



FINANCIAL STATEMENTS

For the year ended

31 MARCH 2022

Charity Number: SC005751

THE QUEEN’S NURSING INSTITUTE SCOTLAND

REPORT of the TRUSTEES
For the year ended 31 March 2022

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THE QUEEN'S NURSING INSTITUTE SCOTLAND

REPORT of the TRUSTEES

For the year ended 31 March 2022

REFERENCE AND ADMINISTRATIVE INFORMATION

| | | |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| Charity Name | The Queen's Nursing Institute Scotland (also known as "QNIS") | |
| Registration Number: | Scottish Charity 005751 | |
| Patron: | Her Majesty, Queen Elizabeth II | |
| Trustees: | Sir Paul Grice Chair Dr Linda Pollock Vice Chair (resigned February 2022) Ms Erica Reid Vice Chair (from February 2022) Mr Alan Davidson Hon Treasurer Mrs Jane Walker Hon Secretary Ms Jane Cantrell (resigned November 2021) Mrs Nicky Connor Prof Fiona Coutts Ms Rhona Hotchkiss Mr Robin Morton Ms Josie Murray Dr Sian Tucker Mr David Williams | |
| Key management personnel: | Prof Clare Cable | Chief Executive and Nurse Director |
| Address: | 31 Castle Terrace Edinburgh EH1 2EL | |
| Web Site: | www.qnis.org.uk | |
| Auditor: | Whitelaw Wells 9 Ainslie Place Edinburgh EH3 6AD | |
| Bankers: | Charities Aid Foundation Bank 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ Virgin Money Jubilee House Gosforth Newcastle Upon Tyne NE3 4LP Scottish Widows 67 Morrison Street Edinburgh EH3 8YJ | |
| Investment Advisors: | Abrdn 1 George Street Edinburgh EH2 2LL | |

Annual Report 2021/22



Wellbeing

1489 follow up visits to our wellbeing resources page.

11 self-care sessions promoting recovery and resilience in the workplace.

12 guided Capacitar practices, using mindful movements and breathwork.

535 attendees to the live Lunchtime Wellbeing sessions on MS Teams.



1500 more views of our YouTube wellbeing playlist.

Inspiring the Workforce

- 392 VIRTUAL ATTENDEES
- 5 CONVERSATIONS
- 6 KEYNOTE SPEAKERS
- 9 KEYNOTE LISTENERS
- 5 POETS IN RESIDENCE

FAIRER KINDER GREENER

An online event held in place of our annual conference.

The five online conference sessions were held over two days in September and covered a range of subjects, from the future of community nursing leadership to nursing's voice in climate action.



Speaking Up

38 blogs written by community nurses and midwives.

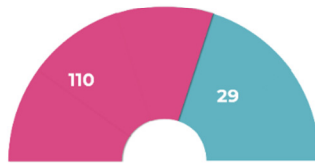
Read a total of 13223 times.

That's an average of 347 times per blog.

A platform to share their stories, advocate for change and inspire their colleagues.

Contemporary Queen's Nurses

110 Contemporary Queen's Nurses in Scotland following reintroduction of the title in 2017.



Including 29 Queen's Nurses newly awarded in 2021.



Giving Thanks

2 QNIS Fellowships awarded.

70 letters of thanks from the retired Queen's Nurses for their Christmas gifts.

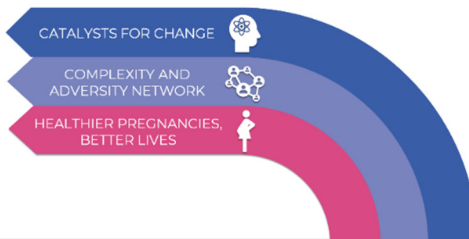
3073 copies of the poetry anthology To Mind Your Life gifted to graduating nurses and midwives in Scotland.

Making a Difference

20 nurse-led projects designed to support and engage with local communities.

51 applications accepted from community nurses and midwives working in primary care.

431 responses to surveys on FASD and preconception health, education and care.



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OBJECTIVES AND ACTIVITIES

The Queen’s Nursing Institute Scotland (QNIS) is a Scottish Charitable Incorporated Organisation (SCIO) promoting excellence in community nursing to improve the health and well-being of the people of Scotland. Our charitable objectives are:

- a) The relief of former Queen’s Nurses who are in need by reason of age, ill-health, disability, financial hardship or other disadvantage;
- b) The advancement of education, training and professional development of persons acting as community nurses for the sick and as community midwives and health visitors; and
- c) The improvement of health through research, preventative and supervisory work undertaken in the community.

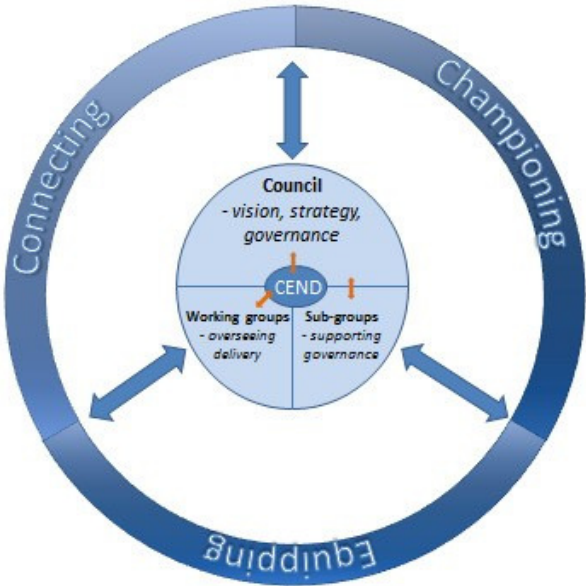
Grant Making policy

The Trustees provide grants in support of individual retired Queen’s Nurses and other institutions for specific projects. Applications for the Catalyst for Change scheme are considered and granted by the Steering Group.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governance of QNIS is the responsibility of the Council made up of the Trustees (listed above) which meets quarterly. As of March 2022, there are 11 Trustees, each with the relevant expertise to carry out a specific remit. QNIS Council agrees the annual operational plan in line with the forward plan and charitable objectives. There is an annually updated Register of Trustee’s Interests; in addition, each meeting starts with an opportunity for Trustees to declare interest in any item on the agenda. New Trustees were previously selected by a Nominations Committee of existing Trustees and subsequently appointed by the Patron. The Nominations Committee was stood down in February 2022 to allow a review of the process for awarding QNIS Fellowships as part of the wider governance and strategic review. Recruitment of Trustees which was previously the remit of the Nominations Committee will be overseen by the recently convened Board Perspective Committee. New Trustees undergo an induction and training process provided by the existing Trustees, Chief Executive & Nurse Director (CEND) and the staff team.

Our Governance Structure is set out below:



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The day-to-day management of QNIS is delegated to the CEND, supported by the staff team.

Governance Sub-groups (Chaired by Trustees)

| Sub-group | Purpose |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| Finance and risk committee Chair: Alan Davidson | Supporting Council on matters to do with audit, investments, banking, financial monitoring, risk, health and safety. |
| Board perspective committee Chair: Erica Reid | Supporting Council with the recruitment, appointment, induction, and development of trustees as well as appointing the CEO. |
| Future organisation SLWG Chair: David Williams | Convened July 2021 to look at ways of working during pandemic and use of QNIS building at Castle Terrace |
| Rewards and recognition SLWG Chair: Alan Davidson | Convened January 2022 to review QNIS total rewards package for staff |
| Other short- life working groups | to be convened if there is insufficient time for an important issue to be properly discussed at Council |

Advisory Groups to support the strategic priorities (chaired by Trustees)

| Group | Chair | Purpose |
|-------------------------------------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------|
| Queen's Nurse Programme Advisory Group | Fiona Coutts | To advise on the detailed planning of the Queen's Nurse programme and the developing network of Queen's Nurses |
| Catalysts for Change Advisory Group | Erica Reid | To advise on the management of the Catalysts for Change Programme and its future development |
| Complexity and Adversity Network Advisory Group | Sian Tucker | To support the scoping and delivery of the Burdett funded project addressing complex primary care |
| Retired Queen's Nurses' Welfare Advisory Group | Jane Walker | To provide the Queen's Nurse Visitors with a forum for support and influence |
| Wellbeing Project Advisory Group | Jane Walker | To guide and enhance the implementation of the one-year (2021-2022) COVID-19 Healthcare Support Appeal (CHSA) grant to support Wellbeing |
| Healthy Pregnancies Better Lives Steering Group | Rhona Hotchkiss | To oversee and support the Healthier Pregnancies, Better Lives (HPBL) programme |

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STRATEGY

During 2015-16, QNIS developed a forward plan for 2016-2020, following extensive consultation with its stakeholders. We restated our purpose as promoting excellence in community nursing to improve the health and wellbeing of the people of Scotland. Our forward plan is based on three principles:

- Connecting people who share a passion for high-quality nursing in the community.
- Equipping nurses with the education, skills and confidence they need to help people achieve better health and well-being.
- Championing nurses' roles as advocates for quality health and care.

Trustees, under the leadership of the Chair, have been conducting a comprehensive strategic and governance review of the charity which has resulted in a refreshed statement of purpose and forward plan as well as an update of our charitable objectives and governing document.

We set out eight priorities for action over the 12 month reporting period. These are to:

1. deliver the Queen's Nurse Programme and develop their network
2. award academic prizes, long service awards, QNIS Fellowships
3. host events to inform, enable and inspire
4. challenge inequity and promote sustainability through co-production
5. influence policy
6. enable the fellowship of the retired Queen's Nurses and capture oral history
7. develop a programme on Fetal Alcohol Spectrum Disorder (FASD) and preconception health
8. build the organisation

The agreed operational plan is aligned with the eight priorities. Each priority has deliverables and key performance indicators. Progress is monitored on monthly basis by the CEND, as well as quarterly by the Council at each of its meetings.

ACHIEVEMENTS AND PERFORMANCE

Our achievements for the year 2021-22 are set out under the key strategic priorities.

1. To deliver the Queen's Nurse Programme and develop their network

In 2017 we awarded our first Queen's Nurse titles in almost 50 years. This prestigious title is awarded to clinical leaders who can demonstrate their impact as expert practitioners. These practitioners may be general practice nurses, community mental health nurses, school nurses, health visitors, community midwives, district nurses or from any other specialty area within Scottish community nursing. Twenty-nine nurses received the award in 2021 including eight who had undertaken a bespoke programme for learning disability nurses. We focussed on maintaining the quality of the programme and developing it in an online/blended format. Feedback suggests the blended approach has maintained the participant experience and quality of learning. Conversations continue with Deputy Nurse Directors, Scottish Care and Scottish Government for funding for additional cohorts.

The charity held an excellent in person COVID safe awards event in November 2021 which was a wonderful opportunity to profile and celebrate nursing. Delivering a COVID safe awards event in a new style format was a steep learning curve for the team, and the occasion was a great success. The new Queen's Nurses were each presented with a badge commissioned from Ortak, a Harris tweed QNIS tartan sash or tie and a certificate signed by our Patron, HM Queen Elizabeth II.

We celebrated the extended Year of the Nurse and Midwife by using a range of creative media to tell the stories of Queen's Nurses using short animations and social media graphics to engage our audience. We dedicated one month of blogs to the Queen's Nurse programme. Three Queen's Nurses

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wrote about the impact of the Queen's Nurse development programme on their current work. There was significant regional press uptake of the stories of Queen's Nurses receiving their awards this year.

We produced a series of evaluation reports that can be used to share learning and support fundraising. The cooperative enquiry with the 2019 cohort was published in the *International Practice Development Journal* (IPDJ) May 2021 edition with 23 listed authors, a successful joint seminar with the Health Foundation took place in April 2021 and the evaluation undertaken by Robert Gordon University (Aberdeen) under the direction of the QNIS Chair in Community Nursing, Prof Catriona Kennedy, was launched at our awards event.

The sixth cohort of Queen's Nurse candidates were selected in January 2022, following nominations from health boards and employers across Scotland. After a rigorous online selection process, twenty more nurses are embarking on this 'Journey of Discovery'.

Data from the 2021 annual survey of Queen's Nurses are being analysed. Returning the survey is normally a requirement of maintaining the Queen's Nurse title and the data generated contributes to the growing body of evidence on the impact of reintroducing the Queen's Nurse title to Scotland. Considering the extraordinary circumstances and pressures community nurses continue to work under, we made an exception this year to the survey being a requirement of maintaining the Queen's Nurse title. The data offers a compelling narrative of the challenges faced by Queen's Nurses during the pandemic.

Completing the nine-month development programme is only the first step in a career long journey as a Queen's Nurse. We have continued to host monthly online meetings and workshops to support new Queen's Nurses through the pandemic and collective trauma recovery. During COVID, Zoom meetings have been taking place monthly for Queen's Nurses who are currently taking part in the programme. There were six-weekly 2020 Queen's Nurse meetings. All cohort Zoom meetings have also been taking place monthly. These opportunities are enthusiastically taken up, and the invitation to engage online is enabling connections between the cohorts; in this way the Queen's Nurses are building their collective identity as change makers across Scotland's communities.

Initial discussions took place in relation to building an online networking portal as Queen's Nurses build relationships and energy as a social movement. The research group which includes volunteer Queen's Nurses has met three times and created a MURAL board for the way forward. These plans are on hold at present due to a lack of capacity.

Ten Queen's Nurses have completed training in Capacitar wellbeing practices to enable collective trauma recovery. Twenty-two more have commenced training, funded by CHSA, and will complete in May 2022.

Planning has begun for an all cohort Queen's Nurse gathering in 2023.

2. To award academic prizes, long service awards, QNIS Fellowships

In order to inspire and encourage learning in the next generation of community nurses QNIS continued to award undergraduate and post-graduate *academic prizes* in universities in Scotland that offer nursing programmes. Awards were made at most universities in 2021, however only some held online events. We profiled all students who received awards on refreshed pages on the website. All have been advised that we are reviewing the awards in 2022 and no awards will be made in the coming year.

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Community Nursing Awards for Long Service recognise and honour the important work of community nurses in Scotland over a sustained period of time (at least 21 years). These awards are hugely appreciated by recipients and the events provide an opportunity for employers to express their appreciation for the dedication and commitment of staff. Long Service Awards were paused during 2021/2022 as regional awards events were yet to recommence. We have however continued to receive applications pending discussions with the Health Boards. Some nurses who were retiring have received their awards at in house events from their teams.

At the Awards Event in November, we awarded **QNIS Fellowship** to Theresa Fyffe, in recognition of her leadership and influence on community nursing in Scotland over the course of her career. Associate Fellowship was awarded to Sir Lewis Ritchie in recognition of his service to QNIS during his time as Chair of Council. A plan for engagement of Fellows to enable them in their ambassadorial role will be refreshed in the coming year.

3. To host events to inform, enable and inspire

We stated our intention to provide a series of online events to support community nurses during the pandemic and enable their recovery on topics that resonate. We delivered an online conference on 1st/2nd September 2021. This was a series of five 90-minute sessions to enable nurses to engage at times that suited them. The event was well attended and was free to delegates as a thank you for their commitment during the last 18 months. We also created a dedicated conference website to share speaker profiles, our organisational vision and sign-up information.

4. To challenge inequity and promote sustainability through co-production

Sixteen Catalysts for Change projects are completed or near completion and we have a further four projects just starting. We have been generating and gathering data for evaluation and a framework for analysis is drafted. Three workshops were delivered for the 2021 cohort and five project leads were matched with senior nurse leads for mentoring support for the duration of their project. We are grateful to our co-partners of the programme, The National Lottery Community Fund (TNLCF), who with their match funding have extended our reach in communities in Scotland. Our partnership working has enabled project holders to collaborate with local place-based teams to forge enduring links. Further information about the Catalysts for Change initiative, and the projects undertaken to date, is available on the QNIS website.

We continue to support five Queen's Nurses to develop as change makers through using the CHES (Community Health Engagement Survey Solutions) tool with C3. The initial two-day workshop was delivered successfully in September 2021. The Queen's Nurses have identified local areas where they will use the tool and we continue to work together with C3 to support the development of their projects. One project lead has undertaken local meetings with participants and shared data collected and the others are planning their activities for late spring.

With funding from the Burdett Trust for Nursing on 'Complexity in Primary Care', we are establishing a new network for primary care nurses, working in areas of deprivation. We intend to deliver learning sessions that are co-produced and delivered for at least 30 practitioners. This project reflects the main ideas behind the Community Nursing Observatory we had planned when launching the previous strategy and will seek to develop a new network of community nurses supporting people with multiple morbidities in deprived communities. We have devised a programme of workshops, engaged speakers and facilitators for all sessions, created webpages to promote the programme, and published three blogs to share the thinking behind the project. We have initiated a supportive partnership with Human Development Scotland who have helped us source subject expertise. The application process is currently open and we are seeing a steady rate of applications.

5. To influence policy

QNIS plays an active role within the larger professional and public policy spheres that affect community nurses and community nursing across Scotland and addressing inequality. This includes membership and participation in a variety of relevant strategic committees and other groups of the Scottish Government and other national organisations. Such 'behind the scenes' engagement by QNIS can, and does, have an influence on the larger policies, guidelines, legislation and resource allocations that impact upon community nursing.

QNIS has been represented on the Scottish Government (SG) COVID 19 Community Nurse Leaders group, Scottish Care Strategic Nursing group, Healthcare Framework for Care Homes short life working group, SG Health Inequalities group (primary care) and the General Practice Nurse (GPN) Leads group. We are a member of the Neurological Alliance of Scotland. QNIS is represented in Mental Health Nurse Academics UK (MHNAUK) and the FASD Collaborative. QNIS has a leading role in the SG's National Advisory Group on a Preconception Health Framework and Action Plan and is engaged in a range of groups which connect with *Healthier Pregnancies Better Lives* and three Scottish Parliament Cross Party Groups.

After the Scottish elections in May 2021 we sent an open letter, signed by the CEND and the Chair, which was shared with new MSPs. The letter called for additional financial investment, development of community networks, targeted research into primary prevention and, reporting and analysis led by nurses around community nursing advances. We submitted a response to the National Care Service Consultation based on feedback from focus groups with community nurses.

We continued working collectively with the Queen's Nursing Institute (QNI) and other professional bodies to influence the Nursing & Midwifery Council (NMC) around the future of Specialist Practice Qualifications (SPQ). We created SPQ District Nursing (DN) and Community Children's Nursing (CCN) case studies to help encourage people to respond to the NMC online consultation on post-registration standards. The CEND remains on the NMC oversight group.

A Trustee-led review resulted in recommendations being made to Council on the future relationship with Robert Gordon University and QNIS' role in nursing research.

An additional way in which QNIS contributes to Scottish policy, of importance to community nurses, is through inviting and publishing guest blogs on the QNIS website (usually written by key people with a background in community nursing). During 2021, examples included contributions on policy issues related to reproductive and preconception health, alcohol harm, connected recovery and trauma-informed communities.

6. To enable the fellowship of the retired Queen's Nurses and capture oral history

Trustees led a comprehensive review of the welfare function and commissioned a QNIS Fellow to gather information in support of that piece of work. As well as considering how we might improve our support for the retired Queen's Nurses, consideration was also given to what support should be offered to contemporary Queen's Nurses who retire. The review explored the nature and range of existing support from other organisations so that Trustees could take an informed view of any future welfare/hardship provision that QNIS should offer to community nurses at any stage of their career. Trustees will consider the review's recommendations and an appropriate way forward during the forthcoming year.

Volunteer visitors, supported by QNIS, continued to support retired Queen's Nurses by phone during COVID. We continually reviewed and refined the nature and processes of support in the light of COVID restrictions. After a brief pause over the festive period with the Omicron restrictions, visitors are again

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resuming face to face visits. The Retired Queen's Nurses' Welfare Advisory Group meeting in March 2022 took place in person.

A review of Christmas cheques was undertaken and Council approved the recommendation that retired Queen's Nurses should receive a Christmas gift instead of a cheque. One hardship cheque was requested and we received correspondence from two retired Queen's Nurses who were unhappy with the changes. However, we received over 70 letters/cards/calls of thanks for the gift.

Retired Queen's Nurse holidays are planned for June and September 2022 restrictions allowing. Holiday provision remains under review as frailty of participants becomes an increasing issue.

With the lifting of COVID restrictions we are able to resume enhancing the fellowship of retired Queen's Nurses through safe, enjoyable regional events. In person gatherings have recommenced. An Inverurie lunch took place on 21st April 2022 and invitations were sent to not only the retired Queen's Nurses but the new Queen's Nurses and local QNIS Fellows.

We will continue to gather oral history accounts of the 1960's, 70's and 80's as COVID restrictions permit.

The creation of a virtual gallery of artefacts to engage with a wide audience and raise awareness of the role Queen's Nurses have played in improving the health and wellbeing of their communities has been paused during COVID.

7. To develop a programme on FASD and preconception health

In March 2021, we had only a 'Great Idea' – no team, no partners, no funding, no activities and no accomplishments. What a difference a year has made. Even in the midst of a pandemic, QNIS has: Secured grants totalling £135,000 from TNLCF (extended for six-months of Year 2) and the Cattanach Trust (renewed in full for Year 2); recruited a team of staff members and consultants; brought together and coordinated a stellar, active Scotland Steering Group; attracted and engaged regularly with an all-star cast of UK and International Advisors; created the terms of reference and governance/operational procedures for Scotland's Coalition for Healthier Pregnancies, Better Lives; recruited Prof Mary Renfrew, Prof Sir Harry Burns and 'Ambrose Parry' as Individual Partners; and, laid the foundations for making this 'Great Idea' real in the world.

The achievements during Year 1 included:

- Establishing a social media presence (@HPBL_Scot) and conducting a week-long Twitter Takeover of Cattanach.
- Conducting a series of 'listening sessions' with: a) marginalised mothers on their lived experiences, perspectives and consequences of their preparation (or lack thereof) for a first pregnancy, a subsequent one or no additional ones; and, b) frontline community nurses working with these mothers whose lived experiences as both women and local practitioners also matter in shaping HPBL's work. Both groups are affected by policies, systems and decisions beyond their control.
- Influencing a variety of public entities on HPBL priorities, e.g., a Scottish Parliament debate on FASD and three relevant Cross-Party Groups.
- Enabling the lead Highlands community nurse for Looked After Children & Young People (LACYP) to become a Queen's Nurse and revise LACYP assessment practices to better help this vulnerable population.
- Co-producing a special issue of the *International Journal for Birth and Parent Education* on preconception health, education and care that reached both Scottish and global audiences.
- Advocating successfully for UK-wide folic acid fortification to prevent Neural Tube Defects.

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- Posting (and then tweeting about) a series of blogs by women with HPBL-related lived experience, local practitioners and recognised experts.
- Conducting two national surveys of Scotland's community nurses and midwives; one on FASD with the results published as a series of blogs and tweets. The second survey (on preconception health education and care) was developed in Year 1 and launched during the first month of Year 2.
- Completing an extensive review by Prof Moira Plant of what is known about women and alcohol (before, during and after pregnancy); FASD prevention, identification and treatment; and, the implications/recommendations for HPBL and Scotland's community nurses/midwives.
- Creating an HPBL poster that was a finalist in Voluntary Health Scotland's annual contest.

Producing a series of HPBL blogs based upon what was learned from people with lived experience through the listening sessions jointly conducted by a local Queen's Nurse and an HPBL consultant.

8. To build the organisation

A new statement of purpose has been developed further during 2021 as we continued our overarching strategic and governance review. The QNIS Constitution has been reviewed and refreshed to ensure it is fit for the future. Following legal review this will be submitted to the Office of the Scottish Charity Regulator (OSCR) with the aim of formally adopting the changes at the AGM in November 2022.

We are working on an engaging redeveloped website which meets the needs of community nurses, and wider stakeholders. We are looking to deliver the new website in September 2022. The following has already been completed:

- Delivery of website proposal, approved by senior management and Council
- Completion of research stage including internal and external surveys
- Completion of analysis stage – turning raw data into action points
- Delivery of a wireframe
- Delivery of a functional website prototype with +20 pages

We continue to develop a clear communication strategy which delivers regular, engaging news of the charity's activity to key stakeholders. The e-newsletter has been redesigned but this is still a work in progress. We routinely get 50% opening rates. Click-throughs remain at between 5 and 10%.

Our Twitter followers in March 2022 were 3,940 which is an increase of 1,340 since our Digital Engagement Manager joined in May 2020 but still falls short of our target. We are looking to employ some targeted social media campaigns to increase these numbers more strategically going forward. This is something that could be built into our plans for an overarching digital strategy in 2022/23.

We continue to seek opportunities to engage and inspire others about nursing using a range of creative media including the poetry anthology *To Mind Your Life*, podcasts and new web resources. We invited five different poets to our conference, Fairer, Kinder, Greener and asked them to respond to a session each by crafting a poem. This went down very well and the poetry was sent out as a separate printed pull-out book with our annual review of the year.

To Mind Your Life (created collaboratively with The Scottish Poetry Library, The University of Edinburgh, and Queen Margaret University) has now been distributed to all graduating nurses and midwives at Scottish universities. The in-person launch event took place at the Playfair Library in November 2021.

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Staff and Volunteers

The Staff Governance Committee that reported to the Council on HR and related matters was stood down in February 2022 pending the recommendations of the Rewards and Recognition short life working group. A new Finance and Risk Committee has assumed responsibility for health and safety. Six-monthly HR reports will be provided directly to Council by the CEND.

Supported by a contract for HR advice from EVH, QNIS has an increasingly comprehensive and bespoke set of HR policies. These are reviewed and discussed regularly (on a rotating basis) at monthly staff/team meetings. A matrix of policies, reviews, anticipated actions and results is now maintained and used to guide decisions.

Additional staff were recruited during the year with interviews and induction programmes recreated via Zoom and MS Teams. There is a formal annual appraisal for all QNIS staff members. This is conducted by the Council Chair, Vice Chair and Honorary Treasurer for the Chief Executive & Nurse Director and by line managers for all other employees. These are developmental conversations rather than 'tick box' exercises. Continuing professional development is central to the annual appraisal. In addition, a review with each staff member occurs quarterly and senior staff are available for time-sensitive conversations between these meetings.

The attention paid to creating and maintaining a healthy work environment (both in the office and for remote working) continues to be appreciated by QNIS staff members. The Future Organisation short life working group made its recommendations to Council in February 2022. The CEND has offered exemplary leadership and has taken great care to monitor staff welfare and wellbeing. This is partially reflected in the 2021-22 staff absence statistics. From an available 2,277 days (nine staff, 253 available working days 2021/22) 4.5% of days were lost to sick leave (a total of 102 days). Including COVID related absences this increases to 4.7% (106 days). The increased absence rate for this period compared to the previous year (0.9%) is attributed to an increased headcount, and one instance of long-term absence. By comparison, this is the same as the NHS Scotland sickness absence rate for the same period. The CEND's leadership, focus and compassion to care for our stakeholders and staff is second to none and we are very fortunate to have her at the helm.

QNIS strives for a highly effective Council who bring excellence in governance. Time for reflection is scheduled to enable board development and strategic planning. Trustees enjoy their role, bringing challenge & support to QNIS in equal measure. QNIS supports and develops Trustees in their governance role. A successful Council development session took place in Peebles in November 2021 with a focus on how to grow the charity to deliver the refreshed statement of purpose and strategic objectives. As well as the collective development sessions, individual trustees are encouraged and enabled to develop their governance expertise and have participated in development opportunities organised by Diversity Scotland, OSCR and a range of seminars offered by legal and accounting firms in Edinburgh.

We have continued to ensure the team is able to work productively and enjoy working together whilst being enabled to work effectively online. Time for virtual team development has been scheduled and included opportunities for members to contribute to the proposed statement of purpose and strategic direction of the charity.

We are seeking increased and diversified income streams to enable the continuation of current programmes and growth when the time is right. Two new grants have been applied for and received from the Health Foundation to complete a second phase of Queen's Nurse programme review and from CHSA to extend our wellbeing offering.

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Key Management Personnel

Dr Sarah Doyle continues in the role of Deputy Nurse Director supporting the CEND. Dr Jonathan Sher remains with QNIS as Senior Fellow and Programme Lead for the programme 'Healthier Pregnancies, Better Lives'.

The trustees act in a voluntary capacity and receive no remuneration. Two trustees undertook specific pieces of work on a consultancy basis for the Institute. These were independent of their trustee roles, requiring their specific expertise beyond their voluntary governance capacity.

Staff salaries are on the EVH pay scales. The remuneration of staff is being reviewed by the Rewards and Recognition short life working group in conjunction with external consultants. Recommendations will be brought to Council for ratification but in the meantime trustees have approved an interim cost of living uplift of 3%.

Equity and Diversity

QNIS has a refreshed and explicit commitment to diversity and inclusion in all aspects of our work including staff and trustee appointments as well as promoting our programmes to those from BME backgrounds. Throughout its programmes and governance, the staff and trustees of QNIS are committed to ensuring that the work is inclusive and accessible. Whilst we value our staff, Trustees and programme participants from the LGBTQ+ community, we have requested nominations for our programmes from those from black and minority ethnic backgrounds for several years, yet these groups remain underrepresented in our work and we are committed to action which addresses this. Significant work has taken place to encourage and enable those from BAME backgrounds to be nominated for the 2022 Queen's Nurse programme. Another important issue for Scotland is that of geographical inclusivity and we deliberately ensure that travel for candidates from remote and island areas is subsidised to ensure equality of access. We use technology to enable people to engage with meetings, so we have voices from all over Scotland in our discussions and decisions. Each time we have a Trustee vacancy we consider diversity alongside skills in our appointments process. We work hard to ensure accessibility of our publications and produce audio versions of newsletters on request for retired Queen's Nurses who are visually impaired.

Corporate Social Responsibility

QNIS uses Changeworks, a social enterprise, and we now recycle the largest proportion of our office waste. We 'twinned' our toilets through <http://www.toilettwinning.org/> to support sanitation projects in developing countries. We have committed to only buying Fairtrade tea and coffee and prior to the pandemic all our lunches for meetings have been provided by local social enterprise providers. All our office cleaning and hygiene supplies are ecologically friendly. We use ecological paper for our photocopier, which is produced using less pulp. QNIS has supported the International Collaboration for Community Health Nursing Research by becoming a small organisation member, which funds Mary McClymont scholarship grants to enable community health nurses from low-income countries to pursue research.

Risk Management

The Risk Register is updated continually and reviewed by Council at each meeting. Risks have shifted during the 2021-22 financial year. At the outset of the year, the highest perceived risks were identified in plain text, actions are in italic:

- Risk of cyber-attack. *Other charities within our networks have been targeted with phishing emails during the pandemic. Our new IT provider is offering staff individually tailored online training following the team's completion of an assessment of their cybersecurity knowledge. Staff are working through e-learning modules to ensure their knowledge is up to date.*

REPORT of the TRUSTEES

For the year ended 31 March 2022

- The spread of COVID-19 has led to market volatility and a significant fall in the value of the QNIS investment portfolio. Loss of investment income could affect the financial wellbeing of the charity. *Finance Committee is continuing to work with Abrdn to monitor the situation and make decisions when necessary. The charity has sufficient reserves to continue with planned work for now.*

COVID-19 Impact on QNIS

The team of staff at QNIS have worked incredibly flexibly to enable the work of the charity to continue as far as possible during the pandemic. The team, under the leadership of the CEND, has worked flexibly, creatively and imaginatively, sometimes in the evenings and on unfamiliar online platforms to ensure community nurses at the frontline during COVID have been supported. We have moved from working wholly online to a hybrid approach that allows staff to work in the location or locations that suit them best. The office is now open most days, though usually only with up to three people using it. We have responded to the various changes in pandemic-related guidance throughout the last year. Supported by MS Teams and Zoom, all meetings are continuing virtually to enable effective governance of the charity at this time.

The Finance and Risk Sub-committee of Council continues to review our financial status. There may be a significant loss of grant income because of the pandemic and delay of programmes and investment income is unpredictable, but the charity has enough in reserves and investments for work to continue.

The current situation presents both a challenge and an opportunity for QNIS since nursing is very much in the spotlight.

FINANCIAL REVIEW

The summary accounts show QNIS' portfolio continued to perform well over the year despite uncertainty due to changes across the political landscape. Whilst this is positive, the need for caution remains. The impact of COVID, of leaving the European Union and continued flux in global politics may negatively affect market conditions in the not too distant future and therefore a pragmatic level of investment income being drawn from the portfolio is deemed appropriate.

QNIS has incurred a planned deficit for the year to 31 March 2022 before realised and unrealised investment gains/(losses) of £82,744 (2021: deficit £77,002).

Total income was £639,752 (2021: £532,056) including investment interest and dividend income of £317,027 (2021: £279,970).

QNIS could not have a fraction of the impact it does without the financial support of grant making trusts. The staff and trustees of QNIS would like to record their immense gratitude to the charities listed below who have made it possible for us to support and enable community nurses and midwives across Scotland to make a measurable difference to the health and wellbeing of their communities.

The Queen's Nurse programme received £16,818 from The Health Foundation, and £35,000 from the Dunhill Medical Trust, £95,576 from the National Lottery Community Fund, £10,000 from the Edinburgh and Lothians Foundation, £59,000 from the Covid-19 Healthcare Support Appeal and £13,000 from The Burdett Trust for Nursing in Partnership with C3 CHESS.

QNIS is grateful for the donation from Scotland's Gardens Scheme of £13,500 received during the year (2021: £14,000). This donation has been designated by the Trustees to support community nurses during pandemic.

REPORT of the TRUSTEES

For the year ended 31 March 2022

QNIS Administration

The total cost of administration for the year ended 31 March 2022 was £109,851 (2021: £90,295) being support costs of £54,556 (2021: £43,832) and portfolio management charges for the year ended 31 March 2022 of £55,285 (2021: £46,463).

Management of Funds

QNIS is reliant on the income from its investments. In 2016, following a tender exercise, a portfolio management agreement between the Trustees and Standard Life Wealth (SLW) was renewed. SLW have discretionary powers for investment with all stock being held on their behalf by the Platform Securities LLP., in London. (Formerly known as Standard Life Wealth and latterly Aberdeen Standard, now trading as Abrdn). Council has determined that there should be no direct investment in stocks involving tobacco products.

The total market value of the portfolio (including cash balances held within the portfolio) had increased to £11,174,800 at the year end (2021: £10,561,504) which represents a 5.81% increase in asset values. The Trustees are satisfied that performance throughout the year has been acceptable given the market conditions, with a sufficient level of income generated to support activities.

Reserves

Reserves represent investments held for the generation of income for application to charitable purposes. The charity is not currently involved in active fundraising except for specific project costs. Total reserves stood at £11,766,306 (2021: £11,194,032), with £11,591,505 (2021: £10,928,594) in unrestricted funds and £174,801 (2021: £265,438) in restricted funds.

The reserves policy was reviewed by Council in 2021. Investments are maintained at a sufficient level in order to generate an income stream for the charity, and this will continue to be the case. Council has an objective of holding between three and six months cash reserves.

Plans for the Future

Under the leadership of Sir Paul Grice, the Queen's Nursing Institute Scotland intends to use the income from the investment portfolio and other grants and awards in line with its charitable purposes and to hone its plans for the way forward, building on the excellent work to date, listening carefully to where the charity adds value, learning the lessons from the pandemic.

Statement of Trustees' Responsibilities

The Trustees 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).

The law applicable to charities in Scotland requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

THE QUEEN'S NURSING INSTITUTE SCOTLAND

REPORT of the TRUSTEES

For the year ended 31 March 2022

The Trustees are responsible for keeping proper accounting records that 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 Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the charity's constitution.

The Trustees 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 Trustees are responsible for the maintenance and integrity of the charity and financial information included on the Charity's web site. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Trustees on 18 August 2022 and signed on their behalf by

A handwritten signature in black ink, appearing to read 'Paul Grice', with a stylized flourish at the end.

Sir Paul Grice
Trustee and Chair

INDEPENDENT AUDITOR'S REPORT

To the Trustees of The Queen's Nursing Institute Scotland For year ended 31 March 2022

Opinion on financial statements

We have audited the financial statements of The Queen's Nursing Institute Scotland for the year ended 31 March 2022, which comprise the Statement of Financial Activities (incorporating the Income and Expenditure Account), the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, Including FRS102 ' The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:-

- give a true and fair view of the state of the charity's affairs as at 31 March 2022 and of its incoming resources and application of the resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs UK) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Trust in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT

To the Trustees of The Queen's Nursing Institute Scotland For year ended 31 March 2022

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities and Trustees Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Report of the Trustees';
- Proper accounting records have not been kept; or
- The financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit

Responsibilities of the Trustees

As explained more fully in the statement of trustees' responsibilities set out on pages 15-16, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Irregularities that result from fraud are inherently more difficult to detect than irregularities that result from error.

From enquiries of those charged with governance, it was determined that the risk of material misstatement from fraud was low with little scope for fraud to occur. Our audit testing is designed to detect material misstatements from fraud where there is not high level collusion.

Our audit testing was designed to detect material misstatements from other irregularities that result from error where there is not high level concealment of the error. In this regard the following audit work was undertaken: applicable laws and regulations were reviewed and discussed with management; senior management meeting minutes were reviewed; internal controls were reviewed; and journals were reviewed. From this audit testing it was determined that the risk of material misstatement in this regard was low.

We performed income and expenditure testing which was designed to identify any irregularities as a result of mistakes or human error. From this audit testing it was determined that the risk of material misstatement in this regard was low.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

INDEPENDENT AUDITOR'S REPORT

To the Trustees of The Queen's Nursing Institute Scotland
For year ended 31 March 2022

Use of our report

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and the trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Whitelaw Wells
Statutory Auditor
9 Ainslie Place
Edinburgh
EH3 6AT

18 August 2022

Whitelaw Wells is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

THE QUEEN'S NURSING INSTITUTE SCOTLAND
STATEMENT of FINANCIAL ACTIVITIES
For the year ended 31 March 2022

| | Notes | 2022 | | | 2021 | | |
|-------------------------------------------------------------------|-------|--------------------------|-----------------------|-------------------|--------------------------|-----------------------|-------------------|
| | | Un-restricted Funds £ | Restricted Funds £ | Total Funds £ | Un-restricted Funds £ | Restricted Funds £ | Total Funds £ |
| Income from: | | | | | | | |
| Donations | | 26,335 | - | 26,335 | 36,604 | - | 36,604 |
| Legacies | | 59,236 | - | 59,236 | - | - | - |
| Charitable Activities | | | | | | | |
| - Grants | | - | 229,394 | 229,394 | 11,689 | 203,818 | 215,507 |
| - conference, fees and welfare | | 7,730 | - | 7,730 | (25) | - | (25) |
| - Book sales | | 30 | - | 30 | - | - | - |
| Investments | | 317,027 | - | 317,027 | 279,970 | - | 279,970 |
| Total income | 2 | 410,358 | 229,394 | 639,752 | 328,238 | 203,818 | 532,056 |
| Expenditure on: | | | | | | | |
| Raising funds | 4 | 56,724 | - | 56,724 | 47,483 | - | 47,483 |
| Charitable activities | 5 | 345,741 | 320,031 | 665,772 | 401,482 | 160,093 | 561,575 |
| Total expenditure | | 402,465 | 320,031 | 722,496 | 448,965 | 160,093 | 609,058 |
| Net income/ (expenditure) before investment gains/(losses) | | 7,893 | (90,637) | (82,744) | (120,727) | 43,725 | (77,002) |
| Gains/(Losses) on Investments | | | | | | | |
| Realised | 9 | (147,798) | - | (147,798) | 130,220 | - | 130,220 |
| Unrealised | 9 | 802,816 | - | 802,816 | 1,673,518 | - | 1,673,518 |
| Net income and net movement in funds for the year | | 662,911 | (90,637) | 572,274 | 1,683,011 | 43,725 | 1,726,736 |
| Total funds at 31 March 2021 | | 10,928,594 | 265,438 | 11,194,032 | 9,245,583 | 221,713 | 9,467,296 |
| Total funds at 31 March 2022 | | 11,591,505 | 174,801 | 11,766,306 | 10,928,594 | 265,438 | 11,194,032 |

All incoming resources are derived from continuing activities.

The notes on pages 23 to 32 form part of these financial statements

THE QUEEN'S NURSING INSTITUTE SCOTLAND

BALANCE SHEET
As at 31 March 2022

| | Notes | 2022 | 2021 |
|----------------------------------|-------|-------------------|-------------------|
| | | £ | £ |
| Fixed Assets | 7 | 133,316 | 134,408 |
| Investment property | 8 | 257,818 | 257,818 |
| Investments | 9 | <u>11,174,800</u> | <u>10,561,504</u> |
| | | 11,565,934 | 10,953,730 |
| Current Assets | | | |
| Stock | | 577 | 673 |
| Debtors | 10 | 13,329 | 3,611 |
| Cash at bank and in hand | | <u>279,247</u> | <u>342,305</u> |
| | | 293,153 | 346,589 |
| Less: Current Liabilities | | | |
| Creditors due within one year | 11 | <u>92,781</u> | <u>106,287</u> |
| Net Current Assets | | 200,372 | 240,302 |
| Net Assets | | <u>11,766,306</u> | <u>11,194,032</u> |
| Represented by: | | | |
| General Fund | 12 | 11,591,505 | 10,928,594 |
| Restricted Funds | 12 | <u>174,801</u> | <u>265,438</u> |
| | | <u>11,766,306</u> | <u>11,194,032</u> |

Approved by the Trustees on 18 August 2022 and signed on their behalf by:



Alan Davidson
Trustee and Honorary Treasurer



Sir Paul Grice
Trustee and Chair

The notes on pages 23 to 32 form part of these financial statements

THE QUEEN'S NURSING INSTITUTE SCOTLAND

STATEMENT OF CASH FLOWS
For the year ended 31 March 2022

| | 2022 | 2021 |
|--------------------------------------------------------------------------------------------------|-------------------------|-------------------------|
| | £ | £ |
| Cash flows from operating activities: | | |
| <i>Net cash (used in) operating activities (see below)</i> | (419,807) | (281,976) |
| Cash flows from investing activities: | | |
| Dividends & interest from investments | 309,575 | 274,152 |
| Rent received | 7,452 | 5,819 |
| Purchase of property, plant and equipment | (2,000) | (4,933) |
| Proceeds from the sale of investments | 1,947,973 | 1,496,525 |
| Purchase of investments | (1,483,341) | (1,492,649) |
| <i>Net cash provided by investing activities</i> | <u>779,659</u> | <u>278,914</u> |
| Change in cash at hand in bank in the year | 359,852 | (3,062) |
| Cash at bank and in hand at the beginning of the year | <u>815,704</u> | <u>818,766</u> |
| Cash at bank and in hand at the end of the year | <u><u>1,175,556</u></u> | <u><u>815,704</u></u> |
| Represented by: | | |
| Cash at bank and in hand | 279,247 | 342,305 |
| Cash held as part of investment portfolio | 896,309 | 473,399 |
| | <u><u>1,175,556</u></u> | <u><u>815,704</u></u> |
| Reconciliation of net expenditure for the year to net cash flow from operating activities | | |
| | 2022 | 2021 |
| | £ | £ |
| Net income for the year (per statement of financial activities) | 572,274 | 1,726,736 |
| Adjustments for: | | |
| Dividends and interest from investments | (317,027) | (279,970) |
| Depreciation | 3,092 | 2,872 |
| (Gains) / losses on investments | (655,018) | (1,803,738) |
| Decrease in stock | 96 | - |
| (Increase) / decrease in debtors | (9,718) | 1,925 |
| (Decrease) / increase in creditors | (13,506) | 70,199 |
| <i>Net cash (used in) operating activities</i> | <u><u>(419,807)</u></u> | <u><u>(281,976)</u></u> |

The notes on pages 23 to 32 form part of these financial statements

NOTES to the FINANCIAL STATEMENTS
For the year ended 31 March 2022

1. Accounting Policies

Basis of preparation

The financial statements are prepared in accordance with Financial Reporting Standard 102 (FRS 102). They are also prepared in accordance with the Charities Accounts (Scotland) Regulations 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice (FRS 102) (the Charities SORP FRS 102) applicable from 1 January 2019.

QNIS is a Public Benefit Entity as defined by FRS 102.

Going concern

There are no material uncertainties regarding the going concern status of QNIS and the Trustees continue to prepare the financial statements on the going concern basis. The Trustees going concern assessment includes the expected impact of COVID-19 to the charity for a period of at least 12 months from the date of signing of these financial statements.

Significant judgements and estimation uncertainty

In the application of the accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities. As the estimates and associated assumptions are based on experience and other relevant factors, actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an on-going basis. The only estimates that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are in relation to the fair value of investments and the useful lives of assets. The Trustees regard their estimates as reasonable and prudent.

Financial instruments

QNIS has only "basic" financial instruments as defined by FRS 102 being listed investments, debtors for income and creditors for normal operating costs. Investments are initially recorded at cost and subsequently at market value at the balance sheet date. All other financial instruments are initially recorded at cost and subsequently at settlement amount.

Tangible fixed assets

Heritable property represented by the building at 31 Castle Terrace, Edinburgh, is stated at cost and no depreciation is charged. In the opinion of the Trustees the property has a long useful life and a residual value so high that any depreciation charge would be immaterial. The Trustees consider that current market value is considerably in excess of cost and do not consider that the expense of undertaking a valuation is warranted.

Other fixed assets are initially included at cost. In general items under £500 are unlikely to be capitalised.

Depreciation of office equipment is provided at 33 1/3% per annum on cost in order to write off each asset over its estimated useful life.

Investment Properties

Investment properties are included at market value at the balance sheet date. Gains and losses on revaluation are included in the Statement of Financial Activities in the year in which they arise.

Income

Income is recognised on an accruals basis. Investment income is recognised on an accruals basis once dividends have been declared. Grant income and donations are recognised when the conditions of receipt have been met and the amount involved can be quantified.

Legacies and donations are accounted for when the charity is advised by the personal representative of an estate that payment will be made and the amount involved can be quantified.

1. Accounting Policies (Continued)

Expenditure

All expenditure is included on an accruals basis and is recognised when there is a legal or constructive obligation to pay for expenditure.

- Costs of raising funds are those associated with generating incoming resources.
- Charitable activities include expenditure associated with meeting the charity's primary objectives and include both the direct cost and the support costs relating to these activities.

Governance costs are those support costs of a constitutional, strategic, or statutory nature with respect to the general running of the charity, rather than day to day management.

The charity recognises the commitment to make grants and other such funding in the year that the contract for funding is signed, or a commitment is made in writing to the recipient. Funding for projects undertaken and completed in the financial year are expensed in the financial statements. Funding commitments that extend to a period not covered by the annual financial statements are recognised as liabilities of the charity and are recognised in the financial statements as such.

Pensions

Contributions payable to the charity's defined contribution pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Staff costs

All staff costs are considered to be direct charitable costs and are accounted for as such.

Funds

Unrestricted income funds comprise those funds which the Trustees are free to use for any purpose in furtherance of the charitable objects.

Designated funds are funds which have been designated by the Trustees of the Queen's Nursing Institute Scotland for a particular future purpose.

Restricted funds are funds which have been designated by the donor for a particular future purpose within the constitution of the Queen's Nursing Institute Scotland.

NOTES to the FINANCIAL STATEMENTS continued
For the year ended 31 March 2022

| 2. Income | 2022 Unrestricted £ | 2022 Restricted £ | 2022 Total £ | 2021 Total £ |
|--------------------------------------------------------|---------------------------|-------------------------|--------------------|--------------------|
| Donations | 26,335 | - | 26,335 | 36,604 |
| Legacies: | | | | |
| Maureen Henderson | 58,236 | - | 58,236 | - |
| Margaret Campbell | 1,000 | - | 1,000 | - |
| Charitable Activities: | | | | |
| Grants | | | | |
| Dunhill Medical Trust | - | 35,000 | 35,000 | 35,000 |
| Cattanach Trust HPBL | - | - | - | 40,000 |
| Coronavirus Job Retention Scheme | - | - | - | 11,689 |
| Charles Gordon Foundation | - | - | - | 30,000 |
| Lothian Health Foundation | - | 10,000 | 10,000 | 10,000 |
| CHSA | - | 59,000 | 59,000 | - |
| C3 CHESS Project | - | 13,000 | 13,000 | - |
| National Lottery Community Fund (Catalysts for Change) | - | - | - | 80,000 |
| National Lottery Community Fund | - | 95,576 | 95,576 | - |
| The Health Foundation | - | 16,818 | 16,818 | 8,818 |
| | 85,571 | 229,394 | 314,965 | 252,111 |
| Conference, fees and welfare | 7,730 | - | 7,730 | (25) |
| Book sales | 30 | - | 30 | - |
| Investment income | | | | |
| Listed investments | 309,388 | - | 309,388 | 274,037 |
| Interest | 187 | - | 187 | 115 |
| Rent received | 7,452 | - | 7,452 | 5,818 |
| | 317,027 | - | 317,027 | 279,970 |
| | 410,358 | 229,394 | 639,752 | 532,056 |

| 3. Employment Costs | 2022 £ | 2021 £ |
|---------------------------------------------|-----------|-----------|
| Wages and Salaries | 265,277 | 257,163 |
| Social Security Costs | 51,918 | 20,238 |
| Pension Costs (defined contribution scheme) | 58,162 | 49,624 |
| | 375,357 | 327,025 |

The average monthly number of employees in the twelve month period was 9 (2021: 9).

The Trustees regard the role of Chief Executive & Nurse Director, the Deputy Director and Senior Fellow as key management personnel. Total remuneration was £205,166 (2021: £171,350), including pension costs of £28,380 (2021: £26,331), and national insurance costs of £18,221 (2021: £14,834). The number of individuals with emoluments, including the salary sacrifice, greater than £60,000 was 2 (2021: 1), with 1 falling into £60,000 - £70,000 banding in both the current and previous year and 1 falling in the bracket £70,000 - £80,000 in the current year.

No Trustees received remuneration during the period. Expenses were paid to four trustees during the year totalling £82 (2021: £31).

NOTES to the FINANCIAL STATEMENTS continued
For the year ended 31 March 2022

| 4. Costs of raising funds | 2022 £ | 2021 £ |
|----------------------------|-----------|-----------|
| Investment management fees | 55,285 | 46,462 |
| Investment property costs | 1,439 | 1,021 |
| | 56,724 | 47,483 |

| 5. Costs of charitable activities | 2022 Unrestricted £ | 2022 Restricted £ | 2022 Total £ | 2021 Total £ |
|--------------------------------------------------|---------------------------|-------------------------|--------------------|--------------------|
| Direct delivery of charitable activities: | | | | |
| Queens Nursing Programme | 105,653 | 168,766 | 274,419 | 201,474 |
| Education, research and awards | 28,375 | 127,031 | 155,406 | 103,470 |
| Welfare of the retired Queen's Nurses | 98,493 | - | 98,493 | 77,145 |
| Catalysts for Change | 50,276 | 24,234 | 74,510 | 130,101 |
| | 282,797 | 320,031 | 602,828 | 512,190 |
| Support costs (note 6) | 54,556 | - | 54,556 | 43,832 |
| Governance costs (note 6) | 8,388 | - | 8,388 | 5,553 |
| | 345,741 | 320,031 | 665,772 | 561,575 |

Included the above direct costs are various grants payments, analysed as follows:

| | Individuals £ | Institutions £ | 2022 Total £ | 2021 Total £ |
|---------------------------------------|------------------|-------------------|--------------------|--------------------|
| Education, research and policy | - | - | - | 25,000 |
| Welfare of the retired Queen's Nurses | - | - | - | 900 |
| Catalysts for Change | - | 4,768 | 4,768 | 70,879 |
| | - | 4,768 | 4,768 | 96,779 |
| 2021 | 900 | 95,879 | 96,779 | |

In the previous year grants to institutions included funding of £25,000 to Robert Gordon University as the fourth year funding of the QNIS Chair in Community Nursing.

6. Analysis of Support and Governance Costs

The breakdown of support and governance costs is shown in the table below.

| | Support Costs £ | Governance Costs £ | 2022 Total £ | 2021 Total £ |
|-----------------------------------------------|-----------------------|--------------------------|--------------------|--------------------|
| Council meetings including trustees' expenses | - | 2,688 | 2,688 | 753 |
| Premises costs | 15,363 | - | 15,363 | 13,962 |
| Office expenses | 35,176 | - | 35,176 | 23,024 |
| Audit | - | 5,700 | 5,700 | 4,800 |
| Legal and other professional fees | 4,017 | - | 4,017 | 6,846 |
| | 54,556 | 8,388 | 62,944 | 49,385 |

NOTES to the FINANCIAL STATEMENTS continued
For the year ended 31 March 2022

| 7. Fixed Assets | Heritable Property £ | Office Equipment £ | Total £ |
|---------------------------------|-------------------------------------|-----------------------------------|--------------------|
| Cost | | | |
| As at 31 March 2021 | 130,339 | 42,665 | 173,004 |
| Additions | - | 2,000 | 2,000 |
| As at 31 March 2022 | <u>130,339</u> | <u>44,665</u> | <u>175,004</u> |
| Accumulated Depreciation | | | |
| As at 31 March 2021 | - | 38,596 | 38,596 |
| Charge for year | - | 3,092 | 3,092 |
| As at 31 March 2022 | <u>-</u> | <u>41,688</u> | <u>41,688</u> |
| Net Book Value | | | |
| As at 31 March 2022 | <u>130,339</u> | <u>2,977</u> | <u>133,316</u> |
| As at 31 March 2021 | <u>130,339</u> | <u>4,069</u> | <u>134,408</u> |

| 8. Investment Property | Investment Property £ |
|-------------------------------|--------------------------------------|
| Market Value | |
| As at 31 March 2021 | 257,818 |
| Additions | - |
| As at 31 March 2022 | <u>257,818</u> |
| Net Book Value | |
| As at 31 March 2022 | <u>257,818</u> |
| As at 31 March 2021 | <u>257,818</u> |

If investment property had not been revalued it would be held at a historical cost of:

| | |
|------|-----------------------|
| | 2021 |
| | £ |
| Cost | <u><u>257,818</u></u> |

The investment property is held at market value paid when the property was purchased in April 2019. The Trustees consider that the current values are not materially different to the values disclosed above.

NOTES to the FINANCIAL STATEMENTS continued
For the year ended 31 March 2022

| 9. Investments | 2022 | | 2021 | |
|--------------------------------------------------------------------------|------------------|----------------------|------------------|----------------------|
| | Cost £ | Market Value £ | Cost £ | Market Value £ |
| Fixed Interest, Securities & Equities | 6,908,970 | 10,278,491 | 6,970,038 | 10,088,105 |
| Cash deposits | 896,309 | 896,309 | 473,399 | 473,399 |
| | <u>7,805,279</u> | <u>11,174,800</u> | <u>7,443,437</u> | <u>10,561,504</u> |
| | | | | 2022 |
| | | | | £ |
| Market Value as at 31 March 2021 | | | | 10,088,105 |
| Disposals at opening book value (Proceeds £1,947,973; loss: £147,798) | | | | (2,095,771) |
| Additions at cost | | | | 1,483,341 |
| Net (loss)/gains on revaluations at 31 March 2022 | | | | <u>802,816</u> |
| | | | | 10,279,491 |
| Cash held by Fund Managers | | | | <u>896,309</u> |
| | | | | <u>11,174,800</u> |

All securities and equities are listed investments. The charity holds no investment which exceeds 5% of the portfolio's market value (2021: none). The cost figure for investments includes £2.8m relating to investments held outside the UK (2021: £4.9m). The market value figure includes £5m relating to investments held outside the UK (2021: £7.3m).

The significance of investments to the ongoing sustainability of the Charity is considered in the Report of the Trustees. The main risk to QNIS lies in the combination of uncertain investment markets and volatility in yield. Liquidity risk is anticipated to be low as all investment assets are traded. The Trustees manage investment risks by retaining professional fund managers.

| 10. Debtors | 2022 | 2021 |
|-------------------------------|---------------|--------------|
| | £ | £ |
| Other Debtors and Prepayments | 13,318 | 3,600 |
| Accrued Income | 11 | 11 |
| | <u>13,329</u> | <u>3,611</u> |

NOTES to the FINANCIAL STATEMENTS continued
For the year ended 31 March 2022

| 11. Creditors due within one year | 2022 £ | 2021 £ |
|-------------------------------------------|---------------|----------------|
| Deferred income | - | - |
| Accrued Expenses | 32,145 | 27,225 |
| Other tax and other social security costs | 7,116 | 7,402 |
| Pension contributions | 4,567 | 5,161 |
| Other Creditors | 10,858 | 11,254 |
| Grant commitments | 38,095 | 55,245 |
| | <u>92,781</u> | <u>106,287</u> |

| Deferred income | 2022 £ | 2021 £ |
|-----------------------------------------------|-----------|-----------|
| Balance at 31 March 2021 | - | 5,915 |
| Released to Statement of Financial Activities | - | (5,915) |
| Amounts received and deferred during the year | - | - |
| | <u>-</u> | <u>-</u> |

Deferred income represent conference fees received in advance.

| 12. Reserves | Balance at 31 March 2021 £ | Income £ | Expenditure £ | Investment gains £ | Transfers £ | Balance at 31 March 2022 £ |
|------------------------------|-------------------------------------|----------------|------------------|--------------------------|----------------|-------------------------------------|
| Unrestricted funds – | | | | | | |
| General | 10,928,594 | 410,358 | (402,465) | 655,018 | - | 11,591,505 |
| Restricted funds – | | | | | | |
| Edinburgh and Lothian | | | | | | |
| Health Foundation | - | 10,000 | (10,000) | - | - | - |
| Catalyst for Change | 24,234 | - | (24,234) | - | - | - |
| Learning Disability | | | | | | |
| Queen's Nurse | | | | | | |
| Programme | 86,214 | - | (59,214) | - | - | 27,000 |
| Complexity and | | | | | | |
| Adversity Network | 91,400 | - | - | - | - | 91,400 |
| Dunhill Medical Trust | - | 35,000 | (35,000) | - | - | - |
| Charles Gordon | | | | | | |
| Foundation | 30,000 | - | (30,000) | - | - | - |
| Cattanach Trust | 33,590 | - | (33,590) | - | - | - |
| The Health Foundation | - | 16,818 | (9,863) | - | - | 6,955 |
| Lottery Fund – HPBL | - | 95,576 | (93,441) | - | - | 2,135 |
| C3 CHESS | - | 13,000 | (1,834) | - | - | 11,166 |
| CHSA | - | 59,000 | (22,855) | - | - | 36,145 |
| | <u>11,194,032</u> | <u>639,752</u> | <u>(722,496)</u> | <u>655,018</u> | <u>-</u> | <u>11,766,306</u> |

NOTES to the FINANCIAL STATEMENTS continued
For the year ended 31 March 2022

12. Reserves (Continued)

| | Balance at 31 March 2020 £ | Income £ | Expenditure £ | Investment gains £ | Transfers £ | Balance at 31 March 2021 £ |
|------------------------------------------------------------------------------------|-------------------------------------|-------------|------------------|--------------------------|----------------|-------------------------------------|
| Unrestricted funds – | | | | | | |
| General | 9,245,583 | 328,238 | (448,965) | 1,803,738 | - | 10,928,594 |
| Restricted funds – | | | | | | |
| Edinburgh and Lothian Health Foundation | - | 10,000 | (10,000) | - | - | - |
| Catalyst for Change Learning Disability Queen's Nurse Programme | 30,613 | 80,000 | (86,379) | - | - | 24,234 |
| Complexity and Adversity Network | 99,700 | - | (13,486) | - | - | 86,214 |
| Dunhill Medical Trust Charles Gordon Foundation | 91,400 | - | - | - | - | 91,400 |
| Cattanach Trust | - | 35,000 | (35,000) | - | - | - |
| The Health Foundation | - | 30,000 | - | - | - | 30,000 |
| | - | 40,000 | (6,410) | - | - | 33,590 |
| | - | 8,818 | (8,818) | - | - | - |
| | 9,467,296 | 532,056 | (609,058) | 1,803,738 | - | 11,194,032 |

Purposes of general funds**General funds**

Unrestricted funds, which comprise the general funds, are expendable at the discretion of the trustees, in furtherance of the objects of the charity.

Purposes of restricted funds

It is these restricted funds that enable QNIS to have a real impact as a charity. We would like to record our gratitude to all the grant making trusts listed below whose funds have enabled us to support Scotland's community nurses and midwives.

The Burdett Trust for Nursing– Funding for the **Complexity and Adversity Network** to help support Community Nurses improve the provision of primary care for individuals with complex needs in deprived areas.

The Burdett Trust for Nursing– Funding to help support Learning Disability nurses undertake a bespoke Queen's Nurse development programme.

The Burdett Trust for Nursing in partnership with C3 CHESS – Funding received to support five Queens Nurses assess their local communities needs.

THE QUEEN'S NURSING INSTITUTE SCOTLAND

NOTES to the FINANCIAL STATEMENTS continued For the year ended 31 March 2022

Cattanach Trust - Funding received to increase understanding and improve outcomes for preconception, interconception and FASD.

Charles Gordon Foundation - Funding to support three candidates whose roles focus on the care of children aged 0-2 on the Queen's Nurse Development Programme.

CHSA – Funding received from Covid-19 Healthcare Support Appeal to train twenty nurses as Capacitar practitioners to encourage recovery and resilience practices within Colleagues.

Dunhill Medical Trust – Funding received to support nurses caring for older adults undertake the Queen's Nurse Development Programme.

Edinburgh and Lothian Health Foundation – Funds received from the Foundation to fund a nurse from NHS Lothian through the Queen's Nurse Development Programme in the year.

The Health Foundation - Funding received to undertake a summary and review of the Queen's Nurse Development Programme and its impact on health inequalities.

National Lottery Community Fund– Funding to help support nurse led projects which address health inequalities as part of the Catalyst for Change programme.

National Lottery Community Fund – Health Pregnancies Better Lives – Funding received to further develop and improve outcomes for preconception, interconception and FASD.

13. Related party transactions

Alongside the Trustee expenses noted in note 3, an award was made to Queen Margaret University for £1,800 (2021: £5,000) an organisation where Paul Grice, a trustee, is also the principal.

Fees were paid to two trustees; Jane Cantrell was paid £4,200 (2021: £1,400) and Erica Reid was paid £1,800 (2021: £nil); to provide consultancy support as part of the programmes of work delivered.

14. Financial Commitments

Total commitments under operating leases, in respect of the office equipment, are as follows:

| | 2022 | 2021 |
|---------------------------------------------------|-------------------|-------------------|
| | £ | £ |
| Payments due within one year | 1,770 | 1,770 |
| Payments due after one year but within five years | 2,333 | 4,093 |
| Payments due after five years | - | - |
| | <u> </u> | <u> </u> |

Lease payments during the year amounted to £1,685 (inc VAT).

THE QUEEN'S NURSING INSTITUTE SCOTLAND

NOTES to the FINANCIAL STATEMENTS continued
For the year ended 31 March 2022

15. Analysis of net assets between funds

| | Unrestricted | Restricted | Total |
|-----------------------------|---------------------|-------------------|--------------|
| | £ | £ | £ |
| Fixed assets | 11,565,934 | - | 11,565,934 |
| Current assets | 80,257 | 212,896 | 293,153 |
| Current liabilities | (54,686) | (38,095) | (92,781) |
| | ----- | ----- | ----- |
| Net assets at 31 March 2022 | 11,591,505 | 174,801 | 11,766,306 |
| | ===== | ===== | ===== |

Comparative- 2021

| | Unrestricted | Restricted | Total |
|-----------------------------|---------------------|-------------------|--------------|
| | £ | £ | £ |
| Fixed assets | 10,953,730 | - | 10,953,730 |
| Current assets | 25,906 | 320,683 | 346,589 |
| Current liabilities | (51,042) | (55,245) | (106,287) |
| | ----- | ----- | ----- |
| Net assets at 31 March 2021 | 10,928,594 | 265,438 | 11,194,032 |
| | ===== | ===== | ===== |