



**FINANCIAL STATEMENTS**

**For the year ended**

**31 MARCH 2023**

**Charity Number: SC005751**

**THE QUEEN'S NURSING INSTITUTE SCOTLAND**

**REPORT of the TRUSTEES**  
**For the year ended 31 March 2023**

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**INDEX TO FINANCIAL STATEMENTS**

REPORT OF THE TRUSTEES ..... 2  
INDEPENDENT AUDITOR'S REPORT ..... 15  
STATEMENT of FINANCIAL ACTIVITIES ..... 18  
BALANCE SHEET ..... 19  
STATEMENT OF CASH FLOWS ..... 20  
NOTES to the FINANCIAL STATEMENTS ..... 21

## THE QUEEN'S NURSING INSTITUTE SCOTLAND

### REPORT of the TRUSTEES

For the year ended 31 March 2023

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#### REFERANCE AND ADMINISTRATIVE INFORMATION

<b>Charity Name:</b>	The Queen's Nursing Institute Scotland (also known as "QNIS")
<b>Registration Number:</b>	Scottish Charity 005751
<b>Patron:</b>	Her Late Majesty, Queen Elizabeth II
<b>Trustees:</b>	Sir Paul Grice, Chair (resigned March 2023) Mrs Erica Reid (Chair from March 2023) Mrs Jan Beattie (from September 2022) Prof Hazel Borland (from September 2022) Mrs Nicky Connor Prof Fiona Coutts Mr Alan Davidson (until 31 March 2023) Ms Rhona Hotchkiss Mr Robin Morton (until March 2023) Ms Josie Murray Dr Sian Tucker Mrs Jane Walker Mr David Williams Mrs Angie Wood (from September 2022)
<b>Key management personnel:</b>	Prof Clare Cable, Chief Executive and Nurse Director Dr Sarah Doyle, Deputy Nurse Director Jonathon Sher, Senior Fellow (until March 2023)
<b>Address:</b>	31 Castle Terrace Edinburgh, EH1 2EL
<b>Website:</b>	<a href="http://www.qnis.org.uk">www.qnis.org.uk</a>
<b>Auditor</b>	Whitelaw Wells 9 Ainslie Place Edinburgh, EH3 6AD
<b>Bankers</b>	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
<b>Investment advisors:</b>	Abrdn 1 George Street Edinburgh, EH2 2LL

What people had to say about

# The Queen's Nursing Institute Scotland



**1. Queen's Nurse Programme**

- "It really is transformational."
- "I am braver, bolder and will challenge the norm."  
"I'm a better listener and people have noticed that about me."



**2. Catalysts for Change**

"Money isn't everything, but having access to the grant money made it much easier to get support from groups, organisations and management. Communities are keen to support each other but sometimes need one group/person to help start the ball rolling."



**3. QNs building their network**

- "I felt inspired, affirmed, even challenged. But mostly I felt invigorated."
- "I want to thank everybody for creating a safe place, and for shining a light on me, reminding me who I am and what matters."



**4. Social media**

"For Nurses Day I'd like to thank QNIS for taking me on an amazing journey of transformation. Since first meeting this inspiring lot, my love for nursing has grown even more. Always learning, always leading with love!"



**5. Think COULD animation**

- "Brilliant animation and thoughtful commentary, this will be useful for people in many services."
- "We were delighted to be able to support the Queen's Nurses by funding this valuable project. I hope those working in the justice system will find it useful and that people with learning disabilities will benefit from an increased understanding of their needs."



[www.qnis.org.uk](http://www.qnis.org.uk)

**THE QUEEN’S NURSING INSTITUTE SCOTLAND**

**REPORT of the TRUSTEES**  
**For the year ended 31 March 2023**

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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 objective is the improvement of health with a focus on prevention and social justice. We do this through supporting nurses and midwives whose roles within Scotland’s communities enable individuals, families, and communities to maintain or improve their health.

**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 2023, there are 14 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 are selected by a Board Perspective Committee of existing Trustees and subsequently appointed by the Patron (more recent appointments will be requested retrospectively when it is known who will succeed Her Late Majesty Queen Elizabeth II as Patron). New Trustees undergo an induction and training process provided by the existing Trustees, Chief Executive and Nurse Director (CEND) and the staff team.

The day-to-day management of QNIS is delegated to the CEND, supported by the staff team. Our Governance Structure is set out below:

**Governance Sub-groups (Chaired by Trustees)**

<b>Sub-group</b>	<b>Purpose</b>
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
Property Strategy SLWG Chair: Fiona Coutts	Convened March 2023 to look at the future use of QNIS building at Castle Terrace in order to provide an office environment that is fit for purpose
Other short- life working groups	To be convened if there is insufficient time for an important issue to be properly discussed at Council

**REPORT of the TRUSTEES**

For the year ended 31 March 2023

**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. Stood down in December 2022 at the end of the grant period.
Healthy Pregnancies Better Lives Steering Group	Rhona Hotchkiss	To oversee and support the Healthier Pregnancies, Better Lives (HPBL) programme. Stood down with the transition of HPBL to a holding space with the Cattnach Trust.

**STRATEGY**

Trustees, under the leadership of the Chair, have continued to conduct 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 objective and governing document. The refreshed Constitution was submitted to and approved by the Office of the Scottish Charity Regulator (OSCR).

**Our Statement of Purpose**

QNIS supports, develops, and inspires Scotland's community nurses and midwives to become agents for health improvement and catalysts for social change. Together, we are building a healthier, fairer, kinder Scotland.

We aim to support community nurses and midwives by:

- enabling them to tackle health and care inequity, sustainably, and in partnership with local people.
- providing transformational development programmes that inspire compassionate, creative, and courageous leadership.
- collaborating with others to shape and influence research-informed responses to Scotland's public health challenges.
- advocating for nursing's vital contribution to person-centred integrated health and social care.
- encouraging a focus on self-care and the fellowship of retired Queen's Nurses.

The agreed operational plan is aligned with these aims, along with building the organisation. Each of these priorities has deliverables and key performance indicators. Progress is monitored monthly by the CEND and quarterly by the Council at each of its meetings.

REPORT of the TRUSTEES

For the year ended 31 March 2023

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**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.

**ACHIEVEMENTS AND PERFORMANCE**

Our achievements for the year 2022-23 are set out under the strategic priorities.

**1. Supporting nurses and midwives to tackle health and care inequity in partnership with local people**

All 2021/2022 Catalysts for Change projects are completed, and we have a further four projects underway from the 2022/2023 cohort. An evaluation report is being drafted and we are exploring potential funding partnerships. Further information about the Catalysts for Change initiative, and the projects undertaken to date, is available on the QNIS website.

Five Queen's Nurses have been supported to develop as change makers through using the CHES (Community Health Engagement Survey Solutions) tool with C3. Three of the Queen's Nurses have completed community walks with groups of residents and generated data about their local neighbourhoods. Unfortunately, two have had to withdraw due to workload and personal reasons.

**2. Providing transformational programmes that inspire compassionate, creative, and courageous leadership**

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. The evaluation of the 2017/18 programmes was published in January 2023 in the esteemed *Journal of Advanced Nursing*, a huge achievement from the team at Robert Gordon University led by Prof Catriona Kennedy.

A report on the Queen's Nurse Development Programme was commissioned by the Health Foundation focussing on the impact on health inequalities. This report was launched in December 2022 along with a powerful film highlighting the impact and both can be found on the QNIS website.

We were delighted that all workshops were able to go ahead as planned as COVID restrictions finally lifted. Twenty nurses received the Queen's Nurse title in 2022. They shared their final reflective accounts which included many powerful testimonies of transformational development. The charity held an awards event in December 2022 which was a wonderful opportunity to profile and celebrate community nursing. The new Queen's Nurses received their awards from Scotland's Chief Nursing Officer. We invited the 2022 cohort to provide a reflective account of their experiences of the programme, below are some quotes from these reflections:

*"I have found that by changing my behaviour and trying to lead by example has empowered others to do the same."*

*"This programme has allowed me to develop a deeper understanding of the importance of my own wellbeing..."*

*"...it absolutely amazes me how much this course has transformed not only me but how I work within my team."*

*"The residential pushed me to explore areas of me that I know are my strengths and weaknesses yet did so in a way that made me far more comfortable to push myself out with my comfort zone..."*

*"The QNIS programme has significantly evoked the true depth of what community nursing stands for."*

**REPORT of the TRUSTEES**

**For the year ended 31 March 2023**

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Each candidate brings an issue for development to work on through the nine-month programme and below are some of those being addressed by 2022 participants:

- Explore the development of individuals accessing harm reduction services such as needle exchanges and drop centres having the opportunity to access prescribing services under the same roof.
- Work on the development and implementation of a social prescribing programme for yoga across 'deep end practices' that is free at the point of service and supported by multi-disciplinary health care teams.
- Develop a care plan for people with Parkinson's that can be used on admission. The plan would have visual aids to enable quick referencing to types of medications.
- To move towards a single, specialist inter-disciplinary model of intensive health and social care outreach, while supporting the move towards people in homelessness being able to access local, mainstream community supports.
- Make a difference to parents and children who suffer from drug addiction by offering a supportive, safe and nurturing environment, enabling them to flourish.
- To run a group to meet the educational needs of people with learning disabilities who are the perpetrators of harm.
- To increase access to appropriate activity for care home residents, which should have positive impacts upon mental health, skin integrity and falls prevention.

In 2021 The Burdett Trust for Nursing funded a cohort of learning disability nurses to undertake the programme. The evaluation is complete and highlights the impact on the skills and confidence of these LD nurses as leaders. They addressed a shared issue for development during the programme focussing on the needs of people with a learning disability who encounter the justice system. They co-produced an animation 'Think COULD', which is designed with and for those working in justice particularly targeted at staff who work in police custody. It seeks to highlight the needs of people with a learning disability and ways in which individuals can be supported. This short film was shown at the awards event. This was followed by an official media launch in 2023.

The seventh cohort of Queen's Nurse candidates were selected in January 2023, following nominations from health boards and employers across Scotland. After a rigorous in-person selection process, twenty-four more nurses are embarking on this 'Journey of Discovery'. This includes four additional candidates who have been selected to develop an issue around cardiovascular disease with their places being supported by the Burdett Trust for Nursing. The first workshop was held successfully in March 2023 at Balbirnie House.

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 all cohort Zoom meetings and workshops to support Queen's Nurses through the pandemic and recovery. These opportunities were 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. Attendance has fallen away somewhat in 2023 and we are engaging with this community to explore alternative ways of support.

QN Alison Bunce from the 2019 cohort has been named RCN Nurse of the Year 2022. Alison is a role model and community change maker. She developed Compassionate Inverclyde, a social movement and public health initiative that has capitalised on the local population's readiness to help those in need. Supported by the local health and social care partnership Ardgowan Hospice, Compassionate Inverclyde is changing the ways people think and act.

QN Brenda Kirk from the 2018 cohort, was awarded the Nurse award at the Scottish Health Awards hosted in Edinburgh this year. Brenda is a clinical nurse specialist working with children with disabilities in NHS Greater Glasgow and Clyde.



It remains our ambition to build the Queen's Nurse network and planning has begun for an all-cohort Queen's Nurse gathering in November 2023.

### **3. Collaborating with others to shape and influence research-informed responses to Scotland's public health challenges**

With funding from the Burdett Trust for Nursing on 'Complexity in Primary Care', we have established a new network for primary care nurses, working in areas of deprivation. 49 community primary care nurses attended workshops from June 2022 – March 2023. We have established a partnership with academic colleagues so that we can undertake a range of evaluation activities. We have generated some interest from Scottish Government primary care policy colleagues, and we are exploring with them how we might further develop this work.

We are a partner organisation in a Queen's Nursing Institute community nursing research initiative to encourage community nurses to be research active, and we are drafting content for a webpage to connect with our community nursing colleagues in Scotland. We are also partnering with a small number of research leads who are undertaking work with special relevance to QNIS aims and programmes.

After two years of being hosted by the Queen's Nursing Institute Scotland, the Healthier Pregnancies, Better Lives Programme is moving to a holding space with HPBL partner, Cattanaich, who will support Coalition members in deciding on next steps. This initiative, which was initially supported by QNIS, in partnership with Cattanaich and The National Lottery Community Fund, was set up to identify and build upon the earliest opportunities to improve the life chances of women, their partners and their children. The emphasis is on increasing preconception health, education, and care – so that the choice to avoid, delay or properly prepare for pregnancy becomes part of the fabric of Scottish society.

The HPBL programme, under the gifted leadership of Dr Jonathan Sher, has built a successful coalition of over 80 health professionals, organisations, Queen's Nurses, and distinguished individuals who are all committed to taking meaningful action to support better reproductive and child health. By working together, HPBL Coalition Partners are seeking to bring about lasting change in knowledge, policy, practice, and behaviour.

The programme has also focused on raising awareness of serious, preventable neurodevelopmental conditions, especially Fetal Alcohol Spectrum Disorder. In addition, HPBL has been advocating for the UK Government to implement fully effective fortification of staple foods with folic acid (Vitamin B9) to prevent neural tube defects.

QNIS was among a group of doctors, charities, health practitioners and medical professionals who came together to urge the Scottish Government to increase investment in alcohol services and recovery support as Scotland saw the highest level of alcohol deaths since 2008. In a briefing paper, co-ordinated by Alcohol Focus Scotland, the 34 charities and medical bodies also called for "strong leadership" to ensure urgent action is taken.

We are hugely proud of all that Jonathan and the Healthier Pregnancies, Better Lives programme have achieved in helping to prevent harm, prepare prospective parents for pregnancy and improve life chances. QNIS will remain an active partner in the HPBL Coalition by continuing to encourage and support community nurses and midwives to identify opportunities to make a positive difference before a woman's first or next pregnancy.

REPORT of the TRUSTEES

For the year ended 31 March 2023

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**4. Advocating for nursing's vital contribution to person-centred integrated health and social care**

QNIS plays an active role within the larger professional and public policy spheres that affect community nurses and community nursing across Scotland and in 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, SG Health Inequalities group (primary care) and the General Practice Nurse (GPN) Leads group. QNIS has been invited to sit on two of the Nursing and Midwifery Taskforce's subgroups. We have been a member of the Neurological Alliance of Scotland. QNIS is represented in Mental Health Nurse Academics UK (MHNAUK). QNIS has had 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.

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). The CEND remains on the NMC oversight group.

We continue to invite blogs which tell the stories of Queen's Nurses, community nurses and midwives, health and care practitioners and inspiring individuals. The blogs on our website have been visited 15,001 times during the year.

We continue to develop a clear communication strategy which delivers regular, engaging news of the charity's activity to key stakeholders. The e-newsletter routinely gets 50% opening rates. Click-through rates have improved to 11%.

We had 4,650 Twitter followers in March 2023 which is an increase of 600 since March 2022.

Earlier in the year the new website prototype was delivered, and each programme area had the chance to reflect on their own requirements. Existing content has been updated in readiness for the launch. Our current focus is updating of web content to build on the design work.

The award of undergraduate and postgraduate **Academic Prizes** has been paused while we meet with undergraduate and postgraduate providers of nurse education. We have now met with almost all providers and are reviewing their feedback and ideas before identifying development options.

**Community Nursing Awards for Long Service** recognise and honour the important work of community nurses in Scotland over a sustained period (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. After a pause during 2021/2022 long service awards resumed in October 2022. We have presented awards to community nurses with 3659 years of service between them, with one individual having worked in the community for 44 years.

At the Awards Event in December, we awarded **QNIS Fellowship** to Linda Pollock, in recognition of her sustained contribution to QNIS as a Trustee and Vice-Chair. Plans to develop the network of QNIS Fellows have been paused due to lack of capacity within the team.

**5. Encouraging a focus on self-care and the fellowship of retired Queen's Nurses**

Twenty-one nurses completed Capacitar training funded by the Covid-19 Healthcare Support Appeal. A short film recorded their feedback, and a formal impact report is being prepared by Glasgow Caledonian

**REPORT of the TRUSTEES**

**For the year ended 31 March 2023**

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University. During their residential module we filmed 12 of the bodywork practices which candidates had learned and these are being developed as part of an online wellbeing resource, which has been adapted as an application style webpage. Edinburgh web design studio MoreYum developed the resource and has provided a working draft for final review and sign-off.

We are grateful to the Scottish Government's Workforce Wellbeing Fund for Adult Social Work and Social Care for funding another Capacitar training programme for nurses who work in social care. This group undertook three of four modules online and came together at Kinnoull Monastery for their fourth residential module, where we had the privilege of being joined by the founder of Capacitar International Dr Patricia Cane.

From June 2022 until January 2023, we hosted lunchtime wellbeing sessions funded by the Covid19 Support Appeal. We continued after the funding had ended but took a decision in January 2023 to pause as we considered whether we should look at alternative wellbeing support as participant attendance has been low as people find it increasingly difficult to take time out at lunchtime.

Local gatherings have resumed for retired Queen's Nurses who so far have come together in Inverness, Inverurie, Stornoway and Skye. 44 retired Queen's Nurses were joined by contemporary Queen's Nurses for the Annual Gathering at Crieff Hydro in June 2022, the first since COVID restrictions were lifted. Ten retired Queen's Nurses remained at Crieff to enjoy a holiday in each other's company. In September we welcomed a further ten retired Queen's Nurses to Crieff for an autumn holiday.

The September meeting of the Retired Queen's Nurse Welfare Advisory Group was postponed. The newly appointed Staying in Touch Coordinators quickly established good relations with the volunteer visitors and a meeting was planned for Spring 2023. Volunteer visitors, supported by QNIS, continued to support retired Queen's Nurses. We have identified an increase in the number of retired Queen's Nurses who would like to receive visits. To support this work plans are underway to boost the number of visitors and befrienders in the coming year from contemporary Queen's Nurses. A regular newsletter continues to be compiled, published, and posted out to all retired Queen's Nurses.

Having made the decision to alter the approach to Christmas gifting, this year using a small family business based on Arran, all the retired Queen's Nurses were sent a small hamper. From the many positive thank you letters received we believe this has been a successful change. We continue to mark significant birthdays with cards and at 90 years a bouquet of flowers and again many grateful thanks are sent our way from retired Queen's Nurses who appreciate being recognised as part of the wider QNIS community.

We received less than five requests for financial hardship grants, those provided were gratefully received.

Further to last year's comprehensive review of the welfare function a new Welfare and Wellbeing Advisory Group is being convened. As a standing advisory group of Council, it will provide overarching governance of all QNIS welfare and wellbeing work across current and retired nurses. At the same time, the Retired Queen's Nurse Advisory Group will be renamed the Retired Queen's Nurse Volunteer Visitors Group to focus on supporting the retired QN community.

**6. Strengthening and building the organisation**

A Digital Strategy Accelerator programme has been completed. The project team set out organisational goals against digital needs, mapped out stakeholders and created an engagement plan. We have also run an internal audit on all our technology and held staff interviews to better understand the problems and opportunities presented by implementation of a digital strategy.

**REPORT of the TRUSTEES**

**For the year ended 31 March 2023**

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**Staff and Volunteers**

A Rewards and Recognition SLWG completed its work. All posts have been put through a job evaluation process and a new grading system and salary scale has been created for QNIS. A rewards and recognition package was developed with staff input to leave team members feeling valued. Staff were given a cost-of-living crisis bonus in January 2023.

Finance and Risk Committee has assumed responsibility for health and safety. Six-monthly HR reports have been 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 all interviews except one conducted in person. Induction programmes were delivered via MS Teams. There is a formal annual appraisal for all QNIS staff members. This is normally conducted by the Council Chair, Vice Chair and Honorary Treasurer for the Chief Executive and 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.

Julie Churchill (Queen's Nurse) Lecturer in Community Nursing at Queen Margaret University has joined the team at QNIS for the equivalent of one day per month. As part of the QMU Academy initiative QNIS will become Julie's clinical academic home and she is supporting the Queen's Nurse Development Programme.

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. This is partially reflected in the 2022-23 staff absence statistics. During the period, the team of 13 staff had an available 2782 working days with 3.2% of days lost to sick leave (a total of 91 days). This is a reduced absence rate compared to the same period last year (4.7%, 106 days).

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 and support to QNIS in equal measure. QNIS supports and develops Trustees in their governance role. A successful Council development session took place in Stirling in September 2022 with a focus on managing risk, strategic and operational challenges for community nurses, external opportunities/threats, and creating an inclusive culture. Short development sessions are being trialled at the beginning of each Council meeting focussing on particular pieces of work or issues across the wider health and social care landscape. 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 ACOSVO and a range of seminars offered by legal and accounting firms in Edinburgh and Glasgow.

We have continued to ensure the team is able to work productively and enjoy working together whilst being enabled to work effectively online. We have committed to hybrid working with the intention of having a physical presence in the office every weekday. Weekly team meetings continue to be held online. Monthly half-day team meetings have continued. The team is now benefitting from gathering in person once a quarter instead of online.

**REPORT of the TRUSTEES**

For the year ended 31 March 2023

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**Key Management Personnel**

Dr Sarah Doyle continues in the role of Deputy Nurse Director supporting the CEND. Dr Jonathan Sher's post as Senior Fellow and Programme Lead for Healthier Pregnancies, Better Lives was made redundant at the end of April 2023 as funding had ended.

Two additional senior staff have been appointed, Emma Legge, Head of Leadership Programmes and Helen Reilly, Head of External Affairs.

The Trustees act in a voluntary capacity and receive no remuneration.

**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 ethnic minority backgrounds. Throughout its programmes and governance, the staff, and Trustees of QNIS are committed to ensuring that the work is inclusive and accessible. We have encouraged 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 continued to encourage and enable people from ethnic minority backgrounds to be nominated for the 2024 Queen's Nurse programme. Another important issue for Scotland is that of geographical inclusivity and we deliberately continue to 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 web material and publications.

**Corporate Social Responsibility**

QNIS has connected with Healthcare without Harm Europe and a range of other organisation to begin to explore how we as an organisation can reduce our own carbon footprint and engage with others to promote climate justice across the health and care sector. 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. All our office cleaning and hygiene supplies are ecologically friendly. We use ecological paper for our photocopier, which is produced using less pulp. By becoming a small organisation member QNIS has supported the International Collaboration for Community Health Nursing Research, which funds Mary McClymont scholarship grants to enable community health nurses from low-income countries to pursue research. In addition, we are exploring the climate impact of our hybrid working patterns; being thoughtful about balancing the importance of human connection in the office and minimising travel by meeting digitally when it makes sense to do so.

**Risk Management**

The Risk Register is updated continually and reviewed by Council at each meeting. At the outset of the year (April 2022), 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 IT provider offers tailored online training. Staff have all completed e-learning modules to ensure their knowledge is up to date. All new staff will complete these modules as part of induction.
- Community nurses are facing unprecedented workloads and pandemic recovery related challenges, which could present a risk to their continued engagement in, or recruitment to, some of our key programmes. Staff and Trustees remain attuned to the wider landscape and environment for community nursing and share intelligence regularly through advisory groups, team meetings and

**REPORT of the TRUSTEES**

**For the year ended 31 March 2023**

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Council meetings. Programme leads are flexible in response to the changing needs of community nurses currently involved with our programmes and ensure timely updates to stakeholders.

By the end of the fiscal year (March 2023) a further substantial risk emerged in light of the decision to recruit and support the team with salaries adjusted for the cost-of-living crisis:

The salary commitment for staff requires significant additional income. The team is committed to actively pursuing significant grant income. We are on target but will need the active support of Trustees to ensure this continues to grow over the next 3 years and beyond.

**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 2023 before realised and unrealised investment gains/(losses) of £227,343 (2022: deficit £82,744).

Total income was £600,844 (2022: £639,752) including investment interest and dividend income of £341,585 (2022: £317,027).

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 £13,224 from The Health Foundation, and £35,000 from the Dunhill Medical Trust, £47,788 from the National Lottery Community Fund, £10,000 from the Edinburgh and Lothians Foundation, £61,740 from the Burdett Trust for Nursing and £10,000 from Inspiring Scotland and £40,000 from the Cattanach Trust.

QNIS is grateful for the donation from Scotland's Gardens Scheme of £16,313 received during the year (2022: £13,500). This donation has been designated by the Trustees to support community nurses during pandemic.

**QNIS Administration**

The total cost of administration for the year ended 31 March 2023 was £59,795 (2022: £109,851) being support costs of £13,574 (2022: £54,556) and portfolio management charges for the year ended 31 March 2023 of £46,221 (2022: £55,285).

**Management of Funds**

QNIS is reliant on the income from its investments. The QNIS investment portfolio is managed by 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 decreased to £10,252,434 at the year end (2022: £11,174,800) which represents a 8.25% decrease 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.

**REPORT of the TRUSTEES**

**For the year ended 31 March 2023**

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**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 £10,757,032 (2022: £11,766,306), with £10,650,539 (2022: £11,591,505) in unrestricted funds and £106,493 (2022: £174,801) 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**

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, in this time of extreme pressure for health and social care in Scotland.

**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:

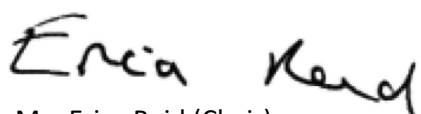
- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any 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 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 23<sup>rd</sup> August 2023 and signed on their behalf by



Mrs Erica Reid (Chair)  
**Trustee**

## INDEPENDENT AUDITOR'S REPORT

### To the Trustees of The Queen's Nursing Institute Scotland For year ended 31 March 2023

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#### Opinion on financial statements

We have audited the financial statements of The Queen's Nursing Institute Scotland for the year ended 31 March 2023, 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 2023 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 2023

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#### **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](http://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 2023

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### 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

23<sup>rd</sup> August 2023

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 2023**

	Notes	2023			2022		
		Un-restricted Funds £	Restricted Funds £	Total Funds £	Un-restricted Funds £	Restricted Funds £	Total Funds £
<b>Income from:</b>							
Donations		27,497	-	27,497	26,335	-	26,335
Legacies		-	-	-	59,236	-	59,236
Charitable Activities							
- Grants		-	217,752	217,752	-	229,394	229,394
- conference, fees and welfare		13,973	-	13,973	7,730	-	7,730
- Book sales		37	-	37	30	-	30
Investments		341,585	-	341,585	317,027	-	317,027
<b>Total income</b>	2	<b>383,092</b>	<b>217,752</b>	<b>600,844</b>	<b>410,358</b>	<b>229,394</b>	<b>639,752</b>
<b>Expenditure on:</b>							
Raising funds	4	47,511	-	47,511	56,724	-	56,724
Charitable activities	5	494,616	286,060	780,676	345,741	320,031	665,772
<b>Total expenditure</b>		<b>542,127</b>	<b>286,060</b>	<b>828,187</b>	<b>402,465</b>	<b>320,031</b>	<b>722,496</b>
<b>Net income/ (expenditure) before investment (losses)/gains</b>		<b>(159,035)</b>	<b>(68,308)</b>	<b>(227,343)</b>	<b>7,893</b>	<b>(90,637)</b>	<b>(82,744)</b>
<b>(Losses)/Gains on Investments</b>							
Realised	9	(164,877)	-	(164,877)	(147,798)	-	(147,798)
Unrealised	9	(617,054)	-	(617,054)	802,816	-	802,816
<b>Net income and net movement in funds for the year</b>		<b>(940,966)</b>	<b>(68,308)</b>	<b>(1,009,274)</b>	<b>662,911</b>	<b>(90,637)</b>	<b>572,274</b>
<b>Total funds at 31 March 2022</b>		<b>11,591,505</b>	<b>174,801</b>	<b>11,766,306</b>	<b>10,928,594</b>	<b>265,438</b>	<b>11,194,032</b>
<b>Total funds at 31 March 2023</b>		<b>10,650,539</b>	<b>106,493</b>	<b>10,757,032</b>	<b>11,591,505</b>	<b>174,801</b>	<b>11,766,306</b>

All incoming resources are derived from continuing activities.

The notes on pages 21 to 30 form part of these financial statements

THE QUEEN'S NURSING INSTITUTE SCOTLAND

BALANCE SHEET

As at 31 March 2023

	Notes	2023		2022	
		£	£	£	£
<b>Fixed Assets</b>	7		134,555		133,316
<b>Investment property</b>	8		257,818		257,818
<b>Investments</b>	9		<u>10,252,434</u>		<u>11,174,800</u>
			10,644,807		11,565,934
<b>Current Assets</b>					
Stock		459		577	
Debtors	10	9,400		13,329	
Cash at bank and in hand		<u>168,109</u>		<u>279,247</u>	
		177,968		293,153	
<b>Less: Current Liabilities</b>					
Creditors due within one year	11	<u>65,743</u>		<u>92,781</u>	
<b>Net Current Assets</b>			112,225		200,372
<b>Net Assets</b>			<u>10,757,032</u>		<u>11,766,306</u>
<b>Represented by:</b>					
General Fund	12		10,650,539		11,591,505
Restricted Funds	12		<u>106,493</u>		<u>174,801</u>
			<u>10,757,032</u>		<u>11,766,306</u>

Approved by the Trustees on 23<sup>rd</sup> August 2023 and signed on their behalf by:

*Hazel Borland*

Hazel Borland  
Trustee

*Erica Reid*

Erica Reid  
Trustee

The notes on pages 21 to 30 form part of these financial statements

THE QUEEN'S NURSING INSTITUTE SCOTLAND

STATEMENT OF CASH FLOWS  
For the year ended 31 March 2023

	2023	2022
	£	£
<b>Cash flows from operating activities:</b>		
<b>Net cash (used in) operating activities (see below)</b>	(585,199)	(419,807)
<b>Cash flows from investing activities:</b>		
Dividends & interest from investments	336,141	309,575
Rent received	5,444	7,452
Purchase of property, plant and equipment	(7,959)	(2,000)
Proceeds from the sale of investments	1,811,250	1,947,973
Purchase of investments	(2,406,782)	(1,483,341)
<b>Net cash provided by investing activities</b>	<u>(261,906)</u>	<u>779,659</u>
<b>Change in cash at hand in bank in the year</b>	(847,105)	359,852
<b>Cash at bank and in hand at the beginning of the year</b>	<u>1,175,556</u>	<u>815,704</u>
<b>Cash at bank and in hand at the end of the year</b>	<u><u>328,451</u></u>	<u><u>1,175,556</u></u>
<b>Represented by:</b>		
Cash at bank and in hand	168,109	279,247
Cash held as part of investment portfolio	160,342	896,309
	<u><u>328,451</u></u>	<u><u>1,175,556</u></u>

**Reconciliation of net expenditure for the year to net cash flow from operating activities**

	2023	2022
	£	£
<b>Net (expenditure)/ income for the year (per statement of financial activities)</b>	(1,009,274)	572,274
<b>Adjustments for:</b>		
Dividends and interest from investments	(341,585)	(317,027)
Depreciation	4,115	3,092
Losses / (gains) on investments	781,931	(655,018)
	2,605	-
Decrease in stock	118	96
Decrease / (increase) in debtors	3,929	(9,718)
(Decrease) in creditors	(27,038)	(13,506)
<b>Net cash (used in) operating activities</b>	<u>(585,199)</u>	<u>(419,807)</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 2023**

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**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 covers 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 2023

2. Income	2023 Unrestricted £	2023 Restricted £	2023 Total £	2022 Total £
<b>Donations</b>	27,497	-	27,497	26,335
<b>Legacies:</b>				
Maureen Henderson	-	-	-	58,236
Margaret Campbell	-	-	-	1,000
<b>Charitable Activities:</b>				
<b>Grants</b>				
Dunhill Medical Trust	-	35,000	35,000	35,000
Cattanach Trust HPBL	-	40,000	40,000	-
Inspiring Scotland	-	10,000	10,000	-
Burdett Trust for Nursing	-	61,740	61,740	-
Lothian Health Foundation	-	10,000	10,000	10,000
CHSA	-	-	-	59,000
C3 CHESS Project	-	-	-	13,000
National Lottery Community Fund	-	47,788	47,788	95,576
The Health Foundation	-	13,224	13,224	16,818
	27,497	217,752	245,249	314,394
<b>Conference, fees and welfare</b>	13,973	-	13,973	7,730
<b>Book sales</b>	37	-	37	30
<b>Investment income</b>				
Listed investments	334,933	-	334,933	309,388
Interest	1,208	-	1,208	187
Rent received	5,444	-	5,444	7,452
	355,595	-	355,595	317,027
	383,092	217,752	600,844	639,752

3. Employment Costs	2023 £	2022 £
Wages and Salaries	292,155	265,277
Social Security Costs	69,091	51,918
Pension Costs (defined contribution scheme)	68,661	58,162
Redundancy costs	6,504	-
	436,411	375,357

The average monthly number of employees in the twelve month period was 11 (2022: 9).

The Trustees regard the role of Chief Executive & Nurse Director, the Deputy Director and Senior Fellow as key management personnel. Total remuneration was £230,115 (2022: £205,166), including pension costs of £35,346 (2022: £28,380), and national insurance costs of £23,743 (2022: £18,221). The number of individuals with emoluments, including the salary sacrifice, greater than £60,000 was 3 (2022: 2), with 2 falling into £60,000 - £70,000 banding in the current (2022: 1 falling into £60,000 - £70,000 banding) and 1 falling in the bracket £90,000 - £100,000 in the current year (2022: 1 falling into the £70,000 - £80,000 banding).

No Trustees received remuneration during the period. Expenses were paid to two (2022: four) trustees during the year totalling £92 (2022: £82).

During the year, one employee was formally made redundant. The policy for redundancy follows statutory redundancy provisions.



NOTES to the FINANCIAL STATEMENTS continued  
For the year ended 31 March 2023

4. Costs of raising funds	2023 £	2022 £
Investment management fees	46,221	55,285
Investment property costs	1,290	1,439
	47,511	56,724

5. Costs of charitable activities	2023 Unrestricted £	2023 Restricted £	2023 Total £	2022 Total £
<b>Direct delivery of charitable activities:</b>				
Queens Nursing Programme	134,429	175,382	309,811	274,419
Education, research and awards	76,724	110,678	187,402	155,406
Wellbeing and Welfare	138,146	-	138,146	98,493
Catalysts for Change	53,281	-	53,281	74,510
	402,580	286,060	688,640	602,828
Support costs (note 6)	13,574	-	13,574	54,556
Governance costs (note 6)	75,857	-	75,857	8,388
Loss on disposal of asset	2,605	-	2,605	-
	494,616	286,060	780,676	665,772

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

	Individuals £	Institutions £	2023 Total £	2022 Total £
Catalysts for Change	-	-	-	4,768
	-	-	-	4,768
2022	-	4,768	4,768	

**6. Analysis of Support and Governance Costs**

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

	Support Costs £	Governance Costs £	2023 Total £	2022 Total £
Council meetings including trustees' expenses	-	3,306	3,306	2,688
Premises costs	24,791	126	24,917	15,363
Office expenses	29,115	3,602	32,717	35,176
Audit	-	6,540	6,540	5,700
Legal and other professional fees	21,951	-	21,951	4,017
	75,857	13,574	89,431	62,944

NOTES to the FINANCIAL STATEMENTS continued  
For the year ended 31 March 2023

7. Fixed Assets	Heritable Property £	Office Equipment £	Total £
<b>Cost</b>			
As at 31 March 2022	130,339	44,665	175,004
Additions	2,544	5,415	7,959
Disposals	(2,605)	-	(2,605)
As at 31 March 2023	<u>130,278</u>	<u>50,080</u>	<u>180,358</u>
<b>Accumulated Depreciation</b>			
As at 31 March 2022	-	41,688	41,688
Disposals	-	-	-
Charge for year	-	4,115	4,115
As at 31 March 2023	<u>-</u>	<u>45,803</u>	<u>45,803</u>
<b>Net Book Value</b>			
As at 31 March 2023	<u>130,278</u>	<u>4,277</u>	<u>134,555</u>
As at 31 March 2022	<u>130,339</u>	<u>2,977</u>	<u>133,316</u>

8. Investment Property	Investment Property £
<b>Market Value</b>	
As at 31 March 2022	257,818
Additions	-
As at 31 March 2023	<u>257,818</u>
<b>Net Book Value</b>	
As at 31 March 2023	<u>257,818</u>
As at 31 March 2022	<u>257,818</u>

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

	<b>2023</b>
	<b>£</b>
Cost	<u>257,818</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 2023

9. Investments	2023		2022	
	Cost £	Market Value £	Cost £	Market Value £
Fixed Interest, Securities & Equities	7,749,946	10,092,092	6,908,970	10,278,491
Cash deposits	160,342	160,342	896,309	896,309
	<u>7,910,288</u>	<u>10,252,434</u>	<u>7,805,279</u>	<u>11,174,800</u>

	2023 £
Market Value as at 31 March 2022	10,278,491
Disposals at opening book value (Proceeds £1,811,250; loss: £164,877)	(1,976,127)
Additions at cost	2,406,782
Net (loss)/gains on revaluations at 31 March 2023	<u>(617,054)</u>
	10,092,092
Cash held by Fund Managers	<u>160,342</u>
	<u>10,252,434</u>

All securities and equities are listed investments. The charity holds one investment which exceeds 5% of the portfolio's market value (2022: none). The cost figure for investments includes £2.5m relating to investments held outside the UK (2022: £2.8m). The market value figure includes £4.1m relating to investments held outside the UK (2022: £5m).

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	2023 £	2022 £
Other Debtors and Prepayments	7,088	13,318
Accrued Income	2,312	11
	<u>9,400</u>	<u>13,329</u>

NOTES to the FINANCIAL STATEMENTS continued  
For the year ended 31 March 2023

11. Creditors due within one year	2023 £	2022 £
Accrued Expenses	37,955	32,145
Other tax and other social security costs	11,854	7,116
Pension contributions	13,385	4,567
Other Creditors	2,549	10,858
Grant commitments	-	38,095
	65,743	92,781

12. Reserves	Balance at 31 March 2022 £	Income £	Expenditure £	Investment losses £	Transfers £	Balance at 31 March 2023 £
<b>Unrestricted funds – General</b>	11,591,505	383,092	(542,127)	(781,931)	-	10,650,539
<b>Restricted funds – Burdett Trust for Nursing Learning Disability Queen's Nurse Programme Complexity and Adversity Network C3 CHESS Cattanach Trust CHSA Dunhill Medical Trust Edinburgh and Lothian Health Foundation Inspiring Scotland The Health Foundation Lottery Fund – HPBL</b>	-	61,740	(14,450)	-	-	47,290
	27,000	-	(24,500)	-	-	2,500
	91,400	-	(48,314)	-	-	43,086
	11,166	-	(8,471)	-	-	2,695
	-	40,000	(40,000)	-	-	-
	36,145	-	(33,270)	-	-	2,875
	-	35,000	(35,000)	-	-	-
	-	10,000	(10,000)	-	-	-
	-	10,000	(9,000)	-	-	1,000
	6,955	13,224	(13,132)	-	-	7,047
	2,135	47,788	(49,923)	-	-	-
	11,766,306	600,844	(286,060)	(781,931)	-	10,757,032

NOTES to the FINANCIAL STATEMENTS continued  
For the year ended 31 March 2023

## 12. Reserves (Continued)

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

**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.

**12. Reserves (Continued)**

**The Burdett Trust for Nursing in partnership with C3 CHESS** – Funding received to support five Queens Nurses asses their local community's needs.

**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.

**Inspiring Scotland** - Funds received from Workforce Wellbeing Fund for Adult Social Work and Social Care for trauma recovery through Capacitar wellbeing practices.

**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 £nil (2022: £1,800) an organisation where Paul Grice, a trustee, is also the principal.

Fees were paid to two trustees; Jane Cantrell was paid £nil (2022: £4,200) and Erica Reid was paid £nil (2022: £1,800); 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:

	<b>2023</b>	<b>2022</b>
	£	£
Payments due within one year	1,235	1,770
Payments due after one year but within five years	419	2,333

Lease payments during the year amounted to £1,283 (inc VAT) (2022: £1,685).

**THE QUEEN'S NURSING INSTITUTE SCOTLAND**

**NOTES to the FINANCIAL STATEMENTS continued**  
**For the year ended 31 March 2023**

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

	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Fixed assets	10,644,807	-	10,644,807
Current assets	71,475	106,493	177,968
Current liabilities	(65,743)	-	(65,743)
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Net assets at 31 March 2023	10,650,539	106,493	10,757,032
	=====	=====	=====

**Comparative- 2022**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
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
	=====	=====	=====