,423	34,802

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 and signed on their behalf by:



Professor J E Earis

Date: 4 May 2022

The notes on pages 15 to 24 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 2021

1. General information

The Staff College: Leadership in Healthcare is a company limited by guarantee, incorporated in England. The company's registered office is Hamilton House, 1 Temple Avenue, London, England, EC4Y 0HA. 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 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published in October 2019 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

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.

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For the year ended 31 August 2021

2. Accounting policies (continued)

2.4 Expenditure (continued)

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 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.

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2. Accounting policies (continued)

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.

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

	Unrestricted funds 2021 £	Total funds 2021 £
Donations	-	-
Government grants	1,625	1,625
	<u>1,625</u>	<u>1,625</u>
	<u><u>1,625</u></u>	<u><u>1,625</u></u>
	Unrestricted funds 2020 £	Total funds 2020 £
Donations	500	500
Government grants	13,303	13,303
	<u>13,803</u>	<u>13,803</u>
	<u><u>13,803</u></u>	<u><u>13,803</u></u>

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4. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £
Commissioned course fees	258,873	258,873
Course fees	25,350	25,350
Total 2021	284,223	284,223

	Unrestricted funds 2020 £	Total funds 2020 £
Commissioned course fees	183,575	183,575
Course fees	61,622	61,622
Total 2020	245,197	245,197

5. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £
Bank interest	9	9

	Unrestricted funds 2020 £	Total funds 2020 £
Bank interest	73	73

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6. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2021 £	Total funds 2021 £
Charitable activities	274,236	274,236

	Unrestricted funds 2020 £	Total funds 2020 £
Charitable activities	257,141	257,141

7. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Charitable activities	156,822	117,414	274,236

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

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7. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2021 £	Total funds 2020 £
Exercise and learning materials	37	271
Course delivery fees	147,347	105,400
Accommodation and travel	9,438	32,182
	156,822	137,853

Analysis of support costs

	Total funds 2021 £	Total funds 2020 £
Staff costs	105,622	103,844
Depreciation	1,250	1,466
Premises expenses	936	6,160
Printing, postage and stationery	39	355
Website and computer costs	4,124	889
Insurance	2,068	2,102
Miscellaneous expenses	149	1,453
Accountancy fees	2,046	1,919
Repairs and renewals	80	-
Independent examination fee	1,100	1,100
	117,414	119,288

8. Independent examiner's remuneration

	2021 £	2020 £
Fees payable to the charity's independent examiner for the independent examination of the charity's annual accounts	1,100	1,100

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9. Staff costs

	2021	2020
	£	£
Wages and salaries	96,459	94,836
Social security costs	6,258	6,153
Contribution to defined contribution pension schemes	2,905	2,855
	105,622	103,844

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

	2021	2020
	No.	No.
	2	2

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 (2020 - £NIL).

During the year ended 31 August 2021, no Trustee expenses have been incurred (2020 - £727).

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11. Tangible fixed assets

	Software £	Course equipment £	Total £
Cost or valuation			
At 1 September 2020	65	5,865	5,930
Additions	-	1,458	1,458
Disposals	-	(254)	(254)
At 31 August 2021	<u>65</u>	<u>7,069</u>	<u>7,134</u>
Depreciation			
At 1 September 2020	65	4,089	4,154
Charge for the year	-	1,250	1,250
On disposals	-	(64)	(64)
At 31 August 2021	<u>65</u>	<u>5,275</u>	<u>5,340</u>
Net book value			
At 31 August 2021	<u>-</u>	<u>1,794</u>	<u>1,794</u>
At 31 August 2020	<u>-</u>	<u>1,776</u>	<u>1,776</u>

12. Debtors

	2021 £	2020 £
Due within one year		
Trade debtors	5,400	76,080
Other debtors	118	-
Prepayments and accrued income	3,549	12,050
	<u>9,067</u>	<u>88,130</u>

13. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	263	129
Other taxation and social security	-	32,876
Accruals and deferred income	173,508	140,989
	<u>173,771</u>	<u>173,994</u>

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13. Creditors: Amounts falling due within one year (continued)

	2021	2020
	£	£
	2021	2020
	£	£
Deferred income at 1 September 2020	139,889	77,070
Resources deferred during the year	136,403	139,889
Amounts released from previous periods	(103,884)	(77,070)
	172,408	139,889

14. Statement of funds

Statement of funds - current year

	Balance at 1 September 2020	Income	Expenditure	Balance at 31 August 2021
	£	£	£	£
Unrestricted funds				
General funds	34,802	285,857	(274,236)	46,423

Statement of funds - prior year

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

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Notes to the financial statements
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15. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	1,794	1,794
Current assets	218,400	218,400
Creditors due within one year	(173,771)	(173,771)
Total	46,423	46,423

Analysis of net assets between funds - prior year

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

16. Pension commitments

The charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £2,905 (2020 - £2,855).

17. Related party transactions

During the year there were no related party transactions.