

# THE FOUNDATION OF NURSING STUDIES

England & Wales · Charity number 1071117

## Details

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Other names	FONS
Status	Registered
Legal form	Charitable company
Company number	<a href="#">03583949</a>
Registered	1998-08-19
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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**Website** [www.fons.org](http://www.fons.org)

## Activities

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**Objects:** TO ADVANCE EDUCATION AMONGST MEMBERS OF THE NURSING PROFESSION ABOUT GOOD NURSING PRACTICES AND TO PROMOTE IMPROVED STANDARDS OF NURSING CARE; AND TO PROMOTE RESEARCH INTO THE PROMOTION OF NURSING SKILLS AND INTO THE EFFICACY OF EXISTING NURSING PRACTICES AND THE MEANS BY WHICH SUCH PRACTICES MAY BE IMPROVED AND TO PUBLISH THE RESULTS OF SUCH RESEARCH FOR THE BENEFIT OF THE PUBLIC..

**Activities:** The Foundation of Nursing Studies (FoNS) is a charitable company established to advance education among the members of the nursing profession and to embed research into practice. FoNS believes all individuals should experience health and social care as person-centred, safe and effective. This includes those who are receiving care and those who are giving care.

## Classification

- **How:** Makes Grants To Individuals, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Other Charitable Purposes
- **Who:** Other Defined Groups, The General Public/mankind

## Geography

- Northern Ireland
- Scotland
- Throughout England And Wales

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-01-31	£901,376	£845,344	£489,877	8
2024-01-31	£561,506	£672,146	£409,901	6
2023-01-31	£685,310	£599,218	£514,114	6
2022-01-31	£350,743	£452,444	-	-
2021-01-31	£301,660	£349,353	-	-

## Trustees

Name	Role	Appointed
Jo Pritchard	Chair	2023-09-18
Alison Haughton		2025-09-22
Caroline Jane Alexander		2019-02-01
Dr Kuldip Bharj		2020-10-19
Dr MARION LYNCH		2023-09-18
Nicola Tamanis		2026-03-24
Timothy Robert Callaghan		2014-04-03
Venetia Wynter-Blyth		2025-09-22

**THE FOUNDATION OF NURSING STUDIES**

England & Wales - Charity number 1071117

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# Accounts

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# The Foundation of Nursing Studies

(A registered charity and private company limited by guarantee)



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## Trustees' Annual Report and Accounts

**For the year ended 31 January 2025**

Company Number: 3583949  
Registered Charity Number 1071117

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## **Reference and Administrative Information**

**Year ended 31 January 2025**

**Charity Number:** 1071117

**Company Number:** 3583949

### **Charity Address**

11-13 Cavendish Square, London W1G 0AN

### **Trustees\***

Caroline Alexander CBE MSc, BSc (Hons), RN  
Kuldip Kaur Bharj DL OBE PhD, MSc, BSc (Hons), RM, RN  
Mark Bird RN, BSc (Vice Chair) (resigned June 2025)  
Tim Callaghan BA (Hons), ACMA, CGMA (Treasurer)  
Sean Costello TD, MA (resigned June 2025)  
Stacy Johnson MBE, MSc, BSc, RN (resigned March 2025)  
Varun Kabra MBA (resigned March 2025)  
Marion Lynch PhD, RN  
Geraldine Mirabile JD (Hons), LLM (resigned September 2025)  
Robert Pettigrew BA (Hons) Econ, MCIPR  
Jo Pritchard OBE, RN (Chair)

\*Note: The Foundation of Nursing Studies Trustees are also the Company Directors, for ease of presentation and consistency the term 'Trustee(s)' is used throughout this document

### **President**

Dr James Bevan MB, MRCP

### **Vice President**

Professor Tony Butterworth CBE, FMedSci, FRCPsych, FRCN, FRSA, FQNI, DSc (Hon)

### **Patrons**

Baroness Mary Watkins of Tavistock RMN, MSc, PhD  
Elizabeth Tompkins  
Baroness Julia Cumberlege of Newick CBE, DSG, DL  
Elizabeth Stallwood RGN, RM  
Professor Jennifer Hunt Hon DSc, MPhil, BA (Hons), RGN  
Sir Ron De Witt MA, BA (Hons), Dip N, RN  
Gillian Stephens BSc (Hons), RGN, HV, Cert Health Econ

### **Chief Executive Officer & Company Secretary**

Joanne Bosanquet MBE, RGN, RHV, QN, FRCN, FQNI, BSc (Hons), PG Dip, Pg Cert, MSc (Public Health), Hon DUniv (Greenwich)

### **Main Bankers**

HSBC, Belgravia Branch, The Peak, 333 Vauxhall Bridge Road, London, SW1V 1EJ  
Unity Trust Bank plc, PO Box 7193, Planetary Road, Willenhall, WV1 9DG

### **Investment Managers**

Brewin Dolphin Securities, 12 Smithfield Street, London, EC1A 9BD  
CCLA Investment Management, Senator House, 85 Queen Victoria Street, London, EC4V 4ET

### **Auditors**

Haines Watts, Chartered Accountants, Old Station House, Station Approach, Newport Street, Swindon, SN1 3DU

Year ended 31 January 2025

### **Acknowledgment of Our Supporters and Partners**

FoNS Board of Trustees wishes to offer very grateful thanks to all our partners and supporters in 2024-25 (Table 1):

#### **Table 1- (list not exhaustive)**

The Burdett Trust for Nursing	International Nurse Coaching Academy
The Tompkins Foundation	The Connectives
FoNS Patrons	Nursing Charities CEO Network
Department of Health and Social Care	Royal College of Nursing/RCNi
Care England	University of East Anglia/ImpACT Research Team
UK Chief Nursing Officers (CNOs)	Nottingham University
National Care Forum	Skills for Care
The King's Fund	Social Care Nurse Advisory Councils
Nursing and Midwifery Council	England Chief Nurse for Adult Social Care
NHS England	Health and care providers and commissioners
Office for Health Improvement and Disparities	Pedalo
The Outstanding Society	Peer reviewed nursing journals
Person Centred Practice International Community of Practice (PCP-ICoP)	Queen Margaret University, Edinburgh
Hospice UK	Council of Deans 150 Leaders programme
Social Enterprise UK	England CNO Policy Network
The Care Show	Sigma Theta Tau International
Markel 3 <sup>rd</sup> Sector awards/CMM	University of Surrey
	Our Associate/Co-Facilitators and FoNS alumni

### **Message from the Chair and the Chief Executive**

*We are pleased to report a positive year for the Foundation of Nursing Studies (FoNS). Despite the challenging economic conditions and changes within the NHS we continue to flourish and have grown in size and influence. We have demonstrated that we are agile in our approach to designing and facilitating programmes of work which keeps our mission as relevant and future focused as ever.*

*The increased visibility of FoNS has enabled us to deliver with greater influence and impact, thus securing our place across health care as an organisation that delivers, and supports nurses, midwives and their teams to embed person-centredness within their own leadership, practice, commissioning and care delivery. Joanne's knowledge and experience are highly valued: she is well placed to influence UK-wide policy and practice development, and to contribute creative and bold content. FoNS' growth has been achieved with enthusiasm and commitment by a strong team which has expanded in size to meet the increased demand and new opportunities. We have welcomed two Lived Experience Leads to our leadership team who are influencing us to think differently and embed co-production into our programmes.*

*We are grateful to the trustees whose commitment and support is highly valued. Their diligence and creativity have been crucial to engendering a culture of success for FoNS. We also appreciate the support from our partners and Patrons without whom so much of this important work would not be possible.*

*We look forward to an exciting year ahead as we continue to deliver against our strategic plans. Our strength in programme delivery reflects our reputation for leadership, engagement, and professional development within the nursing sector. FoNS will continue to develop these innovative areas and will also expand to bring our unique expertise to a wider audience.*

**Professor Jo Pritchard OBE, RN**  
Chair

**Joanne Bosanquet MBE, RGN**  
Chief Executive

## **Trustees' Annual Report**

**Year ended 31 January 2025**

The FoNS Board of Trustees present their annual report, including the strategic report and the audited financial statements for the year ended 31 January 2025. The reference and administrative information are set out on page 3 of this report.

### **Objectives and Activities**

#### **The Objects and Aims of the charity**

FoNS was formally established as a registered charity in 1987 with two broad objectives that set out the original purposes:

- To advance education amongst the nursing profession regarding good nursing practices and to improved standards of nursing care, and
- To promote research into the effectiveness of nursing practice, ways of developing and improving practice and to share widely the outcomes of such work for the benefit of the public

#### **Our vision**

FoNS believes all individuals should experience health and social care as person-centred, safe and effective. This includes those who are receiving care and those who are giving care.

#### **Our mission**

##### **FoNS fulfils this vision by:**

- Facilitating participatory learning opportunities for nurses and nurse-led teams that enable the development of individuals, teams, practice and workplace cultures to improve the experiences and outcomes of health and social care for all
- Generating and sharing new theoretical knowledge to inform improvement of the experiences and outcomes of health and social care for all
- Enabling our programme participants to generate practice knowledge that they can use to inform their future action

#### **Our ways of working**

The work of FoNS is underpinned by the following principles:

- Being person-centred by valuing and respecting the uniqueness, individuality, contribution and potential of all we work with
- Enabling collective leadership by working in ways that are collaborative, inclusive and participatory
- Working with individuals and teams to co-create shared values and goals that are realised in practice
- Creating learning environments that are safe, critical and creative
- Focusing on what matters to those we are working with

#### **Our focus**

Building on what FoNS has achieved to date, we will:

1. Work with nurses and nurse-led teams to co-create and deliver a variety of learning opportunities that help to develop their knowledge, skills and confidence in leading and facilitating change that improves care experiences and outcomes
2. Generate and publish knowledge and evidence that informs the development of people, practice and workplace cultures, which is open for all to read
3. Increase our reach and influence across the health and social care system
4. Grow and develop a team who can be agile in their ways of working and who are properly supported to achieve FoNS' vision

#### **Our community**

The work of FoNS is UK-wide with international reach. Our community is not defined by organisational boundaries. We primarily work with nurses and nurse-led teams in patient/resident-facing practice and with those who lead and manage services, while recognising the importance of nurturing and sustaining connections across all levels of the system.

## **Trustees' Annual Report** **Year ended 31 January 2025**

### **Delivering Public Benefit**

FoNS works with nurses and nurse-led teams, enabling them to develop themselves, their practice, and their workplace cultures, with the aim of enhancing the outcomes and experiences of those giving and receiving health and social care and their families. Trustees confirm that they have complied with their duty under section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

FoNS is a member of [NCVO](#), [Charity Comms](#) and [ACEVO](#). Our chair is a member of the [Association of Chairs](#).

## **Strategic Report**

**Year ended 31<sup>st</sup> January 2025**

### **Achievements and Performance**

Our visibility and reach are increasing year on year and we are regularly approached to share our insights and thought leadership on person-centredness, reflective nursing practice and values-based workplace cultures. It is always a real pleasure to be invited to sit on the judging panels for various nursing awards including the [Nursing Times, HSJ and the Markel 3<sup>rd</sup> Sector awards](#). We were the charity partner for the 2024 Nursing Times Awards (#NTAwards). This continues to increase our visibility, substantially and position FoNS at the heart of nursing excellence across the UK and beyond.

### **Celebrating our programmes throughout 2024-25**

#### **Improving Practice Programmes**

We believe that individuals should experience care that is high quality and person-centred. Whilst the responsibility for continuously improving the quality of care lies with all health and care professionals, nurses as leaders, commissioners and direct care providers have a key role in leading and facilitating change. In FoNS' experience, identifying, understanding, and responding to practice challenges can be tough and complex. Our improving practice programmes are therefore designed to inspire and support nurse-led teams to work through such complexities by drawing upon the key principles outlined above on page 5.

We create, facilitate, and offer safe spaces and excellent learning environments both virtually and face-to-face in small groups and 1:1 sessions, where participants can focus on leading and facilitating practice development towards the creation of workplace cultures that are person-centred, safe and effective. Despite the difficulties faced by organisations during the current financial crisis, FoNS has delivered several programmes involving support to nurse-led teams leading improvements to care. These are described below. Details of all the active programmes are available [here](#).

#### **Inspire Improvement Fellowship and Programme**



The 6-year fellowship and programme of support supported by the Burdett Trust for Nursing, started in January 2018 with the final cohort concluding in July 2024. The programme enabled clinical leaders to develop knowledge, skills and expertise in facilitating culture change and improvement at the front line of practice. The programme was underpinned by the Creating Caring Cultures model developed by FoNS in 2015. The programme over the past 3 years was facilitated using a blended approach of in person and virtual workshops.

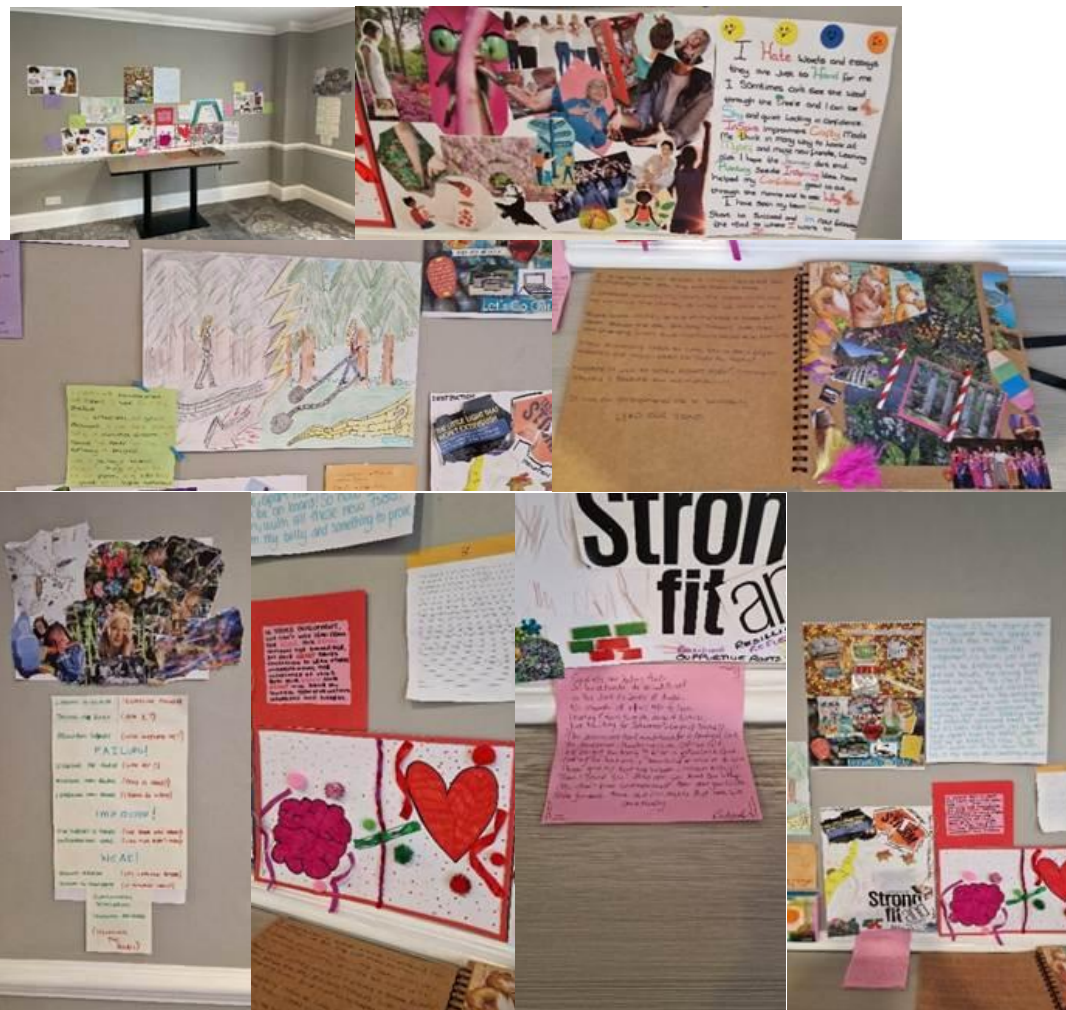
## Trustees' Annual Report Year ended 31 January 2025

The final cohort which started in 2023 and concluded in July 2024 saw 13 fellows from across the UK to successfully complete the 12-month bespoke programme of support and development ([Inspire Improvement - Current Fellows \(fons.org\)](https://www.fons.org))

Throughout the programme the group actively maintained a peer support group independent to the facilitators, via a closed WhatsApp group and through regular MS Teams check-ins. This has provided an invaluable safe and supportive space for the fellows to maintain momentum with their new learning and insights from the programme and to network and share best practice. This has continued following the formal closure of the programme in 2024.

As part of the ongoing evaluation of this programme, fellows have had protected time within the workshops to reflect and capture any new learning. At the final in person workshops, the fellows undertook a participatory evaluation to capture the impact this opportunity has had individually, for their teams, organisations and people who use their services. The fellows were invited to create a gallery of pictures and stories reflecting on their experience of the fellowship.

The collective themes from their pictures and stories, brought to the fore the true Impact the fellowship has had not only for this final cohort, but also reflective of the experiences of many of the previous fellows from the past 5 years. Collectively, the group shared feelings of belonging, compassion, empathy, support, pride, kindness, and Inspiration. The themes of positivity, creativity, strength, growth, bravery and enlightenment were very much felt and experienced within the group. This has given rise for hope for the future in which they imagine unity and positive change in creating caring cultures in which everyone flourishes. The fellow's final evaluation story, can be read on the FoNS website at <https://www.fons.org/aboutus/our-stories/insp-imp-fellows-2024/>



## Trustees' Annual Report Year ended 31 January 2025

### FoNS Alumni

The purpose of the alumni is to enable strong connections, relationships and dialogue across the cohorts of fellows that have completed the programme and to be a forum for inspiration and support in their continuing work in facilitating and creating caring cultures in the workplace. There are virtual events which are held 8 weekly and an annual face to face event.

## NHSE Mental Health, Learning Disability and Autism Quality Transformation Programme Ward Manager Development

In March 2024, FoNS were commissioned to deliver a Ward Manager Leadership Development Programme as part of NHS England's [Mental Health, Learning Disability and Autism \(MHLDA\) Inpatient Quality Transformation Programme](#). The aim of the overall quality transformation programme is to re-imagine a bold new vision for inpatient services where people are treated with compassion, experience care that is safe and therapeutic, and the staff and people they support can flourish. The Quality Transformation Programme is underpinned by co-produced [Culture of Care Standards](#).

The FoNS-led programme is one among several pillars of activity – see green pillar in diagram of offers to organisations. Other delivery partners include the National Collaborating Centre for Mental Health and the Public Servant Consultants.



The aim of the FoNS-led programme is to enable inpatient MHLDA Ward Managers to develop their leadership practices to ensure that they can work collaboratively with others towards realising the Culture of Care Standards.

A huge amount has been achieved by the FoNS Team between March 2024-January 2025, which should be celebrated. This largely falls into two categories: co-production and programme delivery.

### 1. Co-production

- Fundamental to the Quality Transformation Programme and therefore the FoNS commission is the co-production, co-delivery and co-evaluation of the Ward Manager Programme with persons with lived experience of in-patient MHLDA services. In October 2024, FoNS were therefore delighted to welcome Wendy Minhinnett and Jolie Goodman to our team as Co-production Lived Experience Leads (contributing in excess of 0.8 WTE).

## Trustees' Annual Report Year ended 31 January 2025

- b. Programme content has been co-produced and is being co-delivered by the FoNS Team, including Jolie and Wendy and wider delivery partners including DanceSyndrome (inclusion), Neurodiverse Connection (autism-informed practices), and Jacqui Dyer and Edward Neequaye (anti-racist practice)
- c. FoNS hosted an initial co-production workshop in September 2024 involving 19 participants – experts by experience (direct and indirect), staff and advocates, and the FoNS team. There were lively discussions and much learning from FoNS's perspective. All the participants wanted to stay involved in the co-production work and under the leadership of the Lived Experience leads, this group has now become a Co-production Reference Group.

### 2. Programme delivery

- a. Programme delivery began in November 2024 and will run through until March 2026.
- b. FoNS will be working with 180 Ward Managers from 60 organisations across England.
- c. Ward Managers will learn in groups of 14-21 supported by two FoNS Person-centred Practice Facilitators/Lived Experience Leads and partner individuals and organisations.
- d. The programme involves seven full day workshops spread over a period of six to seven months using a blended approach to learning.
- e. Early feedback suggests that Ward Managers are appreciating the:
  - Opportunity to network and share with other PNAs from within UKHSA across England
  - Blended approach to learning enabling some participants who were unable to travel to join in
  - Approach to learning using creativity and dialogue which supported different learning styles and created space of individual reflection and group learning.

## **Person-centred Practice Fellowship**

This new 3-year programme which began in November 2024 is designed to support registered nurses, health visitors and midwife leaders to develop person-centred cultures in the workplace. The programme will support the development of skills in the facilitation of workplace culture change, along with skills in co-creating person-centred workplace cultures with the teams they lead, the people who receive care and their families/loved ones/carers.

The programme is open to applicants from any care setting in health and social care across the UK. It will support 8 registered nurses each year. The programme will be underpinned by [FoNS's Creating Caring Cultures© model](#) as well as the Person-centred Practice Framework (PCPF) (McCormack and McCance, 2020). The programme is facilitated using a blended approach of in person and virtual workshops over a 8–9-month period.

Year one concluded in May 2025 with year 2 cohort due to commence in September 2025 with another 8 participants.

Evaluation of the programme is ongoing process through:

- Ongoing workshop evaluations/activities
- End of programme participatory evaluation
- The Person-centred Practice Inventory, pre/post programme
- Individual Participants scrapbook of their personal development journey

At the final workshop for year 1, Impact of the programme was captured through pictures and stories. Together, participants co-created and published via the FoNS website their collective impact story.

## Trustees' Annual Report Year ended 31 January 2025

### Year 1 collective story(<https://www.fons.org/news/what-do-the-participants-say/>):



**We imagine...** our envisaged utopia at the beginning of the programme remained unchanged in our final reflections.

Our journey towards achieving person-centred care was strengthened with hope, shared vision, commitment and built on resilience to guide us through the harder times.

**We see...** a journey with power and growth evolving with shared experience, supporting career development, and team goals.

By using deep reflection, with a focus on similarities rather than differences.

Authenticity and self-awareness, imagination and creativity to celebrate our collective team strength.

Leading to feelings of self-worth and individual growth with people flourishing, spreading kindness and activism.

To know it's all been worth it. Stopping and pausing, knowing it's a beginning not an ending.



**We feel...** throughout the programme we have all been engaged in the learning because we have felt safe to express vulnerability and to be honest.

The path has not been smooth or perfect, rather about taking small steps sometimes forwards, sometimes back.

Engaged in the journey together we have offered each other love and affirmation, experiencing happiness and sadness.

We feel grateful for the opportunity and thankful for what we have achieved.

As a result of programme, we feel inspired proud and emboldened as nurses.

## UK HSA Facilitation programme for PNAs

FoNS were commissioned by the UK Health Security Agency (UKHSA) to deliver a bespoke programme of workshops to support the development of the facilitation skills of Professional Nurse Advocates (PNAs). Five full-day workshops were delivered between October 2024-March 2025 for 18 PNAs using a blended approach to learning.

The workshops focussed on three areas of development:

- Understanding and developing the PNA role across UKHSA
- Knowing self as a facilitator
- Strategies for facilitation within the PNA role

Evaluation evidence suggested that PNA colleagues valued the creation of a community to support the implementation of the role across UKHSA. Communities of practice are a well-established way to support and guide professional reflection and enhance evidence-informed practice (De Wall and Khumisi, 2016). This may be especially important in a national organisation such as UKHSA, where PNAs are based in wider multidisciplinary teams across the country.

## Trustees' Annual Report Year ended 31 January 2025

The PNAs appreciated the variety of approaches to learning that were used across the five days, recognising the value of creativity, reflection and open and honest dialogue. Similarly, the participants welcomed the theories and models that were introduced and the opportunities that were created to explore their use with colleagues. Feedback suggested that over the five workshops, participants were able to enhance their facilitation knowledge and skills and consequently, confidence in their roles as facilitators increased. Whilst there was hope about the contribution of the PNA role across UKHSA, there were also residual concerns about its implementation and wider commitment to its success within the organisation.

The development, facilitation and evaluation of this programme provides FoNS with a programme template that can be marketed to and adapted with other health and social care organisations who are seeking to enhance the capability and capacity of PNAs, Professional Midwifery Advocates, and similar roles.

## Commissioned programmes

### Creating Caring Cultures

<http://www.fons.org/learning-zone/culture-change-resources.aspx>

FoNS' Getting Started with Culture Change resources continue to be highly valued and interest in support, with culture change in the workplace continues to grow.

FoNS is increasingly approached to present the work to conferences, webinars and organisations across health and social care; especially from those seeking to explore ways of strengthening more person-centred ways of working, enhancing leadership, and creating more caring workplaces. Our [Creating Caring Cultures animation](#) has now been viewed over 20,000 times, with 4,000 views in the last 12 months alone.

### Resilience Based Clinical Supervision (RBCS)

#### Lead Facilitator: Grace Cook

The aims of the [RBCS](#) champion and cascade programme are:

- To enable practice development nurses/facilitators, clinical educators etc. and those already familiar with models of clinical supervision or reflection (Champions), to develop the necessary knowledge, skills and confidence to implement RBCS (Cascade) with nurses, nursing associates, allied health professionals, students and care workers, across organisations
- To support the development of a resilient workforce and organisation who are able to protect themselves from the emotional and physiological impacts of their roles and 'develop cognitive transformation practices, education and environmental support' (Stacey, 2018, p 5)

FoNS has been facilitating RBCS champion and cascade programmes since 2020 with the team growing as the years have gone through. During 2024 the team expanded even more, to engaging with 6 new Associate Facilitators and also a new project manager, Sonia Denton-Smith. Sonia said:

*'I am thrilled to be joining FoNS as the Project Manager for the Resilience-based Clinical Supervision Programme. Nurses are working in highly emotional and demanding environments, and I recognise the huge value of having a safe space to process and understand our emotions and the impact of our work. Having this head space not only helps us focus on our own wellbeing but has positive effects for our relationships at work and our ability to continue to grow and improve.'*

## Trustees' Annual Report Year ended 31 January 2025

Alongside the Social Care Programme (see below for key programmes), we were delighted to commence 56 cohorts, with participants from across 85 organisations including NHS, hospice care and private organisations. Many participants have been Professional Nurse Advocates (PNAs) who have found the programme particularly complimentary of their PNA programme and new role.

Participants are highly complementary of the programme, sharing that they have been able to learn new skills and techniques to use within their organisation. Participants leave the sessions feeling confident to facilitate with individuals (an average of 4.1/5) and groups (an average of 3.9/5). A selection of quotes from our post programme feedback highlight the impact of this programme on participants:

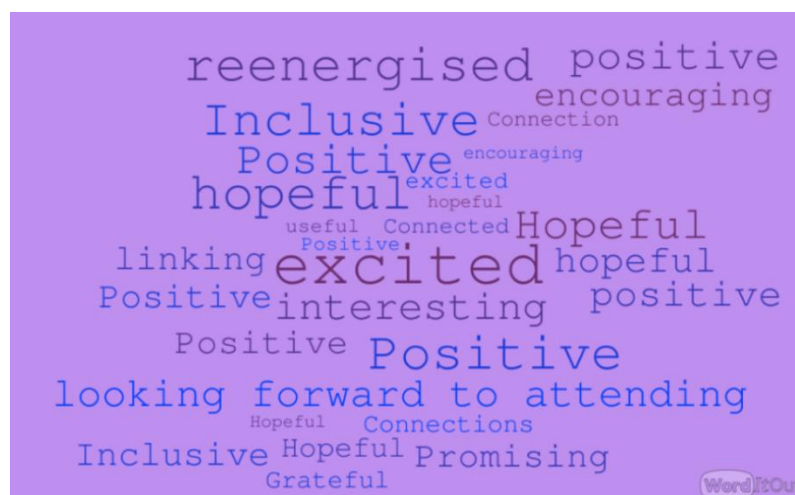
*"Absolutely YES - such a great course, and provides a valuable toolbox of skills to facilitate supervision. The understanding of the 3 emotional systems plays a key role in understanding ourselves and others, and supports that emotional intelligence awareness again within ourselves and others."*

*"The experiential nature of this training with my team, in a safe space held by the facilitator/trainer was a very positive learning experience."*

*"I would say, the programme is a fabulous restorative and confidence building opportunity to refresh and develop skills to use individually and within our work cultures."*

*"Would highly recommend it as it is an in depth course providing knowledge and skills in implementing strategies that support and enable our staff to build the resilience needed in their professional career contributing towards high standard of patient care and outcomes and promoting staff retention."*

We were delighted in 2024 to launch our RBCS Facilitators Network. The first session, in March 2024 was used to co-create the network together and find out what facilitators want. From this we have facilitated quarterly themed sessions, a monthly newsletter which is extremely well read and engaged a private Facebook group. Here is the check out from our first session:



Between March 2022 and July 2023, FoNS facilitated 24 cohorts of RBCS across the South East of England for a project commissioned by Health Education England. An independent evaluation was commissioned as part of the programme and we were delighted to receive this in April 2024. In summary,

## Trustees' Annual Report Year ended 31 January 2025

- 98% of those registering, completed the champion programme.
- Participants rated the programme highly, commending its design, content and delivery, valuing the opportunity to share experiences with colleagues from elsewhere in the region.
- Participants reported significant learning in relation to RBCS as well as:
  - Increase insight into self and other's behaviour/psychology
  - Improvement in general facilitation skills
- Participants reported immediate application to support their own wellbeing as well as benefitting others from their workplace.
- Participants reported high levels of confidence in ability to facilitate RBCS
- The findings were sustained at 6-months post survey

## Scholarships and fellowships

### Richard Tompkins Scholarship

<https://www.fons.org/programmes/scholarships>

This is an exciting development opportunity for a registered nurse, midwife or health visitor who is committed to developing person-centred cultures of care. Launched in 2013, the scholarship is open to practitioners who are working clinically in any health and care setting UK-wide, and is targeting, those at ward sister, team manager level or equivalent. The late Richard Tompkins CBE, British entrepreneur and founder of Green Shield Stamps and Argos saw



the potential of FoNS to enable nurses to develop knowledge and skills that benefit those we serve. The Tompkins Foundation remains a valuable supporter of FoNS, and we are delighted that Mrs Elizabeth Tompkins is supporting this scholarship opportunity. Each year, the scholarship offers:

- A fully funded place at the 5-day FoNS Residential Programme 'Fostering a Culture of Effectiveness through Practice Development'
- The opportunity to work towards academic accreditation as a distance learner (20 CAT points at level 6) from Canterbury Christ Church University, Kent
- 12 months' mentorship from FoNS to support an innovation in practice
- The opportunity to work towards publishing a paper in a peer reviewed journal

Giselle is continuing to support the successful RT scholars from 2024 She meets regularly with....

### Residential Programme: Developing person-centred, safe, and effective cultures through practice development

<https://www.fons.org/programmes/schools>



FoNS was delighted to host its annual five-day residential programme once again in April 2024. We had to secure a change of venue due to unforeseen structural repairs at Herstmonceux Castle, East Sussex, but were pleased to discover Sedgebrook Hall, Northampton, which offered an excellent learning environment.

27 participants from across England, Northern Ireland and Australia engaged in participatory learning approaches, exploring the key concepts underpinning the development of person-centred cultures. Using the Person-centred Practice Framework (McCance and McCormack, 2021) as the thread throughout the week, facilitators enabled participants to learn from their experiences from practice, using creativity, individual and group reflection and dialogue, supported by relevant theories, models and tools.

## Trustees' Annual Report Year ended 31 January 2025

The learning from the week was captured by one of the participants at the end of the week:

*'When I think of me, I now can see  
I need to pause to let others be  
My mind is full of things to do  
But is my thinking right for you?*

*I need to listen so I can hear  
Others' ideas as well as their fears  
What do they think? What do they need?  
For their growth, what can we feed?*

*To come together and reflect  
Shows active listening and mutual respect  
I don't need to fix or try to mend  
It's unfair as they will depend*

*For growth belongs to everyone  
Our journey has just begun  
Grateful and proud for this time  
The learning I will continue to find*

*Crafting healthful relationships will be key  
Until I look deeper, I will not see  
Being open to learn, unlearn and relearn  
Person-centred care I will discern'*

## Sharing Knowledge and Networking

In line with our strategic ambitions, this workstream focuses on ways FoNS can support practitioners by freely sharing resources and ways of working and can support the development and dissemination of the practice and theory around practice development and person-centredness through the programmes and the IPDJ.

### FoNS Alumni

The purpose of the alumni is to provide a variety of events (both virtual and face to face) to enable people that FoNS has worked closely with, to stay energised and inspired as well as provide a channel for people to promote the work of FoNS.

### Centre for Nursing Innovation <https://www.fons.org>

The FoNS virtual Centre for Nursing Innovation remains highly regarded and offers a very valuable resource for anyone in nursing (or related fields) interested in changing and developing practice.

The [International Practice Development Journal](#) (IPDJ) archive is hosted by FoNS and was published by FoNS in association with the International Practice Development Collaborative (IPDC) and the Person-centred Practice Research International Community of Practice (PcP-ICoP). The IPDJ is now archived but continues to provide readers with a rich catalogue of peer reviewed and seminal work.

**Trustees' Annual Report**  
**Year ended 31 January 2025**

## **Professional Advice, Expertise and Collaboration**

In addition to our funding partnerships, FoNS has a reputation for fostering positive collaborative relationships with organisations and people who share our commitment to supporting nurses and person-centred nursing practice. We are also keen to share our experience and expertise by offering bespoke programmes of support. During 2024/5, in line with our strategic ambitions, we strengthened existing collaborations and created many new ones.

FoNS core team are members of various UK-wide and national professional groups and are encouraged and supported to develop their professional networks and areas of interest.

### **International Collaborations: International Community of Practice for Person-centred Practice (PcP-ICoP)**

FoNS continue to be active members of the PcP-ICoP. This collaborative relationship provides FoNS with international connections and profile. We are actively engaged in knowledge generation and translation. Team members have been involved in writing articles and book chapters.

Plans for the Future: we continue to embed reflection into practice

In our last three annual reports, we reflected on the wellbeing needs of our profession as we continued through the recovery phase of the pandemic where, in the words of the World Health Organisation (WHO), we 'build back better'. In 2025, the global health and care workforce crisis is evident as the true state of the world's wellbeing is coming to the fore. The prolonged pandemic and many years of underinvestment has escalated a decline in existing workforce numbers as many nurses feel undervalued, are morally injured, are questioning their future or deciding to leave the profession due to the inability to provide person-centred care.

On 12th May 2025, the WHO published the second State of the World's Nursing Report (#SOWN), The first report was published in 2020. This 2025 report demonstrates the critical global challenges we endure as a profession and how each region of the world is facing their own particular issues. Nurse mental health sits alongside wellbeing in the narrative and this is right. We must be as clear as possible when we are addressing the mental health of our profession. It is not a nice to have. It is critical and is a fundamental human right.

Mental health, wellbeing and retention therefore remain high priorities across the UK health and care economy. FoNS supports the system by influencing decision making at a micro, meso and macro level. The Nursing and Midwifery Council, the UK's nursing and midwifery regulator and our CNO groups enable us to facilitate a national conversation on restorative or clinical supervision and we continue to develop the programme and adapt this to local needs. In 2024/5, we expanded RBCS beyond the NHS and social care. We facilitated programmes in academia and for PIP assessors.

We believe that reflective practice is a prerequisite for professional growth, advancing safe and effective evidence-based practice and interprofessional collaboration. As such, FoNS will continue to prioritise our focus on mental health and wellbeing, establishing effective workplace cultures, person-centred leadership and person-centred practice.

Succession planning is paramount. We continue to grow and we now have five experienced facilitators who are focusing on supporting a cadre of Associate Facilitators working on a flexible basis. We are looking forward to publishing our first Impact Report, increasing our reach, working across the health and care system and influencing at all levels.

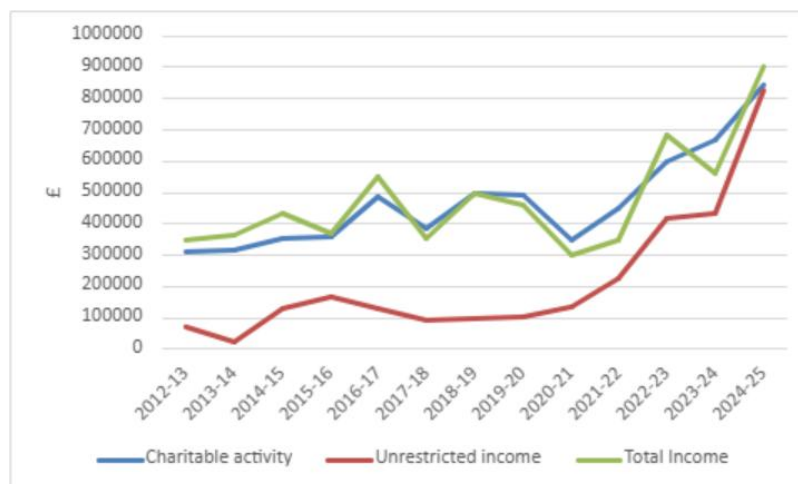
## Trustees' Annual Report Year ended 31 January 2025

### Financial Review

The full audited accounts for the financial year 2024-25 follow from page 23. They have been prepared in accordance with the Statement of Recommended Practice applicable to charities and in accordance with the Financial Reporting Standard FRS102.

The year ended 31 January 2025 saw a significant increase in income as the charity steadily expands its activities. We project a further expansion in 2025-6. Due to the way some items of charity income are recorded, the growth in charitable activities can more clearly be seen by the increase in charitable expenditure (see graph below). Our major programmes were all running as planned and there was increasing demand for our resilience based clinical supervision workshops. We won a significant commission working with Mental Health Ward Managers, which follows from our "Creating Caring Cultures" improving practice programmes with mental health nurses and with learning disabilities nurses. We were delighted that our Resilience Based Clinical Supervision workshops with Social Care nurses and the smaller commissions are steadily expanding as planned. We were pleased to commence the first year of a new Person-centred Culture programme funded by Burdett. Once again, our Residential Programme 2024 was hugely well received.

Total income in 2024-25 was £901,376 compared to £561,506 in 2023-24, but the level of expenditure on charitable activities (see note 6 to the accounts) increased from £669,626 in 2023-24 to £841,365, demonstrating the widening of our programmes and the reaching of more participants:



We continue to witness a shift from grant-funded work to commissioned work, shown by the increase in unrestricted income on previous years: £825,716 in 2024-25 compared to £435,201 in 2023-24. We are forecasting that this will continue.

Our strength in programme delivery reflects our reputation for leadership, engagement, and the development of caring cultures within the nursing sector. The charity will continue to develop these innovative areas but will also expand its workshops to bring its unique expertise to a wider audience. The charitable expenditure follows this theme with £379,862 being spent in 2024-25 in improving practice programmes (2023-24: £276,685) ; £332,779 (2023-24: £292,559) being spent on resilience programmes and £128,724 (2023-24: £100,382) on other work such as scholarships and places at our residential programme. We continued to pay bursaries to nurses on some of our improving nursing practice programmes and an analysis of grants can be seen at note 8 to the accounts.

The charity made an overall surplus of £79,976, repairing the deficit of £104,213 in 2023-24. It continues to record a surplus on its unrestricted funds; £123,563 in the current year compared to a deficit of £13,077 the previous year. Some of the designated development fund was used to complete the rebuilding and refresh of the charity website and to develop new programmes. The investments saw a significant gain in value during the year of £23,944 (2023-24 gain of £6,427), despite turbulent markets.

## **Trustees' Annual Report** **Year ended 31 January 2025**

The charity's balance sheet on page 25, shows an increase in total funds due to a surplus on the unrestricted funds but partially offset by the conclusion of some of the restricted, grant funded programmes, where income is received upfront and the related expenditure incurred in later years. Total funds were £489,877 compared to £409,901 in 2023-24. A healthy increase in unrestricted funds repairs the loss made the previous year and during the Covid years. We anticipate a further strengthening of unrestricted funds over the forthcoming year.

The trustees monitor financial performance closely through detailed quarterly management accounts and finance reports, which include six key performance indicators. As the charity grows, the trustees are watching closely the ratio of deferred income with cash balances, and the level of free reserves (see below). The KPIs are on target given the growth in activity.

We are fortunate that the value of our investments is on an upward trajectory given the turbulence in the markets over the last few years.

### **Reserves Policy**

Total reserves at the year-end amounted to £489,877 (2023-24: £409,901 and 2022-23: £514,114), being £90,587 (2023-24: £134,174) in restricted funds, £5,112 (2023-24: £20,671) in designated funds and £394,178 (2023-24: £255,056) in unrestricted funds. A detailed analysis of the restricted and designated funds is given at notes 15 and 16 to the accounts, respectively.

To date, it has been policy to maintain sufficient reserves at any one time to cover the projected running costs of the charity for the following 6 months and this policy formed one of our six key performance indicators. However, in 2024-25 we have remodelled this statistic and decided it was more meaningful to compare 'free reserves' with just overhead costs and staff costs rather than the total costs of the charity. The new policy aims for a cover of six to nine months. The unrestricted funds (including designated funds), which in the case of the Foundation, equate to the 'free reserves' of the charity, amounted to £399,290 (2023-24: £275,727). Although the level of free reserves has been broadly stable over the last 5 years, the ratio between reserves and costs has been falling due to the increase in charitable activity. This is to be expected, and the trustees are looking to arrest this trend by ensuring full cost recovery in all activity areas. The cover provided by the free reserves on 31<sup>st</sup> January 2025 was 8.7 compared to just 6.5 months the previous year, but down from 10 months in January 2020 before Covid. The statement of cash flows shows that the substantial inflow of cash reserves continues. The trustees are happy with the level of reserves and consequently regard the charity as a going concern.

### **Investment powers and policy**

The trustees seek to balance the liquidity requirements of the charity with their duty to ensure a suitable rate of return and income to the charity. The trustees also take the level of unrestricted funds into account when deciding on the ratio between investments and funds held in fixed interest bonds, on deposit, and in current accounts.

The careful monitoring of the portfolio continues to strengthen returns and reduce risk in an often-turbulent market. The primary aim of the investments is to produce income whilst preserving the capital value of the funds. The trustees invite the current investment managers to meet with them periodically to discuss the portfolio and compare their plans with other managers in the market. The managers also provide quarterly reports. The charity has established a Finance and Investment sub-committee to consider various investment options for the charity's reserves and to consider the balance between investments that produce a capital and income return with investments offering only deposit interest but complete protection from falls in the market.

## **Trustees' Annual Report** **Year ended 31 January 2025**

### **Principal Risks and Uncertainties**

With increased pressure on resources across the health and social care sectors, the availability of funds to support development opportunities for nurses may be affected. It will be important for FoNS to continue to demonstrate the impact and the value-for-money of our programmes, to maintain the uptake on our residential programme and our various commissioned programmes.

FoNS continues to be a lean charity, with 12 staff (8 full-time equivalents) and a small but growing number of Associate Facilitators. Our challenge for 2025-26 and beyond is to develop an organisational development strategy to manage our growth in activity, and that will attract nurses into the charity sector.

### **Governance, Structure and Organisation**

#### **Governing Documents**

The Foundation of Nursing Studies is a charity registered with the Charity Commission and a private company limited by guarantee. It is governed by its Trust Deed dated 28<sup>th</sup> May 1987 and Memorandum of Association, registered with Companies House on 18<sup>th</sup> June 1998.

#### **Organisational Structure**

The Board of Trustees meet quarterly to administer the charity. In addition, an investment and financial sub-committee has met, and a remuneration committee meets annually to review staff remuneration.

The Chief Executive Officer (CEO) was appointed by the Trustees to lead and manage the day-to-day operations. The Chairman leads an annual appraisal process for the CEO and all board members.

#### **Appointment of Trustees**

Trusteeships are reviewed by the Board of Trustees in line with Trusteeship policy and code of conduct. The Trustee Board approves the appointment all new Trustees. New Trustees are recruited through a process of advertising and interview or, where deemed appropriate, through a process of recommendation and interview. On appointment, all new Trustees meet the CEO and are given an information pack, which includes the code of conduct (a signed copy of which is retained), annual accounts and board papers including reports and minutes from the last year. A register of declared interests is also maintained.

#### **Risk Management**

The Trustee Board reviews bi-annually the major strategic, business, and operational risks the charity faces and confirms that systems are in place to reduce risk and to ensure ongoing review and reporting. Risk assessment continues to identify income and finance as being the area of greatest threat.

Regarding investments, reports are received quarterly, and the Board meet with the investment manager to review performance against benchmarks and monitor risk management. Overall, the Board monitor closely external and internal financial management systems. The CEO and Treasurer meet and regularly review the financial management systems to ensure they remain transparent and robust.

#### **Income Generation**

Generating income to support activity remains a priority. FoNS remains most appreciative to Mrs Elizabeth Tompkins our long-term donor and to the Burdett Trust for Nursing.

We are keen to expand our offer of bespoke programmes of work and consultancy which help individuals and organisations strengthen their nursing and care improvement activity, contribute to a greater understanding of person-centredness and person-centred practice development and leadership. These activities contribute to unrestricted income generation.

**Trustees' Annual Report**  
**Year ended 31 January 2025**

**Statement of Trustees' Responsibilities to the Financial Statements**

The charity Trustees (who are also the directors of the Foundation of Nursing Studies for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing the financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time, the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Disclosure of Information to Auditors**

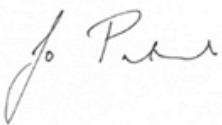
In so far as the trustees are aware at the time of approving our trustees' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the auditor is unaware, and
- The trustees, having made enquiries of fellow directors and the auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**Auditors**

Haines Watts were reappointed auditors during the year and a resolution proposing that they be reappointed for the following year approved.

**Approved and signed on behalf of the Foundation of Nursing Studies Board of Trustees**



**Name: Professor Jo Pritchard OBE, RN (Chair)**

**Date: 22nd September 2025**

## **INDEPENDENT AUDITORS' REPORT**

### **To the Members of the Foundation of Nursing Studies**

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#### **Opinion**

We have audited the financial statements of the Foundation of Nursing Studies (the 'charitable company') for the year ended 31 January 2025, which comprise the Statement of Financial Activities, Statement of Financial Position, 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 January 2025, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 other 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 charitable company'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 trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, 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 AUDITORS' REPORT**

### **To the Members of the Foundation of Nursing Studies cont.**

#### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

#### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 19, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

#### **Our responsibilities for the audit of the financial statements**

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 a Report of the Independent Auditor 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.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the trustees and other management. The most significant were identified as the Companies Act 2006, Charity SORP (FRS102) and Charities Act.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

## INDEPENDENT AUDITORS' REPORT

### To the Members of the Foundation of Nursing Studies cont.

- making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- assessing the risk of management override including identifying and testing journal entries;
- challenging the assumptions and judgements made by management in its significant accounting estimates.

Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

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 Report of the Independent Auditors.

#### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Signed: MARTIN GURNEY

Dated: 28<sup>th</sup> November 2025

**Martin Gurney FCA (Senior Statutory Auditor)**

**for and on behalf of**

**Haines Watts Swindon Limited Chartered Accountants & Statutory Auditors**

Old Station House, Station Approach, Newport Street, Swindon, SN1 3DU.

## Statement of Financial Activities (Incorporating an Income Statement) Year ended 31 January 2025

	Notes	Unrestricted Funds	Restricted Funds	Total 2025	Total 2024 (Note 19)
Income		£	£	£	£
Donations & legacies	2	20,236	-	20,236	21,801
Income from charitable activities	3	768,876	75,660	844,536	514,662
Income from other trading activities	4	60	-	60	23
Investment income	5	36,544	-	36,544	25,020
<b>Total income</b>		<b>825,716</b>	<b>75,660</b>	<b>901,376</b>	<b>561,506</b>
<b>Expenditure</b>					
Costs of raising funds:					
Costs of generating activity income		1,960	-	1,960	597
Investment management costs		2,019	-	2,019	1,923
Expenditure on charitable activities					
Improving Practice Programmes	6 & 7	279,484	100,378	379,862	276,685
Resilience programmes	6 & 7	323,919	8,860	332,779	292,559
Residential schools & scholarships	6 & 7	58,219	9,409	67,628	63,984
Sharing Knowledge and Networking	6 & 7	60,496	600	61,096	36,398
<b>Total expenditure</b>		<b>726,097</b>	<b>119,247</b>	<b>845,344</b>	<b>672,146</b>
<b>Net income/(expenditure) before gains and losses on investments</b>					
		<b>99,619</b>	<b>(43,587)</b>	<b>56,032</b>	<b>(110,640)</b>
Transfers between funds		-	-	-	-
Net gain/(loss) on investments	12	23,944	-	23,944	6,427
<b>Net movement in funds</b>		<b>123,563</b>	<b>(43,587)</b>	<b>79,976</b>	<b>(104,213)</b>
<b>Reconciliation of funds:</b>					
Fund balances on 1 February		275,727	134,174	409,901	514,114
<b>Fund balances carried forward on 31<sup>st</sup> January</b>		<b>399,290</b>	<b>90,587</b>	<b>489,877</b>	<b>409,901</b>

The statement of financial activities includes all gains and losses recognised in the year.  
All income and expenditure derive from continuing activities.

## Summary Income and Expenditure Account Year ended 31 January 2025

	2025 £	2024 £
Total income	901,376	561,506
Less: Total expenditure from income funds	845,344	672,146
<b>Net income/(expenditure) for the year before gains</b>	<b>56,032</b>	<b>(110,640)</b>

The summary income and expenditure account is derived from the statement of financial activities on page 23, together with the notes on pages 26 to 32, provides full information on the movement during the year on all funds of the charity.

## Statement of Recognised Gains and Losses

Year ended 31 January 2025

	2025 £	2024 £
Net income/(expenditure) for the year before gains and losses on investments (page 23 & above)	56,032	(110,640)
Add: Realised gains/(loss) on disposal of investments	2,969	252
Add: Unrealised gains/(loss) on investment assets held by income funds, after costs	20,975	6,175
<b>Net movement in funds for year (page 23)</b>	<b>79,976</b>	<b>(104,213)</b>

## Statement of Cash Flows

Year ended 31 January 2025

		2025 £	2024 £
<b>Cash flows from operating activities:</b>			
<b>Reconciliation of net movement in funds to net cash flow from operating activities</b>			
<b>Net movement in funds (page 23 and above)</b>		79,976	(104,213)
Add: depreciation		-	-
Deduct interest & dividend income in investing activities		(36,544)	(25,020)
Deduct (gain)/add loss on disposal of investments		(2,969)	(252)
Deduct (gain)/ add loss on revaluation of investments		(20,975)	(6,175)
Decrease/ (increase) in debtors		10,465	35,305
Increase/ (decrease) in creditors		351,161	664,351
<b>Cash used in operating activities</b>	A	<b>381,114</b>	<b>563,996</b>
<b>Cash flows from investing activities:</b>			
Income from interest & dividends		36,544	25,020
Proceeds from sales of investment assets		26,703	27,735
Purchase of investment assets		(25,869)	(34,498)
<b>Cash provided by/ (used in) investing activities</b>	B	<b>37,378</b>	<b>18,257</b>
<b>Cash flows from financing activities</b>	C	<b>-</b>	<b>-</b>
<b>Increase/(Decrease) in cash and cash equivalents in the year (A+B+C)</b>		<b>418,492</b>	<b>582,253</b>
Total cash and cash equivalents at the beginning of the year		1,041,595	459,342
<b>Total cash and cash equivalents at the end of the year (page 25)</b>		<b>1,460,087</b>	<b>1,041,595</b>

## Balance Sheet (Statement of Financial Position)

### Year ended 31 January 2025

	Notes	2025 £	2025 £	2024 £
<b>Fixed assets</b>				
Tangible Assets	11	100		100
Investments	12	321,360		298,250
<b>Total fixed assets</b>			<b>321,460</b>	<b>298,350</b>
<b>Current assets</b>				
Debtors	13	46,761		57,226
Cash at bank		1,460,087		1,041,595
<b>Total current assets</b>		<b>1,506,848</b>		<b>1,098,821</b>
<b>Current liabilities</b>				
Creditors: Amounts falling due within one year	14	1,338,431		987,270
<b>Total current liabilities</b>		<b>1,338,431</b>		<b>987,270</b>
<b>Net current assets</b>			<b>168,417</b>	<b>111,551</b>
<b>Total assets less current liabilities (net assets)</b>			<b>489,877</b>	<b>409,901</b>
<b>Charity Funds</b>				
Unrestricted income funds			394,178	255,056
Designated Income Funds	16		5,112	20,671
<b>Total unrestricted funds</b>			<b>399,290</b>	<b>275,727</b>
Restricted income funds	15		90,587	134,174
<b>Total funds</b>			<b>489,877</b>	<b>409,901</b>

The accounts were approved by the Board of Trustees on 22nd September 2025 and signed on their behalf by:



PROFESSOR JO PRITCHARD OBE, RN  
Trustee and Director



TIM CALLAGHAN ACMA, CGMA  
Trustee and Director

Company Number: 3583949  
Charity Number: 1071117

## Notes to the Accounts

### Year ended 31 January 2025

#### 1. Accounting policies

##### Basis of preparation

- The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.
- The Foundation of Nursing Studies meets the definition of a public benefit entity under FRS102. Assets and liabilities are recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.
- The financial statements have been prepared on the going concern basis as the trustees are of the opinion that the reserves and future predicted revenues are sufficient to secure the immediate future of the charity for the next 12 to 18 months.

##### Income

- Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received, and the amount can be measured reliably. Income is deferred where performance conditions are to be met in the future and income is accrued where performance conditions have been met and the income can be measured reliably.
- Grants are recognised when the charity has entitlement to the funds and the income received.
- Investment income is accounted for when received and includes the related tax recoverable.

##### Expenditure and irrecoverable VAT

- Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:
  - **Costs of raising funds** include costs of generating activities and investment management costs. Costs of generating activities include both direct and any apportioned costs associated with developing direct charitable work. Investment management fees are incurred by the charity to maintain and increase the capital value of the charity's investment portfolio and to generate investment income.
  - **Expenditure on charitable activities** includes the salary and other direct costs to perform the charity's activities together with support costs and governance costs. It also includes the payment of small grants to nursing practice development teams – the beneficiary teams are separately disclosed in the notes to these accounts. Indirect costs of support and governance are also separately disclosed in the accounting notes.
  - **Other expenditure** includes realised losses on investments and any items not falling into any other heading.
  - **Irrecoverable VAT** is charged as a cost against the activity for which the expenditure was incurred.

##### Allocation of support costs

- Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll, and governance costs which support the improving practice programmes and sharing knowledge.

## Notes to the Accounts

### Year ended 31 January 2025

#### 1. Accounting policies cont.

##### Fund accounting

- General unrestricted funds represent funds which are expendable on activities that further any of the purposes of the charity.
- Designated funds are unrestricted funds, which have been put aside at the discretion of the Trustees, for a specific future purpose. They can be re-designated later or brought back into unrestricted funds.
- Restricted funds represent grants received which are allocated by the donor to fund projects with a specific purpose(s).

##### Operating leases

- Rentals payable under operating leases are charged on a straight-line basis over the period of the lease

##### Tangible fixed assets

- Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at a rate calculated to write off the costs less residual value of each asset over its expected useful life. Depreciation is generally provided at a rate of 33% per annum. Only assets over £2,000 are capitalised.

##### Investment valuation

- Investments are quoted at the market mid-price value ruling at the nearest trading date to the year end. The notes to the accounts also record the original transaction value.

##### Debtors & prepayments

- Trade and other debtors are recognised at the settlement amount due after any trade discounts. Prepayments are valued at the amount prepaid net of any discounts.

##### Cash at bank and in hand

- Cash at bank and in hand includes cash and short term highly liquid investments with a maturity of three months or less from the date of acquisition or the opening of the deposit account.

##### Creditors and provisions

- Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

##### Pensions

- All employees of the charity are entitled to join the NEST pension scheme, which is a money purchase scheme funded by contributions from employee and employer.

##### Currency

- These accounts are presented in British pounds.

## Notes to the Accounts

### Year ended 31 January 2025

2. Income from donations & legacies	Unrestricted Funds	Restricted Funds	Total 2025	Total 2024
	£	£	£	£
Tompkins Foundation	20,000	-	20,000	20,000
Legacy income	-	-	-	1,791
Other donations	236	-	236	10
	<b>20,236</b>	<b>-</b>	<b>20,236</b>	<b>21,801</b>

3. Income from charitable activities	Unrestricted Funds	Restricted Funds	Total 2025	Total 2024
Grant income:	£	£	£	£
Burdett Trust for Nursing – Person-centred culture	-	64,800	64,800	102,016
Tavistock & Portman NHSFT with Burdett Trust for Nursing – Resilience Based Clinical Supervision	-	860	860	5,765
Richard Tompkins Nurse Development Scholarship	-	10,000	10,000	10,000
Long Covid Study	-	-	-	8,000
Department of Health Northern Ireland	-	-	-	524
<b>Total Grants</b>	<b>-</b>	<b>75,660</b>	<b>75,660</b>	<b>126,305</b>
IPDC professional development schools	61,905	-	61,905	50,715
Improving Practice Programmes	297,179	-	297,179	143,590
Resilience Based Clinical Supervision workshops	344,427	-	344,427	165,849
Prize money from Burdett Trust for Nursing	-	-	-	2,500
Other workshops & development consultancy	65,364	-	65,364	25,703
	<b>768,875</b>	<b>75,660</b>	<b>844,535</b>	<b>514,662</b>

4. Income from other trading activities	Unrestricted Funds	Restricted Funds	Total 2025	Total 2024
	£	£	£	£
3 <sup>rd</sup> Party Commissions & market research fees	60	-	60	23
	<b>60</b>	<b>-</b>	<b>60</b>	<b>23</b>

5. Investment income	Unrestricted Funds	Restricted Funds	Total 2025	Total 2024
	£	£	£	£
Dividends received	9,824	-	9,824	8,907
Bank interest	26,720	-	26,720	16,113
	<b>36,544</b>	<b>-</b>	<b>36,544</b>	<b>25,020</b>

6. Analysis of expenditure on charitable activities	Activities undertaken directly (note 7)	Grant Funding Activities (Note 8)	Total 2025	Total 2024
Charitable Activity expenditure				
- Improving Practice Programmes	367,624	12,238	379,862	276,685
- Resilience Programmes	332,779	-	332,779	292,559
- Residential Schools and Scholarships	67,628	-	67,628	63,984
- Sharing knowledge and networking	59,496	1,600	61,096	36,398
	<b>827,527</b>	<b>13,838</b>	<b>841,365</b>	<b>669,626</b>
Other expenditure: Costs of generating activity income			<b>1,960</b>	<b>597</b>
Investment management costs			<b>2,019</b>	<b>1,923</b>
Total expenditure			<b>845,344</b>	<b>672,146</b>

## Notes to the Accounts Year ended 31 January 2025

### 7. Analysis of activities, support & governance costs

	Activity costs £	Support Costs £	Governance costs £	Total 2025 £	Total 2024 £
Improving Practice Programmes	323,053	37,211	7,360	367,624	253,512
Resilience Programmes	281,123	43,128	8,528	332,779	292,559
Residential Schools and Scholarships	58,344	7,751	1,533	67,628	63,984
Sharing Knowledge and Networking	49,848	8,055	1,593	59,496	35,648
<b>Total costs of charitable activities</b>	<b>712,368</b>	<b>96,145</b>	<b>19,014</b>	<b>827,527</b>	<b>645,703</b>

### 8. Grant Funding Activities

		2025	2024
<b>Bursaries awarded through FoNS' Improving Practice Programmes:</b>			
6 co-facilitator bursaries	Inspire Improve	6,500	5,737
11 participant bursaries – year 6	Inspire Improve	4,338	8,767
Total of 17 bursaries	Inspire Improve	10,838	14,504
<b>Long Covid Study honoraria</b>	Long Covid research	600	750
<b>Jan Dewing prize fund</b>	General funds	1,000	-
<b>Bursaries awarded through FoNS' Mental Health Ward Manager Programme:</b>			
3 participant bursaries	General funds	750	-
<b>Bursaries awarded through FoNS' Learning Disabilities Programme:</b>			
2 participant bursaries	General funds	650	8,669
<b>Total Grants</b>		<b>13,838</b>	<b>23,923</b>

### 9. Employees, trustees' expenses & related parties

	2025	2024
	No	No
Number of employees: average number of employees was		
Engaged in charitable work	6.2	4.6
Administrative support	1.8	1.8
	<b>8.0</b>	<b>6.4</b>

### Employment costs

	2025 £	2024 £
Wages and Salaries	353,645	327,597
Pension Costs	29,870	32,082
Social security costs	38,329	34,791
Less: Employment allowance	(5,000)	(5,000)
<b>Total Costs</b>	<b>416,844</b>	<b>389,470</b>

One employee earned over £60,000 and within the band £90-£100,000 excluding employer pension contributions (2024 – one in band £80-90,000). The Chief Executive is considered to represent the key management of the charity. Key management remuneration in 2024-25, set at market rates and including pension contributions and employer's NIC costs, totalled £111,483 (2023-24: £107,147).

None of the trustees received any remuneration during the year. Trustees were reimbursed £1,368 (2024 - £387) for travel and subsistence. £0 (2024: £12,327) was spent on the recruitment of new trustees in 2024-25 and £3,188 (2024: £1,303) was spent on refreshments and room hire for meetings in 2024-25. There were no related party transactions.

### 10. Auditor's remuneration

	2025 £	2024 £
Audit fee	4,410	4,200
Under-accrued from previous year	390	600
<b>Total fees</b>	<b>4,800</b>	<b>4,800</b>

## Notes to the Accounts Year ended 31 January 2025

### 11. Tangible assets

	Computers & Office equipment £
Cost as of 1 February 2024	2,000
Disposals	-
<b>Cost as of 31 January 2025</b>	<b>2,000</b>
Depreciation as of 1 February 2024	1,900
Disposals	-
Depreciation for the year	-
<b>Depreciation as of 31 January 2025</b>	<b>1,900</b>
<b>Net book value as of 31 January 2025 (&amp; 2024)</b>	<b>100</b>

### 12. Investments

	2025 £	2024 £
Carrying value (market value) 1 February	298,250	285,060
Additions to Brewin Dolphin portfolio at cost	25,869	34,498
Addition of COIF Charities Ethical Investment Fund, at cost	-	-
Disposals at carrying value	(23,734)	(27,483)
Net unrealised gain/(loss) on revaluation on 31 January	20,975	6,175
<b>Market Value 31 January</b>	<b>321,360</b>	<b>298,250</b>
<b>Historical cost of Investments</b>	£	£
Opening book cost on 1 <sup>st</sup> February	254,775	238,445
Equalisation	62	-
Additions at cost	25,869	34,498
Disposals at cost	(18,264)	(18,168)
<b>Closing book cost on 31<sup>st</sup> January</b>	<b>262,442</b>	<b>254,775</b>
<b>Gains/(losses) in year:</b>	£	£
Unrealised gains/(losses) on revaluation of investments to market value	20,975	6,175
Realised gains/(losses) on disposal of investments during the year	2,969	252
<b>Overall gains/(losses) for year</b>	<b>23,944</b>	<b>6,427</b>

### 13. Debtors

	2025 £	2024 £
Other debtors	19,475	31,954
Prepayments & accrued income	27,286	25,272
	<b>46,761</b>	<b>57,226</b>

Income is accrued above as 'accrued income' when work has been carried out prior to the year-end but not invoiced to commissioners until the new year. Associated costs are included as accrued charges, as below:

### 14. Creditors

	2025 £	2024 £
Tax and social security costs	12,701	8,515
Other creditors	19,688	7,778
Accrued charges & deferred income	1,306,042	970,977
	<b>1,338,431</b>	<b>987,270</b>

Income is deferred where it has been received in advance for performance of development work in the following financial period. Deferred income is released to income in the year as and when the work is performed.

## Notes to the Accounts Year ended 31 January 2025

### 15. Restricted funds

	Balance at 1 Feb 2024 £	Grants & other Income £	Expenditure £	Funds Transfers £	Balance at 31 Jan 2025 £
<b>FoNS Improving Practice Programmes:*</b>					
<b>Inspire Improvement</b> (Burdett Trust for Nursing)	108,536	64,800	100,378	-	<b>72,958</b>
<b>Journal of Research in Nursing</b>	2,727	-	-	-	<b>2,727</b>
<b>Resilience Programmes:</b>					
<b>Resilience Based Clinical Supervision</b> (Portman & Tavistock NHSFT & Burdett)	-	860	860	-	-
<b>Resilience Based Clinical Supervision</b> (Health Education England Southeast region)	8,000	-	8,000	-	-
<b>Resilience Based Clinical Supervision Resources</b> (Nottingham University)	2,991	-	-	-	<b>2,991</b>
<b>Scholarships and other:</b>					
<b>Richard Tompkins Scholarship</b> (Tompkins Foundation)	4,670	10,000	9,409	-	<b>5,261</b>
<b>Long Covid Study</b> (NHS England)	7,250	-	600	-	<b>6,650</b>
	<b>134,174</b>	<b>75,660</b>	<b>119,247</b>	<b>-</b>	<b>90,587</b>

\*FoNS Improving Practice Programmes support individual practitioners and teams to focus on improving patient care, through the small grants, developing practice programmes and expert facilities.

### 16. Designated funds

	Balance at 1 Feb 2024	Incoming Funds	Charitable Expenditure	Funds Transfers	Balance at 31 Jan 2025
FoNS Development Fund	20,671	-	15,559	-	<b>5,112</b>
	<b>20,671</b>	<b>-</b>	<b>15,559</b>	<b>-</b>	<b>5,112</b>

#### Designated Funds:

The FoNS Development Fund, funded by legacies to FoNS, was established by the trustees to provide seed funding to develop future programmes and other charity projects such as I.T. and website development.

### 17. Analysis of net assets between funds

	Restricted Funds £	Designated Funds £	Unrestricted Funds £	Total 2025 £
Fund balances on 31 January 2025 are represented by:				
Fixed assets	-	-	321,460	<b>321,460</b>
Cash at bank and in hand	90,587	5,112	1,364,388	<b>1,460,087</b>
Other current assets	-	-	46,761	<b>46,761</b>
Creditors: amounts falling due within one year	-	-	(1,338,431)	<b>(1,338,431)</b>
	<b>90,587</b>	<b>5,112</b>	<b>394,178</b>	<b>489,877</b>

## Notes to the Accounts Year ended 31 January 2025

### 18. Operating Leases

The charity had total commitments under non-cancellable operating leases as detailed below:

	2025	2024
Operating leases which expire:	£	£
Within one year	-	-
Between two and five years	-	-
	-	-

### 19. Analysis of restricted & unrestricted funds in comparative year (2024)

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2024 £
<b>Income</b>				
Donations & legacies	2	21,801	-	21,801
Income from charitable activities	3	388,357	126,305	514,662
Income from other trading activities	4	23	-	23
Investment income	5	25,020	-	25,020
<b>Total Income</b>		<b>435,201</b>	<b>126,305</b>	<b>561,506</b>
<b>Expenditure</b>				
Costs of raising funds:				
Costs of generating activity income		597	-	597
Investment management costs		1,923	-	1,923
Expenditure on charitable activities				
Improving Practice Programmes	6 & 7	166,069	110,616	276,685
Resilience Programmes	6 & 7	191,814	100,745	292,559
Residential Schools and Scholarships	6 & 7	58,654	5,330	63,984
Sharing Knowledge and Networking	6 & 7	35,648	750	36,398
<b>Total expenditure</b>		<b>454,705</b>	<b>217,441</b>	<b>672,146</b>
<b>Net income/(expenditure) before gains and</b>				
<b>Losses on investments</b>		(19,504)	(91,136)	(110,640)
Transfers between funds		-	-	-
Net (loss)/gain on investments	12	6,427	-	6,427
<b>Net movement in funds</b>		<b>(13,077)</b>	<b>(91,136)</b>	<b>(104,213)</b>
<b>Reconciliation of funds:</b>				
Fund balances on 1 February		288,804	225,310	514,114
<b>Fund balances carried forward on 31<sup>st</sup> January 2024</b>		<b>275,727</b>	<b>134,174</b>	<b>409,901</b>

### 20. Legal status of the Foundation

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

### 21. Corporation taxation

The charity is exempt from tax on income and gains falling within section 505 of the Income and Corporation Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objectives.

**THE FOUNDATION OF NURSING STUDIES**

England & Wales - Charity number 1071117

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# Accounts

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# The Foundation of Nursing Studies

(A registered charity and private company limited by guarantee)



## Trustees' Annual Report and Accounts

**For the year ended 31 January 2024**

Company Number: 3583949  
Registered Charity Number 1071117

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## Reference and Administrative Information Year ended 31 January 2024

**Charity Number:** 1071117

**Company Number:** 3583949

**Charity Address**

11-13 Cavendish Square, London W1G 0AN

**Trustees\***

Caroline Alexander CBE MSc, BSc (Hons), RN

Kuldip K Bharj DL OBE PhD, MSc, BSc (Hons), RM, RN, DN (London), MTD, RSA Counselling Skills, IHSM Cert

Mark Bird RN, BSc (Vice Chair) until November 2023

Tim Callaghan BA (Hons), ACMA, CGMA (Treasurer)

Sean Costello TD, MA

David Foster OBE, PhD, Hon FRCM, FRCN (Chair) (stepped down September 2023)

Stacy Johnson MBE, MSc, BSc, RN

Varun Kabra MBA

Marion Lynch BEM RMN PhD (joined the board in November 2023)

Geraldine Mirabile LLM

Robert Pettigrew FRSA MCIPR (joined the board in November 2023)

Jo Pritchard OBE MA BSc (Hons) RN (Chair from November 2023)

Ann McMahon PhD, MSc, BSc, PG Diploma, CMS, RMN, RGN, FRCN (stepped down March 2023)

\*Note: The Foundation of Nursing Studies Trustees are also the Company Directors, for ease of presentation and consistency the term 'Trustee(s)' is used throughout this document

**President**

Dr James Bevan MB, MRCP

**Vice President**

Professor Tony Butterworth CBE, FMedSci, FRCPsych, FRCN, FRSA, FQNI, DSc (Hon)

**Patrons**

Baroness Mary Watkins of Tavistock RMN, MSc, PhD

Elizabeth Tompkins

Baroness Julia Cumberlege of Newick CBE, DSG, DL

Elizabeth Stallwood RGN, RM

Professor Jennifer Hunt Hon DSc, MPhil, BA (Hons), RGN

Sir Ron De Witt MA, BA (Hons), Dip. N, RN

Gillian Stephens BSc (Hons), RGN, HV, Cert Health Econ

**Chief Executive Officer & Company Secretary**

Joanne Bosanquet MBE, RGN, RHV, QN, FRCN, FQNI, BSc (Hons), PG Dip, Pg Cert, MSc (Public Health), Hon DUniv (Greenwich), Visiting Professor University of Surrey, Honorary Fellow University of Greenwich

**Main Bank Account**

HSBC, Belgravia Branch, The Peak, 333 Vauxhall Bridge Road, London, SW1V 1EJ

**Investment Managers**

Brewin Dolphin Securities, 12 Smithfield Street, London, EC1A 9BD

CCLA Investment Management, Senator House, 85 Queen Victoria Street, London, EC4V 4ET

**Auditors**

Haines Watts, Chartered Accountants, Old Station House, Station Approach, Newport Street, Swindon, SN1 3DU

**Acknowledgment of Our Supporters, Commissioners and Partners**

FoNS Board of Trustees wishes to offer very grateful thanks to all our partners and supporters in 2023-24.

## Message from our Chair of Trustees and Chief Executive Officer Year ended 31 January 2024

We are pleased to report that the year ended 31 January 2024 has been a positive one for the Foundation of Nursing Studies (FoNS). It saw a reduction in income but a growth in charitable activities: some grant income is recorded upfront on a receipts basis. We are achieving our mission to advance education amongst the nursing profession.

This financial year has been a year of changes and of successes. Jo would like to pay tribute to her predecessor, Dr David Foster, who stepped down as Chair in September 2023. He provided wise and sound counsel to the organisation over five years leading it in growth and maturity to be the well-respected organisation that it is today. In particular his leadership and support was highly valued during the pandemic when so much effort was provided to support front line staff as well as our own team through the very difficult period. Our grateful thanks to David.

There have been other changes at the Board with two other new Trustees joining FoNS. We are very grateful to all Trustees for their commitment and contributions. We benefit hugely from their skills, knowledge and enthusiasm.

FoNS began to experience significant growth this year which is down to the hard work and responsiveness of the team, led by CEO Joanne Bosanquet. The quality of what is provided is understood and appreciated by partners and programme participants alike. The contributions from the knowledgeable nursing team mean that academic methodologies and research are used to underpin all that we do. It is this credibility that shines through the programmes and has led to the several recent successes in competitive bids for contracts.

As FoNS grows we need more infrastructure and more people. We are delighted to report that a governance review is in progress, we are reflecting on our culture and are continuing the successful recruitment to new roles.

There is a healthy pipeline of work, and we look forward to increasing our impact, working across the health and care system and influencing at all levels. It is a great time to be joining this effective and high-quality organisation.

Jo Pritchard OBE RN  
Chair



Joanne Bosanquet MBE RN  
Chief Executive



## **Trustees' Annual Report**

### **Year ended 31 January 2024**

The FoNS Board of Trustees present their annual report, including the strategic report and the audited financial statements for the year ended 31 January 2024. The reference and administrative information are set out on page 3 of this report.

## **Objectives and Activities**

### **The Objects and Aims of the charity**

FoNS was formally established as a registered charity in 1987 with two broad objectives that set out the original purposes:

- To advance education amongst the nursing profession regarding good nursing practices and to improved standards of nursing care, and
- To promote research into the effectiveness of nursing practice, ways of developing and improving practice and to share widely the outcomes of such work for the benefit of the public

FoNS team co-created the following vision, mission, and focus which is valid until 2025:

### **Our vision - the team**

FoNS believes all individuals should experience health and social care as person-centred, safe and effective. This includes those who are receiving care and those who are giving care.

### **Our mission**

#### **FoNS fulfils this vision by:**

- Facilitating participatory learning opportunities for nurses and nurse-led teams that enable the development of individuals, teams, practice and workplace cultures to improve the experiences and outcomes of health and social care for all
- Generating and sharing new theoretical knowledge to inform improvement of the experiences and outcomes of health and social care for all
- Enabling our programme participants to generate practice knowledge that they can use to inform their future action

### **Our ways of working**

The work of FoNS is underpinned by the following principles:

- Being person-centred by valuing and respecting the uniqueness, individuality, contribution and potential of all we work with
- Enabling collective leadership by working in ways that are collaborative, inclusive and participatory
- Working with individuals and teams to co-create shared values and goals that are realised in practice
- Creating learning environments that are safe, critical and creative
- Focusing on what matters to those we are working with

### **Our focus**

Building on what FoNS has achieved to date, we will:

1. Work with nurses and nurse-led teams to co-create and deliver a variety of learning opportunities that help to develop their knowledge, skills and confidence in leading and facilitating change that improves care experiences and outcomes
2. Generate and publish knowledge and evidence that informs the development of people, practice and workplace cultures, which is open for all to read
3. Increase our reach and influence across the health and social care system
4. Grow and develop a team who can be agile in their ways of working and who are properly supported to achieve Fons' vision

## Our community

The work of FoNS is UK-wide with international reach. Our community is not defined by organisational boundaries. We primarily work with nurses and nurse-led teams in patient/resident-facing practice and with those who lead and manage services, while recognising the importance of nurturing and sustaining connections across all levels of the system.

## Delivering public benefit

FoNS works with nurses and nurse-led teams, enabling them to develop themselves, their practice, and their workplace cultures, with the aim of enhancing the outcomes and experiences of those giving and receiving health and social care and their families. Trustees confirm that they have complied with their duty under section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

FoNS is members of [NCVO](#), [Charity Comms](#) and [ACEVO](#). Our chair is a member of the [Association of Chairs](#).

# Strategic Report

Year ended 31<sup>st</sup> January 2024

## Achievements and Performance

We support teams to create cultures of care and, in the process, enhance practice. Our programmes are theoretically underpinned, and evidence based. We use facilitation, person-centred practice development, active learning and appreciative inquiry principles and focus on the person, in relation to person-centredness, person-centred workplace cultures (the work environment) and person-centred cultures of care.

FoNS strategic ambitions and objectives continued to be realised through three interlinked approaches:

- **Programmes** which support individual practitioners and teams to focus on improving care, through our culture change programmes, Resilience-based Clinical Supervision programmes, fellowships, scholarships, and residential schools.
- **Sharing Knowledge and Networking** which actively encourages practitioners to share the development and research work they are engaged in through our website, electronic weekly news bulletin, social media, conferences and webinars and peer reviewed publications. Additionally, FoNS hosted and published the peer reviewed International Practice Development Journal (IPDJ) until May 2023 which is archived on our website.
- **Support, Professional Advice, Expertise and Collaboration** which offers system-wide thought leadership

Our visibility and reach increases year on year and we are regularly approached to share our insights and thought leadership on person-centredness, reflective nursing practice and values-based workplace cultures. Team members sit on the judging panels for various nursing awards including the Nursing Times, RCNi/RCN, the Markel 3<sup>rd</sup> Sector awards and Health Service Journal Patient Safety Awards.

Our CEO remains the appointed Chair of Judges for the RCN Nursing Awards and FoNS is the charity partner for the 2023 RCN Annual Nursing Awards (#RCNAwards). The long-term aim of these partnerships is to establish person-centred care as a component of all award submissions. It continues to increase our visibility substantially and position FoNS at the heart of nursing excellence across the UK and beyond.

## We continue extending our reach across the UK and beyond:

- Several of our programme participants have been able to influence policy at national level by joining Shared Decision-Making Councils and national advisory groups.
- Blogs published on our website and in our weekly newsletter are written by our alumni.
- Social media is a useful asset to many of our alumni as they share their successes with us.
- Partnership with the Burdett Trust for Nurses continues to thrive.

Our team are very active nationally and internationally and we continue to facilitate professional discussions and influence the narrative around person-centredness.

The Nursing and Midwifery Council, the UK's nursing and midwifery regulator and our collaboration with academics, policy makers and our profession enable us to facilitate conversations on restorative clinical supervision. We continue to develop the programme and adapt this to local needs. In 2023, we expanded the Resilience-based Clinical Supervision programme to registered nurses and nursing associates in Social Care.

We believe that reflective practice is a prerequisite for professional growth, advancing safe and effective evidence-informed practice and interprofessional collaboration. As such, FoNS will continue to prioritise our focus on staff wellbeing, establishing effective workplace cultures and person-centred practice.

## **Our Work 2023-2024**

### **Commissioned Programmes, Projects & Awards**

#### **Creating Caring Cultures Fellowship©, for aspiring leaders and early career frontline Registered Learning Disability Nurses- a partnership between FoNS, the Burdett Trust for Nursing (cohort 1) and NHS England (cohorts 1 and 2)**

**Programme Manager: Giselle Cope** <https://www.fons.org/programmes-development-opportunities/learning-disability-fellowship/>

The last cohort for this exciting development opportunity for aspiring leaders and early career frontline Registered Learning Disability Nurses (RNLD) to facilitate person-centred cultures of care which are safe and effective completed in 2023 with a celebration event.

The programme equipped participants with the skills and confidence to develop into the facilitative leaders of the future. It included mentorship and coaching support at a local and regional/national level as well as personal development planning and enabled participants to realise their leadership aspirations and develop leadership capability and capacity within organisations. It was a [well evaluated](#) programme by all who participated. We will be delighted to re-establish this programme and thank NHS England for their support and funding to 2023.

#### **The Inspire Improvement Fellowship© and programme of support - a partnership between FoNS and the Burdett Trust for Nursing**

**Programme Manager: Jo Odell (until 31 Oct 2023)/ Giselle Cope (from 1 November 2023)**  
<https://www.fons.org/programmes/inspire-improvement>

The fellowship and programme of support which commenced in January 2018, enable clinical and social care nurse leaders to develop knowledge, skills and expertise in facilitating culture change and improvement at the front line of practice.

The programme has funding from the Burdett Trust for Nursing until July 2024 when the programme will complete.

**Year 5-** An evaluation of impact for the Year 5 cohort is published via [the FoNS website](#).

**Year 6-** The 2023 programme began in September 2023. This has recently concluded, and the final evaluation will be published later in 2024.

We thank the Burdett Trusts for Nursing for commissioning this very successful 6-year programme. We wish Shirley Baines, the outgoing CEO a very happy retirement and look forward to the next phase of partnership working as they recruit their next CEO in summer 2024.

#### **Teaching and Learning Care Homes (TLCH) Programme©**

**Programme Manager: Dr Kate Sanders** <https://www.fons.org/programmes/teaching-care-homes>

Kate has been working in partnership with Jonathan Webster, from the University of East Anglia, facilitating a locality based TLCH programme commissioned by Norfolk and Waveney Integrated Care Board (ICB). Three care homes actively engaged in the programme, working on programmes to enhance falls prevention and care at the end of life.

We thank Jonathan and colleagues for the opportunity to facilitate this exceptional programme. This programme is now complete, and an [evaluation report](#) is available on our website.

We will be delighted to talk to any other ICB or locality to facilitate this highly rated programme in your area.

### **Creating Caring Cultures programme© for Child and Adolescent Mental Health Services (CAMHS) Ward Managers**

**Programme Manager: Dr Kate Sanders**

This programme was commissioned by the NHS England Mental Health Taskforce, now established as the national [Mental Health, Learning Disability and Autism In-patient Quality Transformation Programme](#). The aim of the programme was to enable Registered Nurse ward managers and clinical team leaders (programme participants) working in in-patient units across England, to develop knowledge, skills and confidence in leading and facilitating the development of person-centred cultures of care, by engaging and inspiring their teams through role modelling and collaboration, inclusion and participation. The programme was structured around the [FoNS Creating Caring Cultures model©](#) which is underpinned by the principles of practice development and theoretical understandings of person-centredness. FoNS worked closely with members of the CAMHS Taskforce to deliver this programme.

The programme ran from May 2022 – November 2023. A successful celebration event was held in October 2023. We will be continuing our work with this established national team in 2024. Details will be on our website.

### **FoNS Residential Programme©**

**Programme Manager: Dr Kate Sanders**

<https://www.fons.org/programmes/schools>

This five-day international residential programme enables participants to develop knowledge, skills and confidence in facilitating the development of person-centred cultures. This immersive and transformational programme is consistently highly valued by participants and serves as our barometer into workplace culture and person-centredness in health and social care ecosystems in the UK and beyond.

Our participatory approach to evaluation is unique amongst nursing charities in the UK. FoNS Residential School was held in April 2023 and the [participatory evaluation](#) is available on our website. We will be pleased to have a conversation with anyone interested in commissioning a bespoke residential programme, specific to their own context or ecosystem.

### **NHS England Guiding Lights for an effective workplace culture©**

**Programme Manager: Dr Kate Sanders (FoNS) and Jonathan Webster (University of East Anglia)**

This programme focuses on applying the four '[Guiding Lights for Effective Workplace Cultures](#)' to the setting where care is delivered and/or experienced. The programme enables learning about how current workplace cultures (as experienced by those participating) map against the Guiding Lights (as a framework to support practice and team development) and the steps needed to facilitate learning and effective workplace culture development at an individual, team, service and system wide level.

A new programme of work commissioned by Norfolk and Waveney ICB commenced in September 2023. This programme is adopting a blended approach of face-to-face workshops and virtual workshops with additional online support groups in between the workshops. Participants working in multi-disciplinary roles from across health and social care and the voluntary sector are actively participating in the programme.

We are grateful for the ongoing partnership between the authors of this research which includes Dr Kate Sanders, our most experienced Person-centred Practice Facilitator.

We will be thrilled to have a discussion with any team wishing to explore their own team or ecosystem culture and how they can improve for the benefit of those we serve.

## **Developing and evaluating a programme to enable the development of person-centred leaders**

In line with our strategic focus to generate and publish knowledge and evidence that informs the development of people, practice and workplace cultures, alongside our active membership of the Person-centred Practice International Community of Practice ([PCP-ICoP](#)), Kate and Giselle are actively involved with international colleagues to develop a theoretically driven evaluation of an educational programme which supports development of frontline leaders (those with management responsibility for a team) to become person-centred leaders. This is an ongoing collaboration, and updates will be shared on our website and weekly newsletter when available.

### **FoNS Resilience Based Clinical Supervision (RBCS)**

**Programme Manager:** Grace Cook <https://www.fons.org/learning-zone/clinical-supervision-resources/clinical-supervision>

**RBCS Project Manager:** Sue Hill

**RBCS administrator:** Teleana Bastiani

**Comms & Marketing:** Debbie Warren

The interest from across the UK for RBCS continues to grow with a steady stream of programmes being delivered.

Some specific partnerships have included:

- **Partnership bid with Portman and Tavistock NHS Foundation Trust:** The final report can be read [here](#). A celebration event was held in May 2023. We were shortlisted for a Burdett Nursing Award for this work and thank our partners for their continued support and wise counsel.
- We facilitated 62 cohorts with professionals from over 28 organisations across the UK.

**Facilitator Companion Booklet:** -The update of the [booklet](#) can be viewed on the website.

### **Resilience Based Clinical Supervision (RBCS) South-East Project (Health Education England South-East)**

**Project Manager:** Sue Hill

The rollout of RBCS across the South-East region of England was completed by summer 2023. The remit had been to enroll people onto this champion and cascade programme from nursing and the Allied Health Professions workforce. A steering group was established to provide governance of the programme. An external evaluation was completed. The takeaway key point was “RBCS gives structure to supervision sessions, it provides a method in which adaptability is key and it has made a difference to ourselves”.

### **Resilience Based Clinical Supervision (RBCS) in Social Care Programme©**

**Project Manager:** Sue Hill

Following a commission from NHS England and Professor Deborah Sturdy, Chief Nurse for Adult Social Care in the Department of Health and Social Care (DHSC), this highly significant RBCS programme is being made available to nurses within social care across England. The aim of this [programme](#) is to work towards equity for access to CPD for nurses working within social care as well as building capacity and capability for reflective practice in social care. The programme was launched at the England Chief Nursing Officer’s Summit in November 2023.

An advisory group with experienced nurse leaders within social care has been established.

The initial four ‘test and learn’ cohorts commenced in January 2024, and we are very grateful for the continued support and advice from these cohorts as we continue to develop the programme to be relevant and appropriate for our social care sector.

We are very excited to have this opportunity to establish RBCS within our social care sector over the next 2-3 years and thank our colleagues in NHSE and the Social Care Nurse Advisory Councils for working alongside us.

## **Richard Tompkins Scholarship**

<https://www.fons.org/programmes/scholarships>

The Richard Tompkins Nurse Development Scholarship is an annual award. It is a development opportunity for a registered nurse, midwife or health visitor in the UK who is committed to developing person-centred cultures of care. This scholarship is open to practitioners who are working clinically in any health or social care setting UK-wide and is targeting those who are leading clinically based teams. You can read about our scholars [here](#).

## **The Professor Jan Dewing Memorial Award**

**Programme Manager: Dr Kate Sanders**

<https://www.fons.org/programmes-development-opportunities/the-jan-dewing-award/>

At the request of Jane Stokes, the late Jan Dewing's partner, FoNS is working with Jane and international colleagues, on this new award in recognition of Jan's commitment to person-centred practice and supporting the development of others. The Professor Jan Dewing Memorial Award aims to celebrate the achievements of an individual nurse who has significantly contributed to the advancement of person-centred practice and to offer support for continued development through an award of £1,000.

Applications are invited from nurses, with a current professional NMC registration, working in clinical practice in any UK health or social care setting, who can demonstrate how they have enabled the advancement of person-centred practice within their care team.

## **Sharing Knowledge and Networking**

In line with our strategic ambitions, this workstream focuses on ways FoNS can support practitioners by freely sharing resources and ways of working and can support the development and dissemination of the practice and theory around practice development and person-centredness through the programmes and peer reviewed publications and books.

### **FoNS Alumni**

The purpose of the alumni is to provide a variety of events (both virtual and face to face) to enable people FoNS has worked closely with, to stay energised and inspired as well as provide a channel for people to promote the work of FoNS.

## **The International Practice Development Journal (IPDJ)**

**Editors: Dr Kate Sanders and Dr Caroline Dickson**

The [International Practice Development Journal](#) (IPDJ) is hosted by FoNS and was published by FoNS in association with the International Practice Development Collaborative (IPDC) and the Person-centred Practice Research International Community of Practice (PcP-ICoP). We continued to publish two open access issues annually to readers and authors: a unique resource to the nursing and multidisciplinary professions across health and social care. The IPDJ has an archived X account (@theIPDJ). The journal ceased publication in May 2023 and all back issues are archived on our website.

## **Professional Advice, Expertise and Collaboration**

In addition to our funding partnerships, FoNS has a reputation for fostering positive collaborative relationships with organisations and people who share our commitment to supporting nurses and person-centred nursing practice and leadership. We are also keen to share our experience and expertise by offering bespoke programmes of support. During 2023/24, in line with our strategic ambitions, we strengthened existing collaborations.

FoNS core team are members of various UK-wide and national professional groups and are encouraged and supported to develop their professional networks and areas of interest.

## Plans for the Future: we continue to embed reflection into practice

Over the last 5 years we have successfully developed our Resilience Based Clinical Supervision programmes initially through individual the regional commissions, but from next year we embark on programmes across the seven English regions. Similarly, our Creating Caring Cultures work is being up-scaled from smaller projects to far-reaching programmes, working particularly with mental health and learning disability nurses. The medium term therefore sees an expansion of these areas of work.

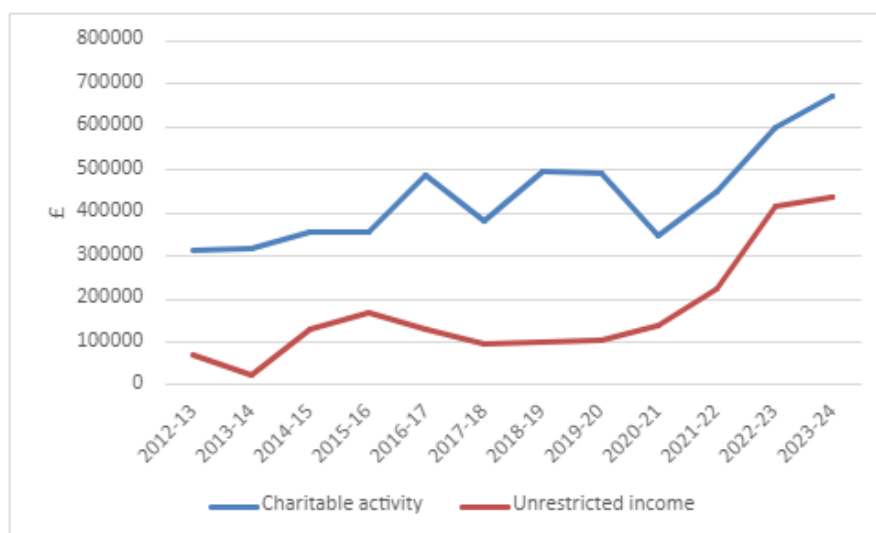
We still see succession planning as paramount and we are developing a cadre of Associate Facilitators working on a flexible basis to support our full-time facilitators. With these extra resources, we are looking forward to increasing our reach, working across the health and care system and influencing at all levels.

## Financial Review

The full audited accounts for the financial year 2023-24 follow from page 18. They have been prepared in accordance with the Statement of Recommended Practice applicable to charities and in accordance with the Financial Reporting Standard FRS102.

The year ended 31 January 2024 saw a reduction in income but a growth in charitable activities reflecting that some grant income is recorded upfront on a receipts basis. The growth in charitable activities can be seen by the increase in expenditure (see graph below). Our major programmes were all running as planned and there was increasing demand for our resilience based clinical supervision workshops. Two of our “Creating Caring Cultures”, improving practice programmes were completed in the year - one with mental health nurses and the other with learning disabilities nurses. We were delighted that our Residential Programme was a sell out and, once again hugely well received. We already have firm bookings and commissions to continue all this work in the 2024-25 financial period and beyond.

Total income in 2023-24 was £561,506 compared to £685,310 in 2022-23, but the level of expenditure on charitable activities (see note 6 to the accounts) increased from £596,793 in 2022-23 to £669,626, demonstrating the widening of our programmes and reaching more participants:



We continue to witness a shift from grant-funded work to commissioned work shown by the level of unrestricted income increasing on previous years: £435,201 in 2023-24 compared to £415,605 in 2022-23. We are forecasting that this will continue.

Our strength in programme delivery reflects our reputation for leadership, engagement, and professional development within the nursing sector. The charity will continue to develop these innovative areas but will also expand its workshops to bring its unique expertise to a wider audience. The charitable expenditure follows this theme with £276,685 (2022-23: £375,373) being spent in 2023-24 on improving practice programmes; £292,559 (2022-23: £156,711) being spent on resilience programmes and £100,382 (2022-23: £64,709) on other work such as scholarships and places at our residential programme. We continued to pay bursaries to nurses on some of our improving nursing practice programmes and an analysis of grants can be seen at note 8 to the accounts.

The charity made an overall deficit of £104,213 (surplus of £68,089 in 2022-23) but made a small surplus on unrestricted funds of £452. Some of the designated development fund was used to rebuild and refresh the charity website and to develop new programmes. The investments saw a small gain in the year of £6,427.

The charity's balance sheet on page 20, shows a decrease in total funds due to the conclusion of some of the restricted grant funded programmes where income is paid upfront. Total funds were £409,901 compared to £514,114 in 2022-23 but there was little change in the level of unrestricted funds. We anticipate a further strengthening of unrestricted funds over the forthcoming year.

The trustees monitor financial performance closely through detailed quarterly management accounts and finance reports, which include six key performance indicators. As the charity grows, the trustees are watching closely the ratio of deferred income with cash balances, and the level of free reserves (see below). The KPIs are on target given the growth in activity.

We are fortunate that the value of our investments are on an upward trajectory given the turbulence on the markets over the last few years.

### **Reserves Policy**

Total reserves at the year-end amounted to £409,901 (2022-23: £514,114 and 2021-22: £446,025), being £134,174 (2022-23: £225,310) in restricted funds, £20,671 (2022-23: £34,200) in designated funds and £255,056 (2022-23: £254,604) in unrestricted funds. A detailed analysis of the restricted and designated funds is given at notes 15 and 16 to the accounts, respectively.

To date, it has been policy to maintain sufficient reserves at any one time to cover the projected running costs of the charity for the following 6 months. The unrestricted funds (including designated funds), which in the case of the Foundation equate to the 'free reserves' of the charity, amounted to £275,727 (2022-23: £288,804). Although the level of free reserves is generally increasing over the last 5 years, the ratio between them and total expenditure has fallen a result of the increase in charitable activity as the charity grows. This is to be expected and the trustees are looking to arrest this trend by ensuring full cost recovery in all activity areas. The statement of cash flows shows that the substantial inflow of cash reserves continues. The trustees are happy with the level of reserves and consequently regard the charity as a going concern.

### **Investment powers and policy**

The trustees seek to balance the liquidity requirements of the charity with their duty to ensure a suitable rate of return and income to the charity to develop its work for the public benefit. The trustees also take the level of unrestricted funds into account when deciding on the ratio between investments and funds held in fixed interest bonds, on deposit, and in current accounts.

The careful monitoring of the portfolio continues to strengthen returns and reduce risk in an often-turbulent market. The primary aim of the investments is to produce income whilst preserving the capital value of the funds. The trustees invite the current investment managers to meet with them periodically to discuss the portfolio and compare their plans with other managers in the market. The managers also provide quarterly reports. The charity has established a Finance and Investment sub-committee to consider various investment options for the charity's reserves and to consider the balance between investments that produce a capital and income return with investments offering only deposit interest but complete protection from falls in the market.

## **Principal Risks and Uncertainties**

With increased pressure on resources across the health and social care sectors, the availability of funds to support development opportunities for nurses may be affected. It will be important for FoNS to continue to demonstrate the impact and value for money of our programmes and support to maintain the uptake on our residential programme and our various commissioned programmes.

FoNS continues to be a lean charity, with 7 staff and a small but growing number of Associate Facilitators. Our challenge for 2024-25 and beyond is to develop an organisational development strategy to manage our growth in activity and that will attract nurses into the charity sector.

## **Governance, Structure and Organisation**

### **Governing Documents**

The Foundation of Nursing Studies is a charity registered with the Charity Commission and a private company limited by guarantee. It is governed by its Trust Deed dated 28<sup>th</sup> May 1987 and Memorandum of Association, registered with Companies House on 18<sup>th</sup> June 1998.

### **Organisational Structure**

The Board of Trustees meet quarterly to administer the charity. In addition, an investment and financial sub-committee has met, and a remuneration committee meets annually to review staff remuneration.

The Chief Executive Officer (CEO) was appointed by the Trustees to lead and manage the day-to-day operations. The Chairman leads an annual appraisal process for the CEO and all board members.

### **Appointment of Trustees**

Trusteeships are reviewed by the Board of Trustees in line with Trusteeship policy and code of conduct. The Trustee Board approves the appointment all new Trustees. New Trustees are recruited through a process of advertising and interview or, where deemed appropriate, through a process of recommendation and interview. On appointment, all new Trustees meet the CEO and are given an information pack, which includes the code of conduct (a signed copy of which is retained), annual accounts and board papers including reports and minutes from the last year. A register of declared interests is also maintained. A Trustee induction and refresher programme with NCVO is planned for February 2023.

### **Risk Management**

The Trustee Board reviews bi-annually the major strategic, business, and operational risks the charity faces and confirms that systems are in place to reduce risk and to ensure ongoing review and reporting. Risk assessment continues to identify income and finance as being the area of greatest threat.

Regarding investments, reports are received quarterly, and the Board meet with the investment manager to review performance against benchmarks and monitor risk management. Overall, the Board monitor closely external and internal financial management systems. The CEO and Treasurer meet and regularly review the financial management systems to ensure they remain transparent and robust.

### **Income Generation**

Generating income to support activity remains a priority. FoNS remains most appreciative to Mrs Elizabeth Tompkins our long-term donor and to the Burdett Trust for Nursing.

We are keen to expand our offer of bespoke programmes of work and consultancy which help individuals and organisations strengthen their nursing and care improvement activity, contribute to a greater understanding of person-centredness and person-centred practice development and leadership. These activities contribute to unrestricted income generation.

## **Statement of Trustees' Responsibilities to the Financial Statements**

The charity Trustees (who are also the directors of the Foundation of Nursing Studies for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing the financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time, the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### **Disclosure of Information to Auditors**

In so far as the trustees are aware at the time of approving our trustees' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the auditor is unaware, and
- The trustees, having made enquiries of fellow directors and the auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

### **Auditors**

Haines Watts were reappointed auditors during the year and a resolution proposing that they be reappointed for the following year approved.

**Approved and signed on behalf of the Foundation of Nursing Studies Board of Trustees**

**Name:** Professor Jo Pritchard OBE, RN (Chair)  
**Date:** September 2024

## **INDEPENDENT AUDITORS' REPORT**

### **To the Members of the Foundation of Nursing Studies**

#### **Opinion**

We have audited the financial statements of the Foundation of Nursing Studies (the 'charitable company') for the year ended 31 January 2024, which comprise the Statement of Financial Activities, Statement of Financial Position, 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 '*The Financial Reporting Standard applicable in the UK and Republic of Ireland*'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 January 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102, '*The Financial Reporting Standard applicable in the UK and the Republic of Ireland*'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 other 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 charitable company'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 trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, 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 AUDITORS' REPORT**

### **To the Members of the Foundation of Nursing Studies cont.**

#### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

#### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 14, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

#### **Our responsibilities for the audit of the financial statements**

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 a Report of the Independent Auditor 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.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the trustees and other management. The most significant were identified as the Companies Act 2006, Charity SORP (FRS102) and Charities Act.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

## INDEPENDENT AUDITORS' REPORT

### To the Members of the Foundation of Nursing Studies cont.

- making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- assessing the risk of management override including identifying and testing journal entries;
- challenging the assumptions and judgements made by management in its significant accounting estimates.

Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

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 Report of the Independent Auditors.

#### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Signed: .....SUSAN PLUMB.....

Dated: September 2024

**Susan Plumb ACA (Senior Statutory Auditor)**

for and on behalf of

**Haines Watts Chartered Accountants & Statutory Auditors**

Old Station House, Station Approach, Newport Street, Swindon, SN1 3DU.

## Statement of Financial Activities (Incorporating an Income Statement) Year ended 31 January 2024

	Notes	Unrestricted Funds	Restricted Funds	Total 2024	Total 2023 (Note 19)
Income		£	£	£	£
Donations & legacies	2	21,801	-	21,801	20,989
Income from charitable activities	3	388,357	126,305	514,662	653,950
Income from other trading activities	4	23	-	23	5
Investment income	5	25,020	-	25,020	10,366
<b>Total income</b>		<b>435,201</b>	<b>126,305</b>	<b>561,506</b>	<b>685,310</b>
<b>Expenditure</b>					
Costs of raising funds:					
Costs of generating activity income		597	-	597	445
Investment management costs		1,923	-	1,923	1,980
Expenditure on charitable activities					
Improving Practice Programmes	6 & 7	166,069	110,616	276,685	375,373
Resilience programmes	6 & 7	191,814	100,745	292,559	156,711
Residential schools & scholarships	6 & 7	58,654	5,330	63,984	36,806
Sharing Knowledge and Networking	6 & 7	35,648	750	36,398	27,903
<b>Total expenditure</b>		<b>454,705</b>	<b>217,441</b>	<b>672,146</b>	<b>599,218</b>
<b>Net income/(expenditure) before gains and losses on investments</b>					
		<b>(19,504)</b>	<b>(91,136)</b>	<b>(110,640)</b>	<b>86,092</b>
Transfers between funds		-	-	-	-
Net gain/(loss) on investments	12	6,427	-	6,427	(18,003)
<b>Net movement in funds</b>		<b>(13,077)</b>	<b>(91,136)</b>	<b>(104,213)</b>	<b>68,089</b>
<b>Reconciliation of funds:</b>					
Fund balances on 1 February		288,804	225,310	514,114	446,025
<b>Fund balances carried forward on 31<sup>st</sup> January</b>		<b>275,727</b>	<b>134,174</b>	<b>409,901</b>	<b>514,114</b>

The statement of financial activities includes all gains and losses recognised in the year.  
All income and expenditure derive from continuing activities.

## Summary Income and Expenditure Account Year ended 31 January 2024

	2024 £	2023 £
Total income	561,506	685,310
Less: Total expenditure from income funds	672,146	599,218
<b>Net income/(expenditure) for the year before gains</b>	<b>(110,640)</b>	<b>86,092</b>

The summary income and expenditure account is derived from the statement of financial activities on page 18, together with the notes on pages 21 to 27, provides full information on the movement during the year on all funds of the charity.

## Statement of Recognised Gains and Losses

Year ended 31 January 2024

	2024 £	2023 £
Net income/(expenditure) for the year before gains and losses on investments (page 18 & above)	(110,640)	86,092
Add: Realised gains/(loss) on disposal of investments	252	(2,260)
Add: Unrealised gains/(loss) on investment assets held by income funds, after costs	6,175	(15,743)
<b>Net movement in funds for year (page 18)</b>	<b>(104,213)</b>	<b>68,089</b>

## Statement of Cash Flows

Year ended 31 January 2024

	2024 £	2023 £
<b>Cash flows from operating activities:</b>		
<b>Reconciliation of net movement in funds to net cash flow from operating activities</b>		
<b>Net movement in funds (page 18 and above)</b>	(104,213)	68,089
Add: depreciation	-	-
Deduct interest & dividend income in investing activities	(25,020)	(10,366)
Deduct (gain)/add loss on disposal of investments	(252)	2,260
Deduct (gain)/ add loss on revaluation of investments	(6,175)	15,743
Decrease/ (increase) in debtors	35,305	(49,396)
Increase/ (decrease) in creditors	664,351	172,916
<b>Cash used in operating activities</b>	<b>A</b>	<b>563,996</b>
<b>Cash flows from investing activities:</b>		
Income from interest & dividends	25,020	10,366
Proceeds from sales of investment assets	27,735	23,202
Purchase of investment assets	(34,498)	(16,420)
<b>Cash provided by/ (used in) investing activities</b>	<b>B</b>	<b>18,257</b>
<b>Cash flows from financing activities</b>	<b>C</b>	<b>-</b>
<b>Increase/(Decrease) in cash and cash equivalents in the year (A+B+C)</b>	<b>582,253</b>	<b>216,394</b>
Total cash and cash equivalents at the beginning of the year	459,342	242,948
<b>Total cash and cash equivalents at the end of the year (page 20)</b>	<b>1,041,595</b>	<b>459,342</b>

## Balance Sheet (Statement of Financial Position)

### Year ended 31 January 2024

	Notes	2024 £	2024 £	2023 £
<b>Fixed assets</b>				
Tangible Assets	11	100		100
Investments	12	298,250		285,060
<b>Total fixed assets</b>			<b>298,350</b>	<b>285,160</b>
<b>Current assets</b>				
Debtors	13	57,226		92,531
Cash at bank		1,041,595		459,342
<b>Total current assets</b>		<b>1,098,821</b>		<b>551,873</b>
<b>Liabilities</b>				
Creditors: Amounts falling due within one year	14	987,270		322,919
<b>Total current liabilities</b>		<b>987,270</b>		<b>322,919</b>
<b>Net current assets</b>			<b>111,551</b>	<b>228,954</b>
<b>Total assets less current liabilities (net assets)</b>			<b>409,901</b>	<b>514,114</b>
<b>Funds</b>				
Unrestricted income funds			255,056	254,604
Designated Income Funds	16		20,671	34,200
<b>Total unrestricted funds</b>			<b>275,727</b>	<b>288,804</b>
Restricted income funds	15		134,174	225,310
<b>Total funds</b>			<b>409,901</b>	<b>514,114</b>

The accounts were approved by the Board of Trustees on

September 2024 and signed on their behalf by:

PROFESSOR JO PRITCHARD OBE, RN  
Trustee and Director

TIM CALLAGHAN ACMA, CGMA  
Trustee and Director

Company Number: 3583949  
Charity Number: 1071117

## Notes to the Accounts

### Year ended 31 January 2024

#### 1. Accounting policies

##### Basis of preparation

- The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.
- The Foundation of Nursing Studies meets the definition of a public benefit entity under FRS102. Assets and liabilities are recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.
- The financial statements have been prepared on the going concern basis as the trustees are of the opinion that the reserves and future predicted revenues are sufficient to secure the immediate future of the charity for the next 12 to 18 months.

##### Income

- Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received, and the amount can be measured reliably. Income is deferred where performance conditions are to be met in the future and income is accrued where performance conditions have been met and the income can be measured reliably.
- Grants are recognised when the charity has entitlement to the funds and the income received.
- Investment income is accounted for when received and includes the related tax recoverable.

##### Expenditure and irrecoverable VAT

- Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:
  - **Costs of raising funds** include costs of generating activities and investment management costs. Costs of generating activities include both direct and any apportioned costs associated with developing direct charitable work. Investment management fees are incurred by the charity to maintain and increase the capital value of the charity's investment portfolio and to generate investment income.
  - **Expenditure on charitable activities** includes the salary and other direct costs to perform the charity's activities together with support costs and governance costs. It also includes the payment of small grants to nursing practice development teams – the beneficiary teams are separately disclosed in the notes to these accounts. Indirect costs of support and governance are also separately disclosed in the accounting notes.
  - **Other expenditure** includes realised losses on investments and any items not falling into any other heading.
  - **Irrecoverable VAT** is charged as a cost against the activity for which the expenditure was incurred.

##### Allocation of support costs

- Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll, and governance costs which support the improving practice programmes and sharing knowledge.

## Notes to the Accounts

### Year ended 31 January 2024

#### 1. Accounting policies cont.

##### Fund accounting

- General unrestricted funds represent funds which are expendable on activities that further any of the purposes of the charity.
- Designated funds are unrestricted funds, which have been put aside at the discretion of the Trustees, for a specific future purpose. They can be re-designated later or brought back into unrestricted funds.
- Restricted funds represent grants received which are allocated by the donor to fund projects with a specific purpose(s).

##### Operating leases

- Rentals payable under operating leases are charged on a straight-line basis over the period of the lease

##### Tangible fixed assets

- Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at a rate calculated to write off the costs less residual value of each asset over its expected useful life. Depreciation is generally provided at a rate of 33% per annum. Only assets over £2,000 are capitalised.

##### Investment valuation

- Investments are quoted at the market mid-price value ruling at the nearest trading date to the year end. The notes to the accounts also record the original transaction value.

##### Debtors & prepayments

- Trade and other debtors are recognised at the settlement amount due after any trade discounts. Prepayments are valued at the amount prepaid net of any discounts.

##### Cash at bank and in hand

- Cash at bank and in hand includes cash and short term highly liquid investments with a maturity of three months or less from the date of acquisition or the opening of the deposit account.

##### Creditors and provisions

- Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

##### Pensions

- All employees of the charity are entitled to join the NEST pension scheme, which is a money purchase scheme funded by contributions from employee and employer.

##### Currency

- These accounts are presented in British pounds.

## Notes to the Accounts

### Year ended 31 January 2024

2. Income from donations & legacies	Unrestricted Funds	Restricted Funds	Total 2024	Total 2023
	£	£	£	£
Tompkins Foundation	20,000	-	20,000	20,000
Legacy income	1,791	-	1,791	-
Other donations	10	-	10	989
	<b>21,801</b>	-	<b>21,801</b>	<b>20,989</b>

3. Income from charitable activities	Unrestricted Funds	Restricted Funds	Total 2024	Total 2023
Grant income:	£	£	£	£
Burdett Trust for Nursing – Inspire Improvement	-	102,016	102,016	102,016
Tavistock & Portman NHSFT with Burdett Trust for Nursing – Resilience Based Clinical Supervision	-	5,765	5,765	17,689
Health Education England – Resilience Based Clinical Supervision in the Southeast Region	-	-	-	150,000
Richard Tompkins Nurse Development Scholarship	-	10,000	10,000	-
Long Covid Study	-	8,000	8,000	-
Department of Health Northern Ireland	-	524	524	-
IPDJ members' contributions	-	-	-	16,455
<b>Total Grants &amp; members' contributions</b>	-	<b>126,305</b>	<b>126,305</b>	<b>286,160</b>
IPDC professional development schools	50,715	-	50,715	35,541
Improving Practice Programmes	143,590	-	143,590	219,805
Resilience Based Clinical Supervision workshops	165,849	-	165,849	100,372
Prize money from Burdett Trust for Nursing	2,500	-	2,500	-
Other workshops & development consultancy	25,703	-	25,703	15,072
	<b>388,357</b>	<b>126,305</b>	<b>514,662</b>	<b>653,950</b>

4. Income from other trading activities	Unrestricted Funds	Restricted Funds	Total 2024	Total 2023
	£	£	£	£
3 <sup>rd</sup> Party Commissions & market research fees	23	-	23	5
	<b>23</b>	-	<b>23</b>	<b>5</b>

5. Investment income	Unrestricted Funds	Restricted Funds	Total 2024	Total 2023
	£	£	£	£
Dividends received	8,907	-	8,907	8,484
Bank interest	16,113	-	16,113	1,882
	<b>25,020</b>	-	<b>25,020</b>	<b>10,366</b>

6. Analysis of expenditure on charitable activities	Activities undertaken directly (note 7)	Grant Funding Activities (Note 8)	Total 2024	Total 2023
Charitable Activity expenditure				
-FoNS Improving Practice Programmes	253,512	23,173	276,685	375,373
- Resilience Programmes	292,559	-	292,559	156,711
- Residential Schools and Scholarships	63,984	-	63,984	36,806
- Sharing knowledge and networking	35,648	750	36,398	27,903
	<b>645,703</b>	<b>23,923</b>	<b>669,626</b>	<b>596,793</b>
Other expenditure: Costs of generating activity income			597	445
Investment management costs			1,923	1,980
Total expenditure			<b>672,146</b>	<b>599,218</b>

## Notes to the Accounts Year ended 31 January 2024

### 7. Analysis of activities, support & governance costs

	Activity costs £	Support Costs £	Governance costs £	Total 2024 £	Total 2023 £
Improving Practice Programmes	215,571	29,023	8,918	253,512	337,686
Resilience Programmes	248,736	33,522	10,301	292,559	156,711
Residential Schools and Scholarships	50,584	10,250	3,150	63,984	36,806
Sharing Knowledge and Networking	27,504	6,230	1,914	35,648	27,903
<b>Total costs of charitable activities</b>	<b>542,395</b>	<b>79,025</b>	<b>24,283</b>	<b>645,703</b>	<b>559,106</b>

### 8. Grant Funding Activities

2024 2023

#### Analysis of Grants/Bursaries Awarded through FoNS' Improving Practice Programmes:

6 co-facilitator bursaries – year 4	Inspire Improve 2021-22	5,237	708
1 co-facilitator bursary – year 5	Inspire Improve 2022-23	500	-
bursary payments – year 2-4 participants	Inspire Improve 2018-22	-	14,170
3 bursary payments – year 5 participants	Inspire improve 2022-23	1,500	7,700
16 bursary payments – year 6 participants	Inspire Improve 2023-24	7,267	-
<b>Total of 26 bursaries for Inspire Improve – years 2 to 5</b>	<b>Inspire Improve</b>	<b>14,504</b>	<b>22,578</b>

#### Long Covid Study honoraria

Long Covid research	750	-
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#### Analysis of Grants/ Bursaries Awarded through FoNS' Learning Disabilities Programme:

bursary payments for Learning Disabilities cohorts 1 and 2	Learning Disability phase 1	-	11,905
30 bursary payments for Learning Disabilities cohorts 3 and 4	Learning Disability phase 2	8,669	3,204
<b>Total Grants</b>		<b>23,923</b>	<b>37,687</b>

### 9. Employees, trustees' expenses & related parties

2024 2023

	No	No
Number of employees: average number of employees was		
Engaged in charitable work	4.6	5.0
Administrative support	1.8	1.0
	<b>6.4</b>	<b>6.0</b>

#### Employment costs

2024 2023

	£	£
Wages and Salaries	327,597	273,903
Pension Costs	32,082	24,754
Social security costs	34,791	30,974
Less: Employment allow	(5,000)	(5,000)
<b>Total Costs</b>	<b>389,470</b>	<b>324,631</b>

One employee earned over £60,000 and within the band £80-£90,000 excluding employer pension contributions (2023 – one in band £70-80,000). The Chief Executive is considered to represent the key management of the charity. Key management remuneration in 2023-24, set at market rates and including pension contributions and employer's NIC costs, totalled £107,147 (2022-23: £95,227).

None of the trustees received any remuneration during the year. Trustees were reimbursed £387 (2023 - £84) for travel and development workshops. £12,327 was spent on the recruitment of new trustees in 2023-24 and £1,303 was spent on refreshments and room hire for meetings in 2022-23. There were no related party transactions.

### 10. Auditor's remuneration

2024 2023

	£	£
Audit fee	4,200	3,600
Under-accrued from previous year	600	240
<b>Total fees</b>	<b>4,800</b>	<b>3,840</b>

## Notes to the Accounts Year ended 31 January 2024

11. Tangible assets	Computers & Office equipment £
Cost as of 1 February 2023	2,000
Disposals	-
<b>Cost as of 31 January 2024</b>	<b>2,000</b>
Depreciation as of 1 February 2023	1,900
Disposals	-
Depreciation for the year	-
<b>Depreciation as of 31 January 2024</b>	<b>1,900</b>
<b>Net book value as of 31 January 2024 (&amp; 2023)</b>	<b>100</b>

12. Investments	2024 £	2023 £
Carrying value (market value) 1 February	285,060	309,845
Additions to Brewin Dolphin portfolio at cost	34,498	16,420
Addition of COIF Charities Ethical Investment Fund, at cost	-	-
Disposals at carrying value	(27,485)	(25,462)
Net unrealised gain/(loss) on revaluation on 31 January	6,175	(15,743)
<b>Market Value 31 January</b>	<b>298,250</b>	<b>285,060</b>

<b>Historical cost of Investments</b>	£	£
Opening book cost on 1 <sup>st</sup> February	238,445	239,041
Additions at cost	34,498	16,420
Disposals at cost	(18,168)	(17,016)
<b>Closing book cost on 31<sup>st</sup> January</b>	<b>254,775</b>	<b>238,445</b>

<b>Gains/(losses) in year:</b>	£	£
Unrealised gains/(losses) on revaluation of investments to market value	6,175	(15,743)
Realised gains/(losses) on disposal of investments during the year	252	(2,260)
<b>Overall gains/(losses) for year</b>	<b>6,427</b>	<b>(18,003)</b>

13. Debtors	2024 £	2023 £
Other debtors	31,954	74,195
Prepayments & accrued income	25,272	18,336
	<b>57,226</b>	<b>92,531</b>

Income is accrued above as 'accrued income' when work has been carried out prior to the year-end but not invoiced to commissioners until the new year. Associated costs are included as accrued charges, as below:

14. Creditors	2024 £	2023 £
Tax and social security costs	8,515	8,342
Other creditors	7,778	8,676
Accrued charges & deferred income	970,977	305,901
	<b>987,270</b>	<b>322,919</b>

Income is deferred where it has been received in advance for performance of development work in the following financial period. Deferred income is released to income in the year as and when the work is performed.

## Notes to the Accounts Year ended 31 January 2024

### 15. Restricted funds

	Balance at 1 Feb 2023 £	Grants & other Income £	Expenditure £	Funds Transfers £	Balance at 31 Jan 2024 £
<b><u>FoNS Improving Practice Programmes:*</u></b>					
<b>Inspire Improvement</b> (Burdett Trust for Nursing)	108,147	102,016	101,627	-	<b>108,536</b>
<b>Learning Disability</b> (Burdett Trust & NHS Improvement)	8,465	-	8,465	-	-
<b>Creating Caring Cultures</b> Department of Health – Northern Ireland	-	524	524	-	-
<b>Journal of Research in Nursing</b>	2,727	-	-	-	<b>2,727</b>
<b><u>Resilience Programmes:</u></b>					
<b>Resilience Based Clinical Supervision</b> (Portman & Tavistock NHSFT & Burdett)	191	5,765	5,956	-	-
<b>Resilience Based Clinical Supervision</b> (Health Education England Southeast region)	101,995	-	93,995	-	<b>8,000</b>
<b>Resilience Based Clinical Supervision Resources</b> (Nottingham University)	3,785	-	794	-	<b>2,991</b>
<b><u>Scholarships and other:</u></b>					
<b>Richard Tompkins Scholarship</b> (Tompkins Foundation)	-	10,000	5,330	-	<b>4,670</b>
<b>Long Covid Study</b> (NHS England)	-	8,000	750	-	<b>7,250</b>
	<b>225,310</b>	<b>126,305</b>	<b>217,441</b>	<b>-</b>	<b>134,174</b>

\*FoNS Improving Practice Programmes support individual practitioners and teams to focus on improving patient care, through the small grants, developing practice programmes and expert facilities.

### 16. Designated funds

	Balance at 1 Feb 2023	Incoming Funds	Charitable Expenditure	Funds Transfers	Balance at 31 Jan 2024
FoNS Development Fund	34,200	1,791	15,320	-	<b>20,671</b>
	<b>34,200</b>	<b>1,791</b>	<b>15,320</b>	<b>-</b>	<b>20,671</b>

#### Designated Funds:

The FoNS Development Fund, funded by legacies to FoNS, was established by the trustees to provide seed funding to develop future programmes and other charity projects such as I.T. and website development.

### 17. Analysis of net assets between funds

	Restricted Funds £	Designated Funds £	Unrestricted Funds £	Total 2024 £
Fund balances on 31 January 2024 are represented by:				
Fixed assets	-	-	298,350	<b>298,350</b>
Cash at bank and in hand	144,625	20,671	876,299	<b>1,041,595</b>
Other current assets	-	-	57,226	<b>57,226</b>
Creditors: amounts falling due within one year	(10,451)	-	(976,819)	<b>(987,270)</b>
	<b>134,174</b>	<b>20,671</b>	<b>255,056</b>	<b>409,901</b>

## Notes to the Accounts

### Year ended 31 January 2024

#### 18. Operating Leases

The charity had total commitments under non-cancellable operating leases as detailed below:

	2024	2023
Operating leases which expire:	£	£
Within one year	-	-
Between two and five years	-	-
	-	-

#### 19. Analysis of restricted & unrestricted funds in comparative year (2023)

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2023 £
<b>Income</b>				
Donations & legacies	2	20,989	-	20,989
Income from charitable activities	3	384,245	269,705	653,950
Income from other trading activities	4	5	-	5
Investment income	5	10,366	-	10,366
<b>Total Income</b>		<b>415,605</b>	<b>269,705</b>	<b>685,310</b>
<b>Expenditure</b>				
Costs of raising funds:				
Costs of generating activity income		445	-	445
Investment management costs		1,980	-	1,980
Expenditure on charitable activities				
Improving Practice Programmes	6 & 7	198,701	176,672	375,373
Resilience Programmes	6 & 7	90,278	66,433	156,711
Residential Schools and Scholarships	6 & 7	29,376	7,430	36,806
Sharing Knowledge and Networking	6 & 7	27,903	-	27,903
<b>Total expenditure</b>		<b>348,683</b>	<b>250,535</b>	<b>599,218</b>
<b>Net income/(expenditure) before gains and losses on investments</b>				
Losses on investments		66,922	19,170	86,092
Transfers between funds		-	-	-
Net (loss)/gain on investments	12	(18,003)	-	(18,003)
<b>Net movement in funds</b>		<b>48,919</b>	<b>19,170</b>	<b>68,089</b>
<b>Reconciliation of funds:</b>				
Fund balances on 1 February		239,885	206,140	446,025
<b>Fund balances carried forward on 31<sup>st</sup> January 2023</b>		<b>288,804</b>	<b>225,310</b>	<b>514,114</b>

#### 20. Legal status of the Foundation

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

#### 21. Corporation taxation

The charity is exempt from tax on income and gains falling within section 505 of the Income and Corporation Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objectives.

**THE FOUNDATION OF NURSING STUDIES**

England & Wales - Charity number 1071117

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# Accounts

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# The Foundation of Nursing Studies

(A registered charity and private company limited by guarantee)



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## Trustees' Annual Report and Accounts

**For the year ended 31 January 2023**

Company Number: 3583949  
Registered Charity Number 1071117

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## **Reference and Administrative Information**

Year ended 31 January 2023

**Charity Number:** 1071117

**Company Number:** 3583949

### **Charity Address**

11-13 Cavendish Square, London W1G 0AN

### **Trustees\***

Caroline Alexander CBE MSc, BSc (Hons), RN  
Kuldip K Bharj DL OBE PhD, MSc, BSc (Hons), RM, RN, DN (London), MTD, RSA Counselling Skills, IHSM Cert  
Mark Bird RN, BSc (Vice Chair)  
Tim Callaghan BA (Hons), ACMA, CGMA (Treasurer)  
Sean Costello TD, MA  
David Foster OBE, PhD, Hon FRCM, FRCN (Chair)  
Stacy Johnson MBE, MSc, BSc, RN  
Varun Kabra MBA  
Ann McMahon PhD, MSc, BSc, PG Diploma, CMS, RMN, RGN, FRCN (resigned March 2023)  
Geraldine Mirabile LLM

\*Note: The Foundation of Nursing Studies Trustees are also the Company Directors, for ease of presentation and consistency the term 'Trustee(s)' is used throughout this document

### **President**

Dr James Bevan MB, MRCP

### **Vice President**

Professor Tony Butterworth CBE, FMedSci, FRCPsych, FRCN, FRSA, FQNI, DSc (Hon)

### **Patrons**

Baroness Mary Watkins of Tavistock RMN, MSc, PhD  
Elizabeth Tompkins  
Baroness Julia Cumberlege of Newick CBE, DSG, DL  
Elizabeth Stallwood RGN, RM  
Professor Jennifer Hunt Hon DSc, MPhil, BA (Hons), RGN  
Sir Ron De Witt MA, BA (Hons), Dip N, RN  
Gillian Stephens BSc (Hons), RGN, HV, Cert Health Econ

### **Chief Executive Officer & Company Secretary**

Joanne Bosanquet MBE, RGN, RHV, QN, FRCN, FQNI, BSc (Hons), PG Dip, Pg Cert, MSc (Public Health), Hon DUniv (Greenwich)

### **Main Bank Account**

HSBC, Belgravia Branch, The Peak, 333 Vauxhall Bridge Road, London, SW1V 1EJ

### **Investment Managers**

Brewin Dolphin Securities, 12 Smithfield Street, London, EC1A 9BD  
CCLA Investment Management, Senator House, 85 Queen Victoria Street, London, EC4V 4ET

### **Auditors**

Haines Watts, Chartered Accountants, Old Station House, Station Approach, Newport Street, Swindon, SN1 3DU

### **Acknowledgment of Our Supporters and Partners**

FoNS Board of Trustees wishes to offer very grateful thanks to all our partners and supporters in 2022-23(Table 1):

**Table 1- (list not exhaustive)**

The Burdett Trust for Nursing	The British Library Innovating for Growth programme
The Tompkins Foundation	North Central London Integrated Care Board
FoNS Patrons	Nursing Charities CEO Network
Department of Health and Social Care	Royal College of Nursing/RCNi
Care England	University of East Anglia/ImpACT Research Team
UK Chief Nursing Officers (CNOs)	University of Nottingham
Department of Health Northern Ireland	Skills for Care
The King's Fund	Abi Masterson
Nursing and Midwifery Council	University of Wolverhampton
NHS England	Health and care providers and commissioners
Office for Health Improvement and Disparities	Webigence
Health Education England	Peer reviewed nursing journals
The International Community of Practice (ICoP)	Queen Margaret University, Edinburgh
Hospice UK	England CNO Policy Network
The International Practice Development Collaborative (IPDC)	Sigma Theta Tau International
	Our Associate/Co-Facilitators and FoNS alumni
Markel 3 <sup>rd</sup> Sector awards/CMM	Council of Deans 150 Leaders programme
University of Surrey	Clinical Supervision Subject Expert Group (CS-SEG)

### **Message from the Chairman**

**Year ended 31 January 2023**



*'The Foundation continues to flourish. It has built on the success of last year and grown in size and stature. There have been more programmes of work, more commissions and more contracts to deliver with greater influence and impact. This has been achieved with enthusiasm and commitment by a team which has expanded in size to keep pace with the demand. The team has demonstrated that they are agile in their approach to designing programmes of work which keeps the purpose of the Foundation as relevant as ever. This has also meant that Joanne Bosanquet, our chief executive, has been prominently well placed to contribute to national policy development in new and exciting ways.*

*I particularly appreciate Joanne's leadership and everyone's efforts: it has been a demanding year and we continue to strive to support those on the frontline who are giving care in extremely difficult circumstances.*

*I am also grateful to the trustees whose commitment and support has been extraordinary. Their diligence and creativity have been crucial to engendering a culture of success for the Foundation. I also fully appreciate the support from our partners and sponsors without whom so much of this important work would not be possible.*

*Having been agile and responsive to the needs of our partners this year we look forward to the forthcoming year. I have no doubt the Foundation will continue to grow and develop.'*

**Dr David Foster OBE**  
**Chairman**

## **Trustees' Annual Report**

Year ended 31 January 2023

The FoNS Board of Trustees present their annual report, including the strategic report and the audited financial statements for the year ended 31 January 2023. The reference and administrative information are set out on page 3 of this report.

## **Objectives and Activities**

### **The Objects and Aims of the charity**

FoNS was formally established as a registered charity in 1987 with two broad objectives that set out the original purposes:

- To advance education amongst the nursing profession regarding good nursing practices and to improved standards of nursing care, and
- To promote research into the effectiveness of nursing practice, ways of developing and improving practice and to share widely the outcomes of such work for the benefit of the public

**Between late 2021 and early 2022, the FoNS team entered into a period of reflection and co-created the following vision, mission, and focus for the next three years.**

### **Our vision - the team**

FoNS believes all individuals should experience health and social care as person-centred, safe and effective. This includes those who are receiving care and those who are giving care.

### **Our mission**

**FoNS fulfils this vision by:**

- Facilitating participatory learning opportunities for nurses and nurse-led teams that enable the development of individuals, teams, practice and workplace cultures to improve the experiences and outcomes of health and social care for all
- Generating and sharing new theoretical knowledge to inform improvement of the experiences and outcomes of health and social care for all
- Enabling our programme participants to generate practice knowledge that they can use to inform their future action

### **Our ways of working**

The work of FoNS is underpinned by the following principles:

- Being person-centred by valuing and respecting the uniqueness, individuality, contribution and potential of all we work with
- Enabling collective leadership by working in ways that are collaborative, inclusive and participatory
- Working with individuals and teams to co-create shared values and goals that are realised in practice
- Creating learning environments that are safe, critical and creative
- Focusing on what matters to those we are working with

### **Our focus**

Building on what FoNS has achieved to date, we will:

1. Work with nurses and nurse-led teams to co-create and deliver a variety of learning opportunities that help to develop their knowledge, skills and confidence in leading and facilitating change that improves care experiences and outcomes
2. Generate and publish knowledge and evidence that informs the development of people, practice and workplace cultures, which is open for all to read
3. Increase our reach and influence across the health and social care system
4. Grow and develop a team who can be agile in their ways of working and who are properly supported to achieve FoNS' vision

## **Our community**

The work of FoNS is UK-wide with international reach. Our community is not defined by organisational boundaries. We primarily work with nurses and nurse-led teams in patient/resident-facing practice and with those who lead and manage services, while recognising the importance of nurturing and sustaining connections across all levels of the system.

## **Delivering Public Benefit**

FoNS works with nurses and nurse-led teams, enabling them to develop themselves, their practice, and their workplace cultures, with the aim of enhancing the outcomes and experiences of those giving and receiving health and social care and their families. Trustees confirm that they have complied with their duty under section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

FoNS is members of [NCVO](#), [Charity Comms](#) and [ACEVO](#). Our chair is a member of the [Association of Chairs](#).

## **Strategic Report**

Year ended 31<sup>st</sup> January 2023

## **Achievements and Performance**

We support teams to create the very best cultures of care and in the process, enhancing practice. We use evidence and facilitation to achieve this. We use practice development (PD), active learning and appreciative inquiry principles and focus on the person, in relation to person-centredness, person-centred team cultures and cultures of care.

FoNS' strategic ambitions and objectives continued to be realised through three interlinked approaches:

- **Improving Practice Programmes** which support individual practitioners and teams to focus on improving care, through our developing practice programmes, fellowships, scholarships, and residential schools
- **Sharing Knowledge and Networking** which actively encourages practitioners to share the development and research work they are engaged in through the 'virtual' Centre for Nursing Innovation (website), electronic weekly news bulletin, social media, conferences and webinars and peer reviewed publications. Additionally, FoNS currently hosts and publishes the peer reviewed International Practice Development Journal (IPDJ). A consultation is planned for 2022/23 amongst both Communities of Practice to ascertain the future stewardship of the journal as FoNS has held this position since its inception.
- **Support, Professional Advice, Expertise and Collaboration** which offers system-wide thought leadership and direct expertise to nurses and organisations to improve care, cultures of care and foster partnership to increase effectiveness, value, and impact at micro, meso and macro level.

Our visibility and reach are increasing year on year and we are regularly approached to share our insights and thought leadership on person-centredness, reflective nursing practice and values-based workplace cultures. It is always a real pleasure to be invited to sit on the judging panels for various nursing awards including the [Nursing Times](#), [RCNi/RCN and the Markel 3<sup>rd</sup> Sector awards](#). Our CEO remains the appointed Chair of Judges and FoNS the charity partner for the RCN Annual Nursing Awards (#RCNAwards). The long-term aim of this partnership is to establish person-centred care as a component of all award submissions. It continues to increase our visibility substantially and position FoNS at the heart of nursing excellence across the UK and beyond.

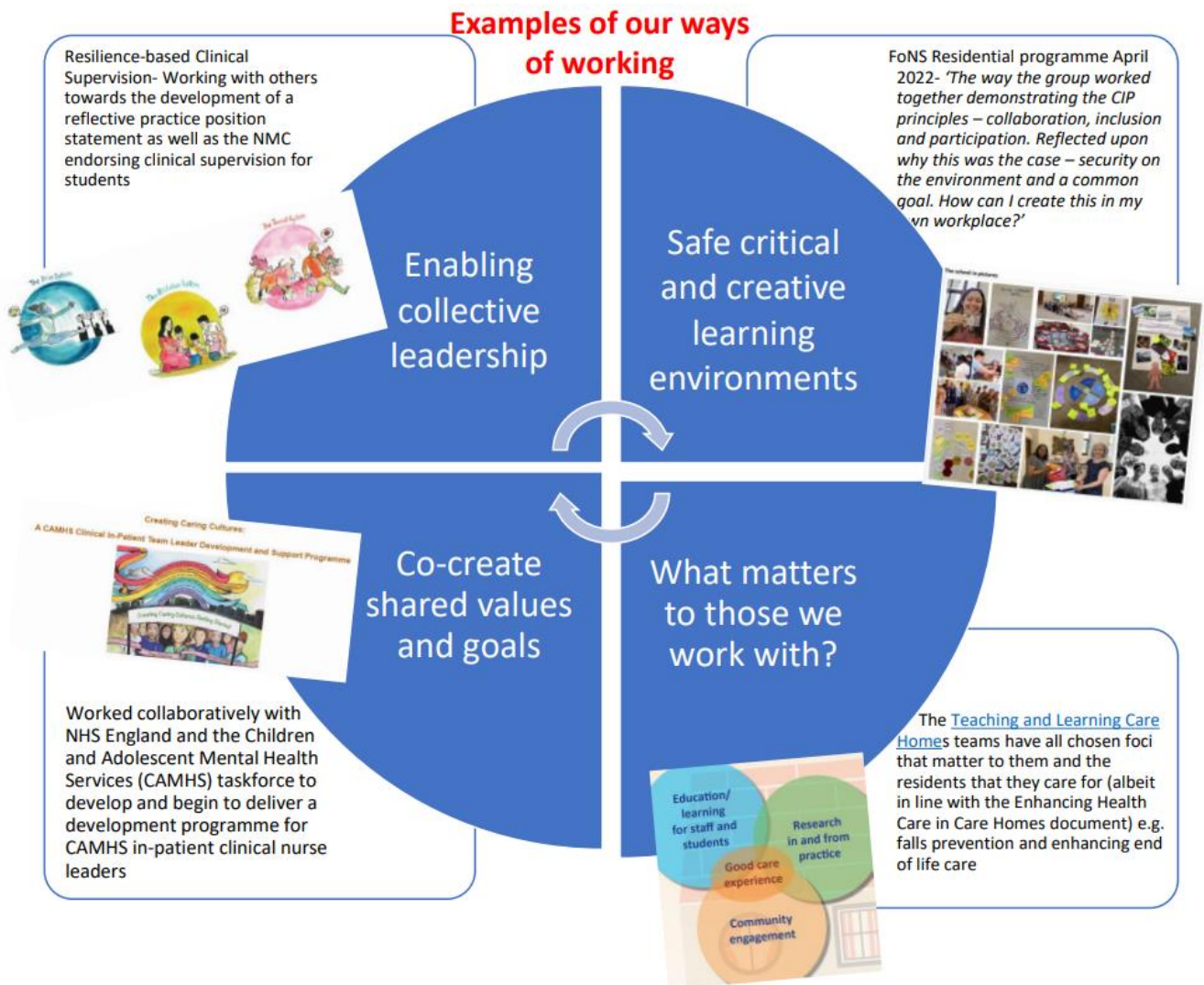
Reflective practice is the bedrock of our approach at FoNS and we remain members of a UK-wide Clinical Supervision Subject Expert group (#CSSEG), which has now been formalised as a core function of our partner the Florence Nightingale Foundation (FNF). This continues to demonstrate the power of collaboration, and we stand side-by-side with the FNF, who took the lead following a call to action from Directors of Nursing across the system to establish clinical/reflective supervision as a priority for nurses and midwives. The group has gone from strength to strength and a series of powerful [articles](#) were published in the Nursing Times journal in 2022. In May 2022, FoNS partnered with FNF, The Point of Care Foundation and QNI Scotland to publish our joint position paper 'Regular Protected Time For Reflective Practice in Nursing and Midwifery' <https://www.fons.org/resources/documents/Reflective-practice-joint-statement.pdf>.

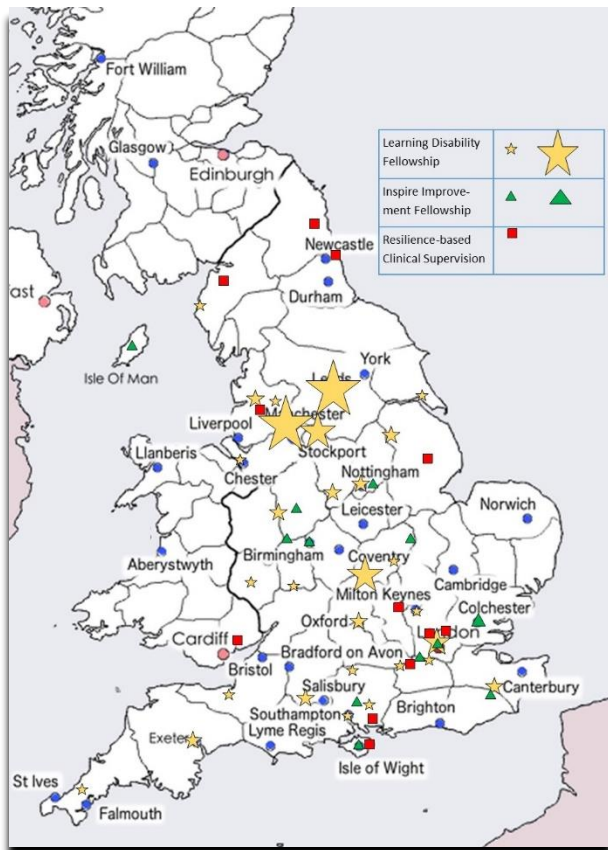
This was an important milestone for FoNS and summarised many years of influencing at various levels of the system. Our independence is a gift that we take very seriously.

FoNS will start working on our very first Impact Report in 2023 so watch this space!

## Reflections and celebrations from our team

Below are some reflections according to the key foci of our 2022-2025 strategy.





**We have extended our reach across the UK and beyond:**

- A number of our programme participants have been able to influence policy at national level by joining Shared Decision-Making Councils and national advisory groups.
- Many participants have moved roles and become more confident to push through barriers to achieve their goals.
- Lots of our blogs are written by our alumni.
- Social media has been a great friend to many of our alumni. They go on to share their successes with us for years to come.
- We achieved time away together as a team. This was essential to rebuild and plan for the future. We started work on 'Building Success- Our Strategy', launched in May 2022.
- Our partnership with the Burdett Trust for Nurses continues to grow and strengthen.
- We demonstrated our international collaboration by publishing a co-produced Guiding Lights framework which has rejuvenated us as well as demonstrating the value of FoNS investing in research.
- Kate Sanders completed her PhD. We are looking forward to sharing Kate's success as she enters her post doc stage.
- Our team are very active nationally and we continue to contribute to a number of important workforce development programmes such as the [CS-SEG](#), Mental Health Nursing careers programme, Learning Disability and Community Nursing Plans for England and Wales, and most recently,

partnering with England's Chief Nursing Officer's team to develop the person-centred practice pillar of the forthcoming strategy.

**Plans for the Future: we continue to embed reflection into practice**

In our last two annual reports, we reflected on the wellbeing needs of our profession as we continued through the phases of the global pandemic and the recovery phase where, in the words of the World Health Organization, we "build back better". In 2022, the global health and care workforce crisis is evident as the true state of the world's wellbeing is coming to the fore. The prolonged pandemic and many years of underinvestment has escalated a decline in existing workforce numbers as many nurses feel undervalued, are morally injured, are questioning their future or deciding to leave the profession due to the inability to provide person-centred care.

Staff health, wellbeing and retention therefore remain high priorities across the UK health and care economy. FoNS supports the system by influencing decision making at a micro, meso and macro level. The Nursing and Midwifery Council, the UK's nursing and midwifery regulator and our CNO national Health and Wellbeing Group enable us to facilitate a national conversation on restorative or clinical supervision and we continue to develop the programme and adapt this to local needs. In 2023, we will be expanding the programme beyond the NHS so watch this space.

We believe that reflective practice is a prerequisite for professional growth, advancing safe and effective evidence-based practice and interprofessional collaboration. As such, FoNS will continue to prioritise our focus on staff wellbeing, establishing effective workplace cultures and person-centred practice.

Succession planning is paramount. We continue to grow and we now have four experienced facilitators who are focusing on supporting and developing a cadre of Associate Facilitators working on a flexible basis. We are looking forward to embedding our strategy for 2022-25, increasing our reach, working across the health and care system and influencing at all levels.

## Celebrating our programmes throughout 2022-23

### Improving Practice Programmes

We believe that individuals should experience care that is high quality and person-centred. Whilst the responsibility for continuously improving the quality of care lies with all health and care professionals, nurses as leaders, commissioners and direct care providers have a key role in leading and facilitating change. In FoNS' experience, identifying, understanding, and responding to practice challenges can be tough and complex. Our improving practice programmes are therefore designed to inspire and support nurse-led teams to work through such complexities by drawing upon the key principles outlined above on page 5.

We create, facilitate, and offer safe spaces and excellent learning environments both virtually and face-to-face in small groups and 1:1 sessions, where participants can focus on leading and facilitating practice development towards the creation of workplace cultures that are person-centred, safe and effective. Despite the difficulties faced by organisations during the recovery from the pandemic, FoNS has delivered several programmes involving support to nurse-led teams leading improvements to care. These are described below. Details of all the active programmes are available [here](#).

### Inspire Improvement Fellowship and Programme



<https://www.fons.org/programmes/inspire-improvement>

Led by Jo Odell, this exciting programme is part of our successful, ongoing partnership with and funding from The Burdett Trust for Nursing. The programme aims to equip clinical leaders to develop skills and expertise in facilitating improvement and culture change at the front line of practice; it is underpinned by the [‘Creating Caring Cultures’](#) framework and resources developed by FoNS over a number of years.

The Creating Caring Cultures model encompasses the delivery model for this programme:

- Exploring values and beliefs to create a shared vision
- Facilitative leadership
- Understanding workplace culture
- Starting and experiencing active learning
- Participatory evaluation

To date the programme has supported 56 fellows (in 5 cohorts) and you can meet them here: [Inspire Improvement - Current Fellows](#). The fellowship, which runs for twelve months, uses a blended approach with both virtual and face to face learning sessions. There are two virtual learning blocks, which are held every Thursday afternoon for seven weeks (Sept-Oct and Feb-March) and two workshops held face to face (July). The fellowship also offers 1:1 virtual support from the FoNS facilitator in between the learning blocks and a small bursary. The fellowship is regularly evaluated to demonstrate the impact for the fellows and you can view the evaluations here: [Inspire Improvement – Evaluations](#).

This is what one fellow said about the impact for them personally of taking part in the fellowship:

*“My confidence has grown and improved for the better, I feel like a leader who is equipped with tools that I can use to facilitate change in caring cultures. I would not have ever felt the confidence to do so without taking part in the Inspire Improvement Fellowship programme. It has impacted on me as a leader, the trust and organisation, the staff I work with and the patients in our care. Culture is more caring and improvement is already visible. It has taught me to personally consider what is important to my life and make positive change.”*

## FoNS Inspire Improvement Fellowship Alumni

The purpose of the alumni is to enable strong connections, relationships and dialogue across the cohorts of fellows that have completed the programme and to be a forum for inspiration and support in their continuing work in facilitating and creating caring cultures in the workplace. There are virtual events which are held 8 weekly and an annual face to face event.

## Teaching and Learning Care Homes (TLCH): Inspiring and Impacting

### A partnership programme with Care England, funded by the Burdett Trust for Nursing

<https://www.fons.org/programmes/teaching-care-homes>

Led by Kate Sanders, this programme was established following a successful pilot initiative in 2016, led by Care England and funded by the Department of Health. In early 2017, Care England secured funding from the Burdett Trust for Nursing to support nurse-led teams from ten further homes over two years. Year 2 ran from March 2018 to February 2019; and Year 3 began in April 2019. Opportunities have also been created for the teams to meet as a TLCH Community. The ongoing development of this programme has provided the opportunity to continue to:



- Raise the profile of care home nursing by sharing the learning and developments achieved. This will be even more important when every Integrated Care Board in England establishes its Social Care Nurse Advisory Council
- Support the development of a network of care homes that can act as 'critical friends' or 'buddies' to other homes
- Create wider learning opportunities for the care sector by supporting both local and wider events
- Add to the body of knowledge through publications

### Current programme

Kate is currently working in partnership with Jonathan Webster, from the ImpACT Research Group based at the University of East Anglia, facilitating a locality based TLCH programme commissioned by Norfolk and Waveney ICB.

### Key messages:

- Three care homes are actively engaging in the programme, working on initiatives to enhance falls prevention and care at the end of life
- Teams are meeting monthly with MDT colleagues from across the ICB. These meetings are creating opportunities for the development of greater understanding and support
- Deborah Sturdy, Chief Nurse for Adult Social Care visited the homes in January 2023
- Contextual factors continue to impact on the extent to which teams are able to engage and progress



### Future developments

The programme continues to receive guidance and support from an advisory group. This is invaluable, providing the appropriate level of critical challenge and direction. Momentum about the importance of social care nursing and nurse-led teams has continued and FoNS is supporting the newly appointed Chief Nurse for Adult Social Care for England.

There will be some very exciting news coming in 2023 relating to our work in social care. Watch this space!

## **Creating Caring Cultures Fellowship, for aspiring leaders and early career frontline Registered Learning Disability Nurses**



Led by Giselle Cope, this 12-month programme, [Creating Caring Cultures Fellowship for Learning Disability Nurses](#) commenced in the autumn of 2020. The programme is now in its second year which commenced May 2022. This has been commissioned by, England's CNO and NHS England Learning Disability national team.

The Fellowship is a development opportunity for aspiring leaders and early career frontline Registered Learning Disability Nurses (RLDN) to facilitate person-centred cultures of care which are safe and effective. It is structured around the FoNS [Creating Caring Cultures model](#) and it is open to early career RLND nurses who are up to 5 years post registration and who are working in any health or care setting within England.

An executive summary drawn from the independent evaluation of year 1, which was undertaken by the Impact Research Team at the University of East Anglia, researched and authored by Carolyn Jackson, Dr Lynn Furber and Daniel Marsden, can be located via [the FoNS website](#).

The authors concluded six main impact themes for year one participants which were:

1. Improved self-awareness and self-confidence
2. Development of person-centred leadership skills for facilitating effective workplace cultures
3. Creative learning strategies that support reflection in, through and on practice
4. Self-improvement and career progression
5. Support networks and overcoming challenges together
6. Impact on teams and services

**Year 2 of the programme, which commenced on the 18 May 2022**, will support a further 3 cohorts totalling 42 early career RLND nurses through this bespoke programme of support and development. The programme will conclude with a face-to-face celebration event on the 21 September 2023.

A reflection shared by a current participant following the programme:

*"This programme has helped me realise so much about myself. It has reminded me of the value and importance of being an LD nurse, it has linked me up with brilliant activities and skills to help me and my colleagues reflect on our journeys through our nursing careers. This programme has helped re-align me with my LD nursing identity and help me strive to be the best LD nurse I can be. Without this course I do not feel I would be where I am now (just found out I have been given a new job for a brand-new post funded by HEE to become an advanced clinical practitioner in LD and Autism!)."*

## **Commissioned programmes**

### **Creating Caring Cultures**

<http://www.fons.org/learning-zone/culture-change-resources.aspx>

FoNS' Getting Started with Culture Change resources continue to be highly valued and interest in support with culture change in the workplace continues to grow.

FoNS is increasingly approached to present the work to conferences, webinars and organisations across health and social care; especially from those seeking to explore ways of strengthening more person-centred ways of working, enhancing leadership, and creating more caring workplaces. Our [Creating Caring Cultures animation](#) has now been viewed over 20,000 times, with 4,000 views in the last 12 months alone.

## **Creating Caring Cultures Programme for Child and Adolescent Mental Health Ward Managers**

### **Lead Facilitator: Kate Sanders**

This programme has been commissioned by the NHS England Mental Health Taskforce. The aim of the programme is to enable ward managers, clinical team leaders (programme participants) working in in-patient units across England, to develop knowledge, skills and confidence in leading and facilitating the development of person-centred cultures of care, by engaging and inspiring their teams through role modelling and collaboration, inclusion and participation. The programme is structured around the [FoNS Creating Caring Cultures model](#) which is underpinned by the principles of practice development and the Person-centred Practice Framework. FoNS is working closely with members of the CAMHS Taskforce to deliver this programme.

#### **Key messages:**

- The programme commenced in May 2022 and is being delivered to 60+ participants in 7 cohorts
- Three cohorts have now completed the programme, the remaining cohorts will be complete by November 2023
- FoNS is regularly reporting to the Mental Health Quality Taskforce
- Evaluation of the impact of the programme on participants and their practice is underway
- A celebration event is being planned for 3<sup>rd</sup> October 2023

## **Resilience Based Clinical Supervision (RBCS)**

### **Lead Facilitator: Grace Cook**

The aims of the [RBCS](#) champion and cascade programme are:

- To enable practice development nurses/facilitators, clinical educators etc. and those already familiar with models of clinical supervision or reflection (Champions), to develop the necessary knowledge, skills and confidence to implement RBCS (Cascade) with nurses, nursing associates, allied health professionals, students and care workers, across organisations
- To support the development of a resilient workforce and organisation who are able to protect themselves from the emotional and physiological impacts of their roles and 'develop cognitive transformation practices, education and environmental support' (Stacey, 2018, p 5)

FoNS has been facilitating RBCS programmes since 2020 with Grace Cook leading the programme since August 2021. Grace, alongside the core team and Associate Facilitators, who grew in number during 2022, facilitated 177 sessions over 36 completed cohorts. On top of the North London Integrated Care System Programme and the Health Education England South-East Programme, 194 participants commenced (and subsequently completed) a RBCS programme. This included participants from the United Kingdom as well as Australia, Canada and America.

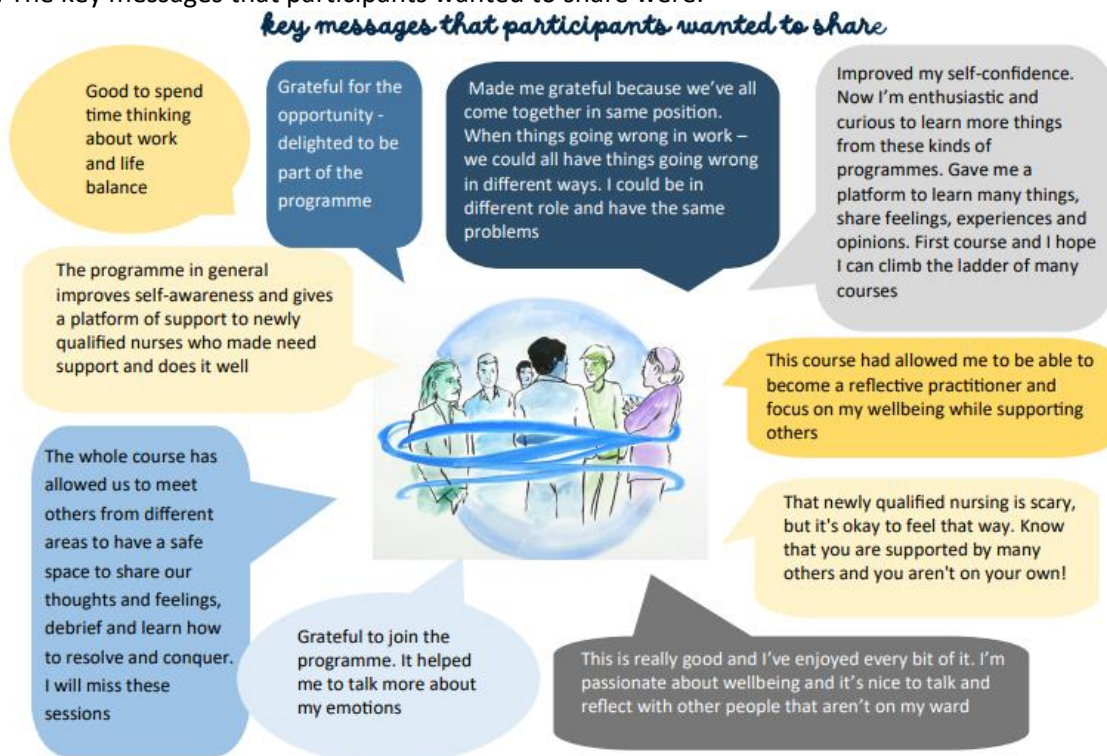


## **Health Education England Newly Registered Nurses**

Following the success of a RBCS programme for student nurses in 2021, Health Education England supported a similar programme for newly registered nurses. The aims of the programme were:

- To enable up to 24 newly registered nurses to experience RBCS and develop the necessary knowledge, skills, and confidence to become peer facilitators in the future
- To support the future development of a flourishing workforce who are able to protect themselves from the emotional and physiological impacts of their roles and 'develop cognitive transformation practices, education and environmental support' (Stacey, 2018, p 5)
- To increase awareness of compassionate flow within the workplace and the impact of context, environment, and culture
- For participants to be introduced to and partake in a participatory evaluation

We were inundated with applications for this programme, with over 150 individuals applying from a variety of areas of practice. The key messages that participants wanted to share were:



The full report for this programme is available [here](#).

## **Healthier Lancashire and South Cumbria Vaccination Nurses**

Between May 2022 and December 2022, twenty-two healthcare professionals working within the mass vaccination services across Lancashire and South Cumbria completed a RBCS Champion and Cascade Programme. This was a turbulent time for participants as in November 2022, official notice was given that the mass vaccination services would be closing in December 2022. This meant that some staff were being redeployed back to previous services. Others, on a fixed term contract, started to consider alternative appointments. Some left during this period due to change in job, some retired and others remained until the closure of services.

Participants reported a positive experience of engaging with RBCS during this time. It was felt by participants that a safe space for sharing with individuals within the same context enabled a connection that supported individuals to not feel alone. Skills for their personal resilience were developed, including awareness of the emotional regulation systems and grounding. Participants wished to support others in this way and planned to do this within their new workplaces.

## **Resilience Based Clinical Supervision South-East Project (Health Education England South-East)**

### **Project Manager: Sue Hill**

Sue Hill joined the organisation to project manage the rollout of RBCS across the South-East region of England. The remit was to enroll up to 144 people onto the programme, which was designed as a champion and cascade programme. A steering group was established with nine members, six being external to FoNS. An external evaluation was commissioned, and talks took place as to the expectations and timescales of the evaluation.

The first cohort commenced in September 2022, with nine cohorts commencing by the end of January 2023. Recruitment onto the programme was via emails sent to all Learning and Development departments across the South-East region. It was hoped that people with facilitation skills and a willingness to offer supervision sessions would make up the majority of delegates. By the end of January 2023, 24 cohorts were planned with many of them filled. The interest in RBCS across the South-East was growing in every Integrated Care System and this bodes well for the coming year.

### **Other News**

Following Joanne, Grace and FoNS Students attendance at the Nursing and Midwifery Council (NMC) Professional Strategic Advisory Group (PSAG) in 2021, the NMC published a statement endorsing clinical supervision as part of undergraduate programmes. Grace attended a webinar on 25 April 2022, hosted by Florence Nightingale Foundation, alongside the NMC to discuss the RBCS Student programme. This was well received and you can read about this [here](#).

Due to the popularity of the physical booklet for RBCS we began to run out in Autumn 2022. We used this opportunity and updated the booklet, and the second edition was published in January 2023. We used this opportunity to include the learning since we have been facilitating RBCS at FoNS, as well as updating some of the images so that it is more representative of the workforce. You can view the now renamed Facilitator Companion [here](#).



## **NHS E/I Guiding Lights for an effective workplace culture: a programme for community nursing teams**

### **Lead Facilitators: Kate Sanders (FoNS) and Jonathan Webster (University of East Anglia)**

#### **Key messages:**

- A new programme of work commissioned by Norfolk and Waveney ICB is due to commence in summer 2023. A further programme may follow in the autumn
- A programme is currently being negotiated with an ICB in the north of England

## Scholarships and fellowships

### **Richard Tompkins Scholarship**

<https://www.fons.org/programmes/scholarships>

This is an exciting development opportunity for a registered nurse, midwife or health visitor who is committed to developing person-centred cultures of care. Launched in 2013, the scholarship is open to practitioners who are working clinically in any health and care setting UK-wide, and is targeting, those at ward sister, team manager level or equivalent. The late Richard Tompkins CBE, British entrepreneur and founder of Green Shield Stamps and Argos saw



the potential of FoNS to enable nurses to develop knowledge and skills that benefit those we serve. The Tompkins Foundation remains a valuable supporter of FoNS, and we are delighted that Mrs Elizabeth Tompkins is supporting this scholarship opportunity. Each year, the scholarship offers:

- A fully funded place at the 5-day FoNS Residential Programme 'Fostering a Culture of Effectiveness through Practice Development'
- The opportunity to work towards academic accreditation as a distance learner (20 CAT points at level 6) from Canterbury Christ Church University, Kent
- 12 months' mentorship from FoNS to support an innovation in practice
- The opportunity to work towards publishing a paper in a peer reviewed journal

Giselle and Kate are continuing to support the two successful RT scholars from 2021, ahead of them attending our deferred practice development school which will run in August 2022. They meet regularly with Elizabeth (Lizzie) Christie, who is a neurodevelopmental nurse specialist/independent nurse prescriber, currently working in Hampshire Children and Adolescent Mental Health services, and Titilayo Babatunde, who is a health visitor team co-ordinator based in Hackney. During these active learning sessions, Lizzie and Titilayo are becoming more familiar with the theoretical underpinning of person-centredness and practice development and exploring how they can begin to work with these ideas with their teams. Lizzie and Titilayo will hand over the scholarship at our annual celebration event in May 2023.

### **Residential Programme: Developing person-centred, safe, and effective cultures through practice development**

<https://www.fons.org/programmes/schools>

We were thrilled to be able to facilitate our very popular week-long residential school in August 2022. The school was sold out and we had a waiting list!

THE FOUNDATION OF NURSING STUDIES (FoNS)  
(A registered charity and private company limited by guarantee)

Final reflections from the evaluation report were, *“Overall, the facilitators felt the week had been successful with participants highlighting the development on new knowledge, skills and confidence in facilitating the development of person-centred cultures. The facilitators were positive about the changes to the curriculum, identifying that using the person-centred practice framework as the central thread created a greater sense of coherence across the week. Additionally, the Fundamentals of Person-centred Healthcare Practice book proved to be a very useful programme companion.”*

We will continue to develop and grow the programme in response to participatory evaluation outcomes and are looking forward to 2023 when we welcome Dr Michele Hardiman (@mhtiaquin) to co-facilitate with us.

International Practice Development  
Collaborative Foundation School

Hosted by the Foundation of Nursing Studies

1<sup>st</sup>-5<sup>th</sup> August 2022

Developing Person-centred, Safe and  
Effective Cultures through Practice  
Development:  
School Evaluation Report



## Sharing Knowledge and Networking

In line with our strategic ambitions, this workstream focuses on ways FoNS can support practitioners by freely sharing resources and ways of working and can support the development and dissemination of the practice and theory around practice development and person-centredness through the programmes and the IPDJ.

### FoNS Alumni

The purpose of the alumni is to provide a variety of events (both virtual and face to face) to enable people that FoNS has worked closely with, to stay energised and inspired as well as provide a channel for people to promote the work of FoNS.

### Centre for Nursing Innovation <https://www.fons.org>

The FoNS virtual Centre for Nursing Innovation remains highly regarded and offers a very valuable resource for anyone in nursing (or related fields) interested in changing and developing practice. The table below highlights the most popular pages with visitors. Visitor numbers between 1 February 2022 and 31 January 2023

Total sessions: 74,893

Home page	6,825
The International Practice Development Journal	3,932
The Richard Tompkins Scholarship	3,796
The Inspire Improvement Programme	2,995
Clinical Supervision Resources	2,592
IPDJ Vol 9 2 8	1,359
The Learning Disability Nursing Fellowship	1,173
IPDJ 7 17 2	1,129
The FoNS Residential Programme	1,023
FoNS Blogs	910

## The International Practice Development Journal (IPDJ)

Editors: Dr Kate Sanders and Dr Caroline Dickson

The [International Practice Development Journal](#) (IPDJ) is hosted by FoNS and is published by FoNS in association with the International Practice Development Collaborative (IPDC) and the Person-centred Practice Research International Community of Practice (PcP-ICoP). We continue to publish two issues annually all free, open access to readers and authors: a unique resource to the nursing and multidisciplinary professions across health and social care. In 2022-23, we published two issues (in May and November 2022) plus a special issue in July 2022 *Developing a pan-European Person-centred Curriculum Framework: a whole systems approach*. The IPDJ has a Twitter account (@theIPDJ). The journal continues to grow its readership and articles have featured in social media discussions and tweet chats.

## Professional Advice, Expertise and Collaboration

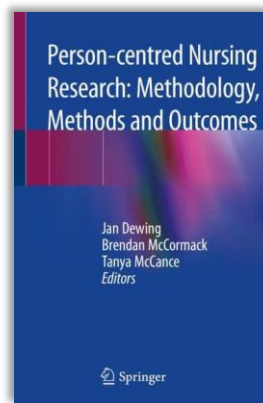
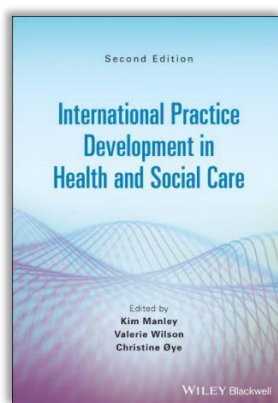
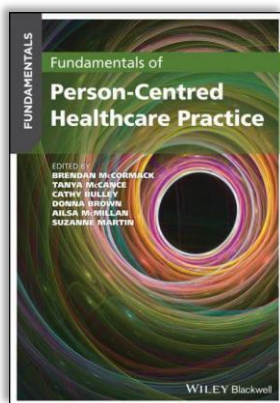
In addition to our funding partnerships, FoNS has a reputation for fostering positive collaborative relationships with organisations and people who share our commitment to supporting nurses and person-centred nursing practice. We are also keen to share our experience and expertise by offering bespoke programmes of support. During 2022/23, in line with our strategic ambitions, we strengthened existing collaborations.

FoNS core team are members of various UK-wide and national professional groups and are encouraged and supported to develop their professional networks and areas of interest.

## International Collaborations: The International Practice Development Collaboration (IPDC) and the International Community of Practice for Person-centred Practice (PcP-ICoP)

FoNS continue to be active members of the IPDC and PcP-ICoP. These collaborative relationships provide FoNS with international connections and profile. We are actively engaged in knowledge generation and translation. Team members have been involved in writing articles and chapters for books led by both collaborations.

1. Fundamentals of Person-centred Healthcare Practice (McCormack et al 2021) (Eds) [Wiley Blackwell](#).
2. International Practice Development in Health and Social Care. 2<sup>nd</sup> Edition. (Manley et al., 2021) (Eds) [Wiley Blackwell](#).
3. Person-centred Nursing Research: Methodology, Methods and Outcomes (Dewing et al., 2021) (Eds). [Springer](#).



## **Financial Review**

The full audited accounts for the financial year 2022-23 follow from page 26. They have been prepared in accordance with the Statement of Recommended Practice applicable to charities and in accordance with the Financial Reporting Standard FRS102.

The year ended 31 January 2023 saw a dramatic increase in income and activity following two challenging years of the pandemic. Our major programmes were all running as planned for the whole year and there was increasing demand for our resilience based clinical supervision workshops. We were delighted that our Residential Programme could proceed after two years of postponement; as usual this was hugely well received.

Total income in 2022-23 was £685,310 compared to £350,743 in 2021-22 and £301,660 the previous year. The average income over the preceding 10 years was £403,261 (2013-2022). We anticipate that the forthcoming year will at least match 2022-23 as we widen our programme and reach more participants.

We continue to witness a shift from grant-funded work to commissioned work shown by unrestricted income increasing on previous years at £415,605 (2021-22: £223,903 and 2020-21: £137,103). We are forecasting that this will continue.

Expenditure on charitable activities also increased dramatically on 2021-22; charitable expenditure was £596,793 (2021-22: £450,274 and 2020-21: £347,195). The average charitable spend over the previous 10-year was only £399,719 (2013-2022).

Our strength of restricted programme delivery reflects our reputation for leadership, engagement, and professional development within the nursing sector. The charity will continue to develop these innovative areas but will also expand its workshops to bring its unique expertise to a wider audience. The charitable expenditure follows this theme with £375,373 (2021-22: £261,653) being spent in 2022-23 on improving practice programmes and £156,711 (2021-22: £144,380) being spent on resilience programmes. Similarly, £37,687 (2021-22: £25,630 and 2020-21: £9,924) was paid out in bursaries to various professional nursing teams and individual nurses to improve nursing practice. An analysis of grants can be seen at note 8 to the accounts.

The charity made an overall surplus of £68,089 in 2022-23 repairing much of the deficit of £87,493 in 2021-22. There was a surplus on unrestricted activities of £48,919 despite a loss on investments of £18,003 (2021-22: a surplus of £47,320 after an investment gain of £14,208).

The charity's balance sheet on page 28, shows an increase in total funds due to the overall surplus in the year; total funds were £514,114 compared to £446,025 in 2021-22 and £533,518 in 2020-21. Unrestricted funds strengthened further, to £254,604 (from £239,885 in 2021-22 and £192,565 in 2020-21). We anticipate a further strengthening of unrestricted funds over the forthcoming year.

The trustees monitor financial performance closely through detailed quarterly management accounts and finance reports, which include six key performance indicators. All these KPIs have improved significantly over the last three years and most are on or exceed their target. The exception is the level of free reserves compared to total expenditure expressed in months, as explained in the next section.

We are fortunate that the value of our investments did not show a huge downturn given the turbulence on the markets over the year.

## **Reserves Policy**

Total reserves at the year-end amounted to £514,114 (2021-22: £446,025 and 2020-21: £533,518), being £225,310 (2021-22: £206,140) in restricted funds, £34,200 (2021-22: £34,200) in designated funds and £254,604 (2021-22: £205,685) in unrestricted funds. Details of the restricted and designated funds are given in note 15 and 16 to the accounts, respectively.

To date, it has been policy to maintain sufficient reserves at any one time to cover the projected running costs of the charity for the following 6 months. The Unrestricted Funds (including Designated Funds), which in the case of the Foundation equate to the 'free reserves' of the charity, amounted to £288,804 (2021-22: £239,885). These nearly meet this 6-month criterion and represent 5.78 months (2021-22: 6.36 months) of total expenditure. Given the huge increase in expenditure and activity over the last two years, the trustees are content with the level of this KPI. The statement of cash flows shows that there was an inflow of cash reserves of £216,394 during the year (2021-22: outflow £26,732). The trustees are happy with the level of reserves and consequently regard the charity as a going concern.

## **Investment powers and policy**

The trustees seek to balance the liquidity requirements of the charity with their duty to ensure a suitable rate of return and income to the charity to develop its work for the public benefit. The trustees also take the level of unrestricted funds into account when deciding on the ratio between investments and funds held in fixed interest bonds, deposit, and current accounts.

The careful monitoring of the portfolio continues to strengthen returns and reduce risk in an often-turbulent market. The primary aim of the investments is to produce income whilst preserving the capital value of the funds. The trustees invite the current investment managers to meet with them periodically to discuss the portfolio and compare their plans with other managers in the market. The managers also provide quarterly reports. The charity has established a Finance and Investment sub-committee to consider various investment options for the charity's reserves and to consider the balance between investments that produce a capital and income return with investments offering only deposit interest but complete protection from falls in the market.

The trustees have spread some of the liquid assets between institutions as a precautionary measure and to maximise income during a period when deposit rates are very depressed.

## **Principal Risks and Uncertainties**

Over recent years FoNS has become more successful with generating unrestricted income.

However, with increased pressure on resources across health and social care and the ongoing effects of Covid-19, the availability of funds to support development opportunities for nurses may be affected. It will be important for FoNS to continue to demonstrate the impact and value for money of our programmes and support offer to maintain the uptake of school places and commissioned programmes, as well as continue to develop blended approaches, i.e., digital programmes and grow the cadre of Associate Facilitators.

FoNS continues to be a lean charity, with 7 staff and a small but growing number of Associate Facilitators. Our challenge for 2023-24 and beyond is to develop an organisational development strategy that will attract nurses into the charity sector.

## **Governance, Structure and Organisation**

### **Governing Documents**

The Foundation of Nursing Studies is a charity registered with the Charity Commission and a private company limited by guarantee. It is governed by its Trust Deed dated 28<sup>th</sup> May 1987 and Memorandum of Association, registered with Companies House on 18<sup>th</sup> June 1998.

### **Organisational Structure**

The Board of Trustees meet quarterly to administer the charity. In addition, an investment and financial sub-committee has met, and a remuneration committee meets annually to review staff remuneration.

The Chief Executive Officer (CEO) was appointed by the Trustees to lead and manage the day-to-day operations. The Chairman leads an annual appraisal process for the CEO and all board members.

### **Appointment of Trustees**

Trusteeships are reviewed by the Board of Trustees in line with Trusteeship policy and code of conduct. The Trustee Board approves the appointment all new Trustees. New Trustees are recruited through a process of advertising and interview or, where deemed appropriate, through a process of recommendation and interview. On appointment, all new Trustees meet the CEO and are given an information pack, which includes the code of conduct (a signed copy of which is retained), annual accounts and board papers including reports and minutes from the last year. A register of declared interests is also maintained. A Trustee induction and refresher programme with NCVO is planned for February 2023.

### **Risk Management**

The Trustee Board reviews bi-annually the major strategic, business, and operational risks the charity faces and confirms that systems are in place to reduce risk and to ensure ongoing review and reporting. Risk assessment continues to identify income and finance as being the area of greatest threat.

Regarding investments, reports are received quarterly, and the Board meet with the investment manager to review performance against benchmarks and monitor risk management. Overall, the Board monitor closely external and internal financial management systems. The CEO and Treasurer meet and regularly review the financial management systems to ensure they remain transparent and robust.

### **Income Generation**

Generating income to support activity remains a priority. FoNS remains most appreciative to Mrs Elizabeth Tompkins our long-term donor and to the Burdett Trust for Nursing.

We are keen to expand our offer of bespoke programmes of work and consultancy which help individuals and organisations strengthen their nursing and care improvement activity, contribute to a greater understanding of person-centredness and person-centred practice development and leadership. These activities contribute to unrestricted income generation.

## **Statement of Trustees' Responsibilities to the Financial Statements**

The charity Trustees (who are also the directors of the Foundation of Nursing Studies for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing the financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time, the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### **Disclosure of Information to Auditors**

In so far as the trustees are aware at the time of approving our trustees' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the auditor is unaware, and
- The trustees, having made enquiries of fellow directors and the auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

### **Auditors**

Haines Watts were reappointed auditors during the year and a resolution proposing that they be reappointed for the following year approved.

**Approved and signed on behalf of the Foundation of Nursing Studies Board of Trustees**

**Name:** Dr DAVID FOSTER OBE (Chair)  
**Date:** 18 September 2023

## **INDEPENDENT AUDITORS' REPORT**

To the Members of the Foundation of Nursing Studies

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### **Opinion**

We have audited the financial statements of the Foundation of Nursing Studies (the 'charitable company') for the year ended 31 January 2023 which comprise the Statement of Financial Activities, Statement of Financial Position, 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 '*The Financial Reporting Standard applicable in the UK and Republic of Ireland*'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 January 2023, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102, '*The Financial Reporting Standard applicable in the UK and the Republic of Ireland*'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 other 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 charitable company'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 trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, 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 AUDITORS' REPORT**

### **To the Members of the Foundation of Nursing Studies cont.**

#### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

#### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 22, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

#### **Our responsibilities for the audit of the financial statements**

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 a Report of the Independent Auditor 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.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the trustees and other management. The most significant were identified as the Companies Act 2006, Charity SORP (FRS102) and Charities Act.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

## INDEPENDENT AUDITORS' REPORT

### To the Members of the Foundation of Nursing Studies cont.

- making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- assessing the risk of management override including identifying and testing journal entries;
- challenging the assumptions and judgements made by management in its significant accounting estimates.

Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

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 Report of the Independent Auditors.

#### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Signed: .....SUSAN PLUMB.....

Dated: 27 September 2023

**Susan Plumb ACA (Senior Statutory Auditor)**

for and on behalf of

**Haines Watts Chartered Accountants & Statutory Auditors**

Old Station House, Station Approach, Newport Street, Swindon, SN1 3DU.

## Statement of Financial Activities (Incorporating an Income Statement)

Year ended 31 January 2023

	Notes	Unrestricted Funds	Restricted Funds	Total 2023	Total 2022 (Note 19)
Income		£	£	£	£
Donations & legacies	2	20,989	-	20,989	51,639
Income from charitable activities	3	384,245	269,705	653,950	291,483
Income from other trading activities	4	5	-	5	-
Investment income	5	10,366	-	10,366	7,621
<b>Total income</b>		<b>415,605</b>	<b>269,705</b>	<b>685,310</b>	<b>350,743</b>
<b>Expenditure</b>					
Costs of raising funds:					
Costs of generating activity income		445	-	445	-
Investment management costs		1,980	-	1,980	2,170
Expenditure on charitable activities					
Improving Practice Programmes	6 & 7	198,701	176,672	375,373	251,370
Resilience programmes	6 & 7	90,278	66,433	156,711	144,380
Residential schools & scholarships	6 & 7	29,376	7,430	36,806	5,538
Sharing Knowledge and Networking	6 & 7	27,903	-	27,903	48,986
<b>Total expenditure</b>		<b>348,683</b>	<b>250,535</b>	<b>599,218</b>	<b>452,444</b>
<b>Net income/(expenditure) before gains and losses on investments</b>					
		<b>66,922</b>	<b>19,170</b>	<b>86,092</b>	<b>(101,701)</b>
Transfers between funds		-	-	-	-
Net gain/(loss) on investments	12	(18,003)	-	(18,003)	14,208
<b>Net movement in funds</b>		<b>48,919</b>	<b>19,170</b>	<b>68,089</b>	<b>(87,493)</b>
<b>Reconciliation of funds:</b>					
Fund balances on 1 February		239,885	206,140	446,025	533,518
<b>Fund balances carried forward on 31<sup>st</sup> January</b>		<b>288,804</b>	<b>225,310</b>	<b>514,114</b>	<b>446,025</b>

The statement of financial activities includes all gains and losses recognised in the year.  
All income and expenditure derive from continuing activities.

## Summary Income and Expenditure Account

Year ended 31 January 2023

	2023 £	2022 £
Total income	685,310	350,743
Less: Total expenditure from income funds	599,218	452,444
<b>Net income/(expenditure) for the year before gains</b>	<b>86,092</b>	<b>(101,701)</b>

The summary income and expenditure account is derived from the statement of financial activities on page 26, together with the notes on pages 29 to 35, provides full information on the movement during the year on all funds of the charity.

## Statement of Recognised Gains and Losses

Year ended 31 January 2023

	2023 £	2022 £
Net income/(expenditure) for the year before gains and losses on investments (page 26 & above)	86,092	(101,701)
Add: Realised gains/(loss) on disposal of investments	(2,260)	105
Add: Unrealised gains/(loss) on investment assets held by income funds, after costs	(15,743)	14,103
<b>Net movement in funds for year (page 26)</b>	<b>68,089</b>	<b>(87,493)</b>

## Statement of Cash Flows

Year ended 31 January 2023

	2023 £	2022 £
<b>Cash flows from operating activities:</b>		
<b>Reconciliation of net movement in funds to net cash flow from operating activities</b>		
<b>Net movement in funds (page 26 and above)</b>	68,089	(87,493)
Add: depreciation	-	-
Deduct interest & dividend income in investing activities	(10,366)	(7,621)
Deduct (gain)/add loss on disposal of investments	2,260	(105)
Deduct (gain)/ add loss on revaluation of investments	15,743	(14,103)
Decrease/ (increase) in debtors	(49,396)	6,360
Increase/ (decrease) in creditors	172,916	60,042
<b>Cash used in operating activities</b>	<b>A</b>	<b>(42,920)</b>
<b>Cash flows from investing activities:</b>		
Income from interest & dividends	10,366	7,621
Proceeds from sales of investment assets	23,202	32,486
Purchase of investment assets	(16,420)	(23,919)
<b>Cash provided by/ (used in) investing activities</b>	<b>B</b>	<b>16,188</b>
<b>Cash flows from financing activities</b>	<b>C</b>	<b>-</b>
<b>Increase/(Decrease) in cash and cash equivalents in the year (A+B+C)</b>	<b>216,394</b>	<b>(26,732)</b>
Total cash and cash equivalents at the beginning of the year	242,948	269,680
<b>Total cash and cash equivalents at the end of the year (page 28)</b>	<b>459,342</b>	<b>242,948</b>

## Balance Sheet (Statement of Financial Position)

Year ended 31 January 2023

	Notes	2023 £	2023 £	2022 £
<b>Fixed assets</b>				
Tangible Assets	11	100		100
Investments	12	285,060		309,845
<b>Total fixed assets</b>			<b>285,160</b>	<b>309,945</b>
<b>Current assets</b>				
Debtors	13	92,531		43,135
Cash at bank		459,342		242,948
<b>Total current assets</b>		<b>551,873</b>		<b>286,083</b>
<b>Liabilities</b>				
Creditors: Amounts falling due within one year	14	322,919		150,003
<b>Total current liabilities</b>		<b>322,919</b>		<b>150,003</b>
<b>Net current assets</b>			<b>228,954</b>	<b>136,080</b>
<b>Total assets less current liabilities (net assets)</b>				
			<b>514,114</b>	<b>446,025</b>
<b>Funds</b>				
Unrestricted income funds			254,604	205,685
Designated Income Funds	16		34,200	34,200
<b>Total unrestricted funds</b>			<b>288,804</b>	<b>239,885</b>
Restricted income funds	15		225,310	206,140
<b>Total funds</b>			<b>514,114</b>	<b>446,025</b>

The accounts were approved by the Board of Trustees on 18 September 2023 and signed on their behalf by:

DR DAVID FOSTER OBE  
Trustee and Director

TIM CALLAGHAN  
Trustee and Director

Company Number: 3583949  
Charity Number: 1071117

## Notes to the Accounts

Year ended 31 January 2023

### 1. Accounting policies

#### Basis of preparation

- The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.
- The Foundation of Nursing Studies meets the definition of a public benefit entity under FRS102. Assets and liabilities are recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.
- The financial statements have been prepared on the going concern basis as the trustees are of the opinion that the reserves and future predicted revenues are sufficient to secure the immediate future of the charity for the next 12 to 18 months.

#### Income

- Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received, and the amount can be measured reliably. Income is deferred where performance conditions are to be met in the future and income is accrued where performance conditions have been met and the income can be measured reliably.
- Grants are recognised when the charity has entitlement to the funds and the income received.
- Investment income is accounted for when received and includes the related tax recoverable.

#### Expenditure and irrecoverable VAT

- Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:
  - **Costs of raising funds** include costs of generating activities and investment management costs. Costs of generating activities include both direct and any apportioned costs associated with developing direct charitable work. Investment management fees are incurred by the charity to maintain and increase the capital value of the charity's investment portfolio and to generate investment income.
  - **Expenditure on charitable activities** includes the salary and other direct costs to perform the charity's activities together with support costs and governance costs. It also includes the payment of small grants to nursing practice development teams – the beneficiary teams are separately disclosed in the notes to these accounts. Indirect costs of support and governance are also separately disclosed in the accounting notes.
  - **Other expenditure** includes realised losses on investments and any items not falling into any other heading.
  - **Irrecoverable VAT** is charged as a cost against the activity for which the expenditure was incurred.

#### Allocation of support costs

- Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll, and governance costs which support the improving practice programmes and sharing knowledge.

## Notes to the Accounts

Year ended 31 January 2023

### 1. Accounting policies cont.

#### Fund accounting

- General unrestricted funds represent funds which are expendable on activities that further any of the purposes of the charity.
- Designated funds are unrestricted funds, which have been put aside at the discretion of the Trustees, for a specific future purpose. They can be re-designated later or brought back into unrestricted funds.
- Restricted funds represent grants received which are allocated by the donor to fund projects with a specific purpose(s).

#### Operating leases

- Rentals payable under operating leases are charged on a straight-line basis over the period of the lease

#### Tangible fixed assets

- Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at a rate calculated to write off the costs less residual value of each asset over its expected useful life. Depreciation is generally provided at a rate of 33% per annum. Only assets over £2,000 are capitalised.

#### Investment valuation

- Investments are quoted at the market mid-price value ruling at the nearest trading date to the year end. The notes to the accounts also record the original transaction value.

#### Debtors & prepayments

- Trade and other debtors are recognised at the settlement amount due after any trade discounts. Prepayments are valued at the amount prepaid net of any discounts.

#### Cash at bank and in hand

- Cash at bank and in hand includes cash and short term highly liquid investments with a maturity of three months or less from the date of acquisition or the opening of the deposit account.

#### Creditors and provisions

- Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

#### Pensions

- All employees of the charity are entitled to join the NEST pension scheme, which is a money purchase scheme funded by contributions from employee and employer.

#### Currency

- These accounts are presented in British pounds.

## Notes to the Accounts

Year ended 31 January 2023

2. Income from donations & legacies	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Tompkins Foundation	20,000	-	20,000	20,000
HM Treasury – Job Retention Scheme Grant	-	-	-	935
Legacy income	-	-	-	30,400
Other donations	989	-	989	304
	<b>20,989</b>	<b>-</b>	<b>20,989</b>	<b>51,639</b>

3. Income from charitable activities	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
<b>Grant income:</b>				
Burdett Trust for Nursing – Inspire Improvement	-	102,016	102,016	102,016
Tavistock & Portman NHSFT with Burdett Trust for Nursing – Resilience Based Clinical Supervision	-	17,689	17,689	19,824
Health Education England – Resilience Based Clinical Supervision in the Southeast Region	-	150,000	150,000	-
Richard Tompkins Nurse Development Scholarship	-	-	-	5,000
IPDJ members’ contributions	16,455	-	16,455	15,000
<b>Total Grants &amp; members’ contributions</b>	<b>16,455</b>	<b>269,705</b>	<b>286,160</b>	<b>141,840</b>
IPDC professional development schools	32,541	-	32,541	-
Improving Practice Programmes	219,805	-	219,805	13,944
Resilience Based Clinical Supervision workshops	100,372	-	100,372	106,980
Other workshops & development consultancy	15,072	-	15,072	28,719
	<b>384,245</b>	<b>269,705</b>	<b>653,950</b>	<b>291,483</b>

4. Income from other trading activities	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Partners’ sponsorship fees	-	-	-	-
3 <sup>rd</sup> Party Commissions & market research fees	5	-	5	-
Sales of cards and books	-	-	-	-
	<b>5</b>	<b>-</b>	<b>5</b>	<b>-</b>

5. Investment income	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Dividends received	8,484	-	8,484	7,013
Bank interest	1,882	-	1,882	608
	<b>10,366</b>	<b>-</b>	<b>10,366</b>	<b>7,621</b>

6. Analysis of expenditure on charitable activities	Activities undertaken directly (note 7)	Grant Funding Activities (Note 8)	Total 2023	Total 2022
Charitable Activity expenditure				
-FoNS Improving Practice Programmes	337,686	37,687	375,373	251,370
- Resilience Programmes	156,711	-	156,711	144,380
- Residential Schools and Scholarships	36,806	-	36,806	5,538
- Sharing knowledge and networking	27,903	-	27,903	48,986
	<b>559,106</b>	<b>37,687</b>	<b>596,793</b>	<b>450,274</b>
Other expenditure: Costs of generating activity income			445	-
Investment management costs			1,980	2,170
Total expenditure			<b>599,218</b>	<b>452,444</b>

## Notes to the Accounts

Year ended 31 January 2023

### 7. Analysis of activities, support & governance costs

	Activity costs £	Support Costs £	Governance costs £	Total 2023 £	Total 2022 £
Improving Practice Programmes	299,180	32,318	6,187	337,686	225,740
Resilience Programmes	139,217	14,684	2,811	156,711	144,380
Residential Schools and Scholarships	31,113	4,778	915	36,806	5,538
Sharing Knowledge and Networking	22,496	4,538	869	27,903	48,986
<b>Total costs of charitable activities</b>	<b>492,006</b>	<b>56,318</b>	<b>10,782</b>	<b>559,106</b>	<b>424,644</b>

### 8. Charitable Activities

2023

2022

#### Analysis of Grants/Bursaries Awarded through FoNS' Improving Practice Programmes:

3 co-facilitator bursaries	Inspire Improve 2017-18	708	3,523
4 bursary payment – year 2 participants	Inspire Improve 2018-19	3,497	3,675
11 bursary payments – year 3 participants	Inspire Improve 2019-21	6,673	3,700
8 bursary payments – year 4 participants	Inspire Improve 2021-22	4,000	5,500
11 bursary payments – year 5 participants	Inspire Improve 2022-23	7,700	-
<b>Total of 37 bursaries for Inspire Improve – years 2 to 5</b>	<b>Inspire Improve</b>	<b>22,578</b>	<b>16,398</b>

#### Analysis of Grants/ Bursaries Awarded through FoNS' Learning Disabilities Programme:

35 bursary payments for Learning Disabilities cohorts 1 and 2	Learning Disability phase 1	11,905	9,232
9 bursary payments for Learning Disabilities cohorts 3 and 4	Learning Disability phase 2	3,204	-
<b>Total Grants</b>		<b>37,687</b>	<b>25,630</b>

### 9. Employees, trustees' expenses & related parties

2023

2022

	No	No
Number of employees: average number of employees was		
Engaged in charitable work	5.0	4.5
Administrative support	1.0	1.0
	<b>6.0</b>	<b>5.5</b>

#### Employment costs

2023

2022

	£	£
Wages and Salaries	273,903	216,514
Pension Costs	24,754	20,816
Social security costs	30,974	24,314
Less: Employment allow	(5,000)	(4,000)
<b>Total Costs</b>	<b>324,631</b>	<b>257,644</b>

One employee earned over £60,000 and within the band £70-£80,000 excluding employer pension contributions (2022 – one in band £70-80,000). The Chief Executive is considered to represent the key management of the charity. Key management remuneration in 2022-23, set at market rates and including pension contributions and employer's NIC costs, totalled £95,227 (2021-22: £90,282).

None of the trustees received any remuneration during the year. Trustees were reimbursed £84 (2022 - £0) for travel and £1,303 (2022 - £750) was spent on refreshments and room hire for meetings. There were no related party transactions.

## Notes to the Accounts

Year ended 31 January 2023

10. Auditor's remuneration	2023	2022
	£	£
Audit fee	3,840	3,240
Other services paid by auditors	-	-
<b>Total fees</b>	<b>3,840</b>	<b>3,240</b>

11. Tangible assets	Computers & Office equipment
	£
Cost as of 1 February 2022	2,000
Disposals	-
<b>Cost as of 31 January 2023</b>	<b>2,000</b>
Depreciation as of 1 February 2022	1,900
Disposals	-
Depreciation for the year	-
<b>Depreciation as of 31 January 2023</b>	<b>1,900</b>
<b>Net book value as of 31 January 2023 (&amp; 2022)</b>	<b>100</b>

12. Investments	2023	2022
	£	£
Carrying value (market value) 1 February	309,845	304,204
Additions to Brewin Dolphin portfolio at cost	16,420	23,919
Addition of COIF Charities Ethical Investment Fund, at cost	-	-
Disposals at carrying value	(25,462)	(32,381)
Net unrealised gain/(loss) on revaluation on 31 January	(15,743)	14,103
<b>Market Value 31 January</b>	<b>285,060</b>	<b>309,845</b>

<u>Historical cost of Investments</u>	£	£
Opening book cost on 1 <sup>st</sup> February	239,041	239,908
Additions at cost	16,420	23,919
Disposals at cost	(17,016)	(24,786)
<b>Closing book cost on 31<sup>st</sup> January</b>	<b>238,445</b>	<b>239,041</b>

<u>Gains/(losses) in year:</u>	£	£
Unrealised gains/(losses) on revaluation of investments to market value	(15,743)	14,103
Realised gains/(losses) on disposal of investments during the year	(2,260)	105
<b>Overall gains/(losses) for year</b>	<b>(18,003)</b>	<b>14,208</b>

13. Debtors	2023	2022
	£	£
Other debtors	74,195	33,032
Prepayments & accrued income	18,336	10,103
	<b>92,531</b>	<b>43,135</b>

Income is accrued above as 'accrued income' when work has been carried out prior to the year-end but not invoiced to commissioners until the new year. Associated costs are included as accrued charges, as below.

14. Creditors	2023	2022
	£	£
Tax and social security costs	8,342	7,007
Other creditors	8,676	6,498
Accrued charges & deferred income	305,901	136,498
	<b>322,919</b>	<b>150,003</b>

Income is deferred where it has been received in advance for performance of development work in the following financial period. Deferred income is released to income in the year as and when the work is performed.

## Notes to the Accounts

Year ended 31 January 2023

### 15. Restricted funds

	Balance at 1 Feb 2022 £	Grants & other Income £	Expenditure £	Funds Transfers £	Balance at 31 Jan 2023 £
<b>FoNS Improving Practice Programmes*</b>					
<b>Inspire Improvement</b> (Burdett Trust for Nursing)	108,018	102,016	101,887	-	<b>108,147</b>
<b>Learning Disability</b> (Burdett Trust & NHS Improvement)	83,250	-	74,785	-	<b>8,465</b>
<b>Journal of Research in Nursing</b>	2,727	-	-	-	<b>2,727</b>
<b>Resilience Based Clinical Supervision</b> (Portman & Tavistock NHSFT & Burdett)	-	17,689	17,498	-	<b>191</b>
<b>Resilience Based Clinical Supervision</b> (Health Education England Southeast region)	-	150,000	48,005	-	<b>101,995</b>
<b>Resilience Based Clinical Supervision Resources</b> (Nottingham University)	4,715	-	930	-	<b>3,785</b>
<b>Richard Tompkins Scholarship</b> (Tompkins Foundation)	7,430	-	7,430	-	-
	206,140	269,705	250,535	-	<b>225,310</b>

\*FoNS Improving Practice Programmes support individual practitioners and teams to focus on improving patient care, through the small grants, developing practice programmes and expert facilities.

### 16. Designated funds

	Balance at 1 Feb 2022	Incoming Funds	Charitable Expenditure	Funds Transfers	Balance at 31 Jan 2023
1) IPDJ/iCOP contributions	-	16,455	16,455	-	-
2) FoNS Development Fund	34,200	-	-	-	<b>34,200</b>
	34,200	16,455	16,455	-	<b>34,200</b>

#### Designated Funds:

1) Contributions are received to produce the International Professional Development Journal and these and the associated costs are shown separately in a designated fund.

2) The FoNS Development Fund, funded by legacies to FoNS, was established by the trustees to provide seed funding to develop future programmes and other charity projects such as I.T. and website development.

### 17. Analysis of net Assets between funds

	Restricted Funds £	Designated Funds £	Unrestricted Funds £	Total 2023 £
Fund balances on 31 January 2023 are represented by:				
Fixed assets	-	-	285,160	<b>285,160</b>
Cash at bank and in hand	236,055	34,700	188,587	<b>459,342</b>
Other current assets	230	-	92,301	<b>92,531</b>
Creditors: amounts falling due within one year	(10,975)	(500)	(311,444)	<b>(322,919)</b>
	225,310	34,200	254,604	<b>514,114</b>

## Notes to the Accounts

Year ended 31 January 2023

### 18. Operating Leases

The charity had total commitments under non-cancellable operating leases as detailed below:

	2023	2022
	£	£
Operating leases which expire:		
Within one year	-	-
Between two and five years	-	-
	-	-

### 19. Analysis of restricted & unrestricted funds in comparative year (2022)

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2022 £
<b>Income</b>				
Donations & legacies	2	51,639	-	51,639
Income from charitable activities	3	164,643	126,840	291,483
Income from other trading activities	4	-	-	-
Investment income	5	7,621	-	7,621
<b>Total Income</b>		<b>223,903</b>	<b>126,840</b>	<b>350,743</b>
<b>Expenditure</b>				
Costs of raising funds:				
Costs of generating activity income		-	-	-
Investment management costs		2,170	-	2,170
Expenditure on charitable activities				
Improving Practice Programmes	6 & 7	17,110	234,260	251,370
Resilience Programmes	6 & 7	122,988	21,391	144,379
Residential Schools and Scholarships	6 & 7	-	5,538	5,538
Sharing Knowledge and Networking	6 & 7	48,523	464	48,987
<b>Total expenditure</b>		<b>190,791</b>	<b>261,653</b>	<b>452,444</b>
<b>Net income/(expenditure) before gains and losses on investments</b>				
		33,112	(134,813)	(101,701)
Transfers between funds		-	-	-
Net (loss)/gain on investments	12	14,208	-	14,208
<b>Net movement in funds</b>		<b>47,320</b>	<b>(134,813)</b>	<b>(87,493)</b>
<b>Reconciliation of funds:</b>				
Fund balances on 1 February		192,565	340,953	533,518
<b>Fund balances carried forward on 31<sup>st</sup> January 2022</b>		<b>239,885</b>	<b>206,140</b>	<b>446,025</b>

### 20. Legal status of the Foundation

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

### 21. Corporation taxation

The charity is exempt from tax on income and gains falling within section 505 of the Income and Corporation Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objectives.

**THE FOUNDATION OF NURSING STUDIES**

England & Wales - Charity number 1071117

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# Accounts

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# The Foundation of Nursing Studies

(A registered charity and private company limited by guarantee)



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## Trustees' Annual Report and Accounts

**For the year ended 31 January 2022**

Company Number: 3583949  
Registered Charity Number 1071117

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## **Reference and Administrative Information**

Year ended 31 January 2022

**Charity Number:** 1071117

**Company Number:** 3583949

### **Charity Address**

11-13 Cavendish Square, London W1G 0AN

### **Trustees\***

Caroline Alexander CBE MSc, BSc (Hons), RN  
Kuldip K Bharj DL OBE PhD, MSc, BSc (Hons), RM, RN, DN (London), MTD, RSA Counselling Skills, IHSM Cert.  
Mark Bird RN, BSc  
Tim Callaghan BA (Hons), ACMA, CGMA (Treasurer)  
Sean Costello TD, MA  
David Foster OBE, PhD, Hon FRCM, FRCN (Chairman)  
Stacy Johnson MBE, MSc, BSc, RN  
Varun Kabra MBA  
Ann McMahon PhD, MSc, BSc, PG Diploma, CMS, RMN, RGN FRCN  
Geraldine Mirabile LL.M

\*Note: The Foundation of Nursing Studies Trustees are also the Company Directors, for ease of presentation and consistency the term 'Trustee(s)' is used throughout this document

### **President**

Dr James Bevan MB, MRCP

### **Vice President**

Professor Tony Butterworth CBE, FMed.Sci, FRCPsych, FRCN, FRSA, FQNI, DSc (Hon)

### **Patrons**

Baroness Mary Watkins of Tavistock RMN, MSc, PhD  
Elizabeth Tompkins  
Baroness Julia Cumberlege of Newick CBE, DSG, DL  
Elizabeth Stallwood RGN, RM  
Professor Jennifer Hunt Hon DSc, MPhil, BA (Hons), RGN  
Sir Ron De Witt MA, BA (Hons), Dip N, RN  
Gillian Stephens BSc (Hons), RGN, HV, Cert. Health Econ

### **Chief Executive Officer & Company Secretary**

Joanne Bosanquet MBE, RGN, RHV, QN, FRCN, FQNI, BSc(Hons), PG Dip, Pg Cert, MSc (Public Health), Hon DUniv (Greenwich)

### **Main Bank Account**

HSBC, Belgravia Branch, The Peak, 333 Vauxhall Bridge Road, London, SW1V 1EJ

### **Investment Managers**

Brewin Dolphin Securities, 12 Smithfield Street, London, EC1A 9BD  
CCLA Investment Management, Senator House, 85 Queen Victoria Street, London, EC4V 4ET

### **Auditors**

Haines Watts, Chartered Accountants, Old Station House, Station Approach, Newport Street, Swindon, SN1 3DU

### **Acknowledgment of Our Supporters and Partners**

FoNS Board of Trustees wishes to offer very grateful thanks to all our partners and supporters in 2021-22 (Table 1):

*Table 1- (list not exhaustive)*

The Burdett Trust for Nursing	The British Library Innovating for Growth programme
The Tompkins Foundation	Tavistock and Portman NHS FT/North London Partners ICS
FoNS Patrons	Nursing Charities CEO Network
Department of Health and Social Care	Royal College of Nursing/RCNi
Care England	University of East Anglia/ImpACT Research Team
UK Chief Nursing Officers (CNOs)	University of Nottingham
Department of Health Northern Ireland	Skills for Care
Kings Fund	Abi Masterson
Nursing and Midwifery Council	Lloyds Bank Foundation
NHS England and Improvement	Health and car providers and commissioners
Office for Health Improvement and Disparities	Webigence
Health Education England	Peer reviewed nursing journals
The International Community of Practice (ICoP)	Good Governance Institute
Hospice UK	England CNO Policy Network
The International Practice Development Collaborative (IPDC)	Sigma Theta Tau International
Clinical Supervision Subject Expert Group (CS-SEG)	Our Associate/Co-Facilitators and FoNS alumni
Markel 3 <sup>rd</sup> Sector awards/CMM	Council of Deans 150 Leaders programme

### **Message from the Chairman**

Year ended 31 January 2022



*"The Foundation is flourishing. It has been a very successful year in which our programmes of work have been taken up more extensively than ever. There have been new grants, new commissions and we have won new contracts. This is due to the unparalleled enthusiasm and influence of Joanne Bosanquet, our chief executive, and her team. However, success does not come easily and readily disguises the challenges that are behind our achievements. I particularly appreciate everyone's efforts and energy this year because it has been so testing and indeed traumatic for those we strive to support on the frontline who are giving care in extremely difficult circumstances. Never before has our approach to person-centredness been so apposite and well-received.*

*My gratitude also extends to the trustees whose commitment and support has been phenomenal. Their diligence and creativity have been crucial to engendering a culture of success for the Foundation. I also fully appreciate the support from our partners and sponsors without whom so much of this important work would not be possible.*

*Having been agile and responsive to the needs to our partners this year we look forward to the forthcoming year which I hope will see a return to more face-to-face work whilst continuing to reap the benefits of a virtual approach to our work imposed on us because of the pandemic. I have no doubt the Foundation will continue to grow and develop.*

*Dr David Foster OBE  
Chairman"*

## **Trustees' Annual Report**

Year ended 31 January 2022

The FoNS Board of Trustees present their annual report, including the strategic report and the audited financial statements for the year ended 31 January 2022. The reference and administrative information are set out on page 3 of this report.

### **Objectives and Activities**

#### **The Objects and Aims of the charity<sup>1</sup>**

FoNS was formally established as a registered charity in 1987 with two broad objectives that set out the original purposes:

- To advance education amongst the nursing profession regarding good nursing practices and to improved standards of nursing care, and
- To promote research into the effectiveness of nursing practice, ways of developing and improving practice and to share widely the outcomes of such work for the benefit of the public

#### **Our Vision**

To inspire and enable a culture across health and social care that values people, where patients, residents and service users experience care and services which are the best they can be, and staff feel appreciated and supported.

#### **Our Mission**

To work in partnership with health and social care organisations to a foster a commitment to person-centredness by valuing staff and enabling them to develop the knowledge, skills, and expertise to provide nursing that is safe, effective, and caring.

#### **Our Central Commitments**

FoNS can offer vital support to nursing, health, and social care by making a commitment to:

- Advancing the nursing profession for the ultimate benefit of individuals and their families
- Supporting nurses to be the highly skilled and caring practitioners they wish to be
- Promoting investment in innovation and transformational activities that result in more effective, safe, and caring workplace cultures which put people at the centre and enhance everyone's experience of health and social care

#### **Strategic Ambitions and Objectives**

- To be a leader in transforming and improving practice across health and social care
- To generate and share knowledge on practice improvement, innovation, and transformation
- To raise awareness of FoNS' work and maximise its wider impact
- To maximise FoNS' potential by strengthening and expanding partnerships and collaborations
- To maintain good governance and sustain steady growth

#### **FoNS' Approach**

Our approach and the way we work is underpinned by several key principles including:

- Being person-centred
- Working with people and values
- Using skilled facilitation that is enabling rather than directing
- Providing support and challenge
- Helping people develop and grow
- Enabling inclusivity, collaboration, and positive relationships
- Promoting life-long learning in practice
- Working creatively and systematically to achieve outcomes for practice
- Sharing innovation and learning widely to promote the spread of best practice

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<sup>1</sup> The next strategy will be published in 2022

## **Delivering Public Benefit**

FoNS works with nurses and nurse-led teams, enabling them to develop themselves, their practice, and their workplace cultures, with the aim of enhancing the outcomes and experiences of those giving and receiving health and social care and their families. Trustees confirm that they have complied with their duty under section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

FoNS is members of [NCVO](#), [Charity Comms](#) and [ACEVO](#). Our chairman is a member of the [Association of Chairs](#).

## **Strategic Report**

Year ended 31<sup>st</sup> January 2022

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### **Achievements and Performance**

FoNS has grown a reputation over the last 30 years as a reliable and trusted nursing charity. We support nurses and their teams to create the very best cultures of care and in the process, enhancing practice. We use evidence and facilitation to achieve this. We use practice development (PD), active learning and appreciative inquiry principles and focus on the person, in relation to person-centredness, person-centred team cultures and cultures of care.

FoNS' strategic ambitions and objectives continued to be realised through three interlinked approaches:

- **Improving Practice Programmes** which support individual practitioners and teams to focus on improving care, through our developing practice programmes, fellowships, scholarships, and residential schools
- **Sharing Knowledge and Networking** which actively encourages practitioners to share the development and research work they are engaged in through the 'virtual' Centre for Nursing Innovation (website), electronic weekly news bulletin. Additionally, FoNS hosts and publishes the peer reviewed International Practice Development Journal (IPDJ) and is actively engaged across social media
- **Support, Professional Advice, Expertise and Collaboration** which offers system-wide thought leadership and direct expertise to nurses and organisations to improve care, cultures of care and foster partnership to increase effectiveness, value, and impact at micro, meso and macro level.

### **Growth during the pandemic and hope in the aftermath**

FoNS responded to the pandemic by adapting and transferring most of our programmes into a virtual space. We utilised Microsoft Teams and Zoom to increase our reach and enhance connectivity, not only for our existing programmes, but also new ones too. We even reached Australia!

We worked together to ensure the quality and impact of our programmes remained as good as they were face-to-face. Psychological safety and safeguarding remain our priority and we have not had any negative experiences using digital facilitation. In fact, our participants have been pleasantly surprised and embrace this new way of connecting. This bodes well as we re-establish ourselves into a blended work environment.

Our influence continues to grow and develop. Following the virtual debate held in November 2020, the Journal of Research in Nursing commissioned our CEO to head up a special issue of the journal focusing on wellbeing. The [Editorial](#) received the highest praise from academics and leaders at the forefront of professional nursing practice and contributed to further debate on global recruitment and retention of nurses. Further partnership with the journal is planned for 2022/23.

Articles have been co-written with stakeholders on social care nursing for Care Management Matters journal, Nursing Standard and the Nursing Times journal and various blogs have been written. Social media presence is strong, and the CEO and team meet regularly with a range of national system leaders. FoNS is a member of the Care Home Cares WhatsApp group and the [@HomesQi](#) Twitter based virtual group, both led from within the social care sector and both gaining traction nationally. Team members regularly sit on panels and present on our work at webinars, conferences, and national groups.

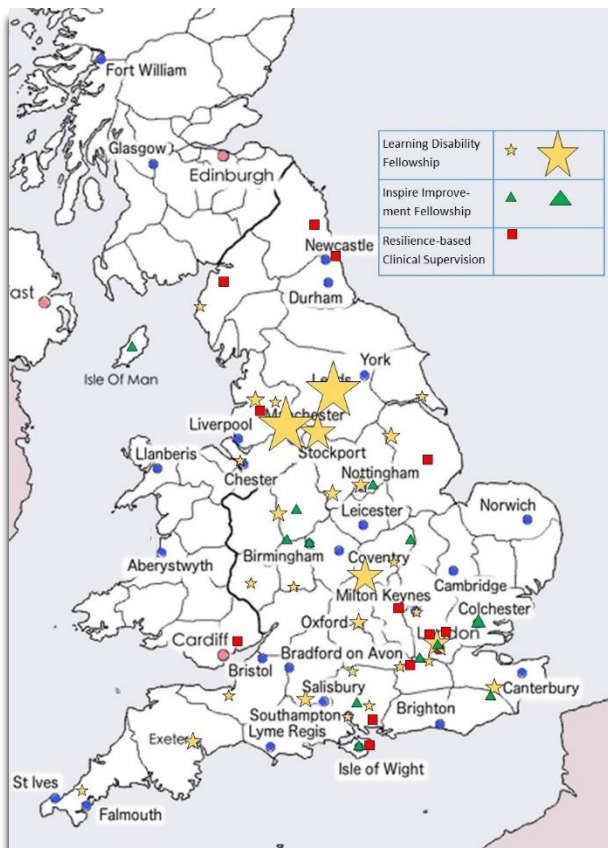
The global pandemic continued to offer up multiple challenges throughout 2021 and we responded. FoNS flexed our approaches to delivery and adapted our programmes. Our participants embraced the online experience and shared this with their colleagues and organisations. Social media was a superb platform to show case our work and keep the conversations going. We became more visible on Instagram and may explore TikTok in 2022! Nurses' wellbeing remained a top priority for our UK Chief Nursing Officers (CNOs) as well as every employer in our network.

We remain visible and it is always a real pleasure to be invited to sit on the judging panel for various nursing awards including the [Nursing Times](#), [RCNi/RCN and the Markel 3<sup>rd</sup> Sector awards](#). Our CEO was appointed Chair of Judges and FoNS was appointed as the very first charity partner for the [2021 RCN Nurse of the Year awards](#) (#RCNAwards). The long-term aim of this partnership is to establish person-centred care as a component of all award submissions. It will increase our visibility substantially and place FoNS at the heart of nursing excellence across the UK and beyond.

Our visibility and reach are increasing year on year and we are regularly approached to share our insights and thought leadership on person-centredness, reflective nursing practice and values based workplace cultures.

Reflective practice is the bedrock of our approach at FoNS and we were thrilled to be invited to join a UK-wide Clinical Supervision Subject Expert group (#CSSEG) late in 2021. This invitation demonstrated the power of collaboration, and we stand side-by-side with the Florence Nightingale Foundation who took the lead following a call to action from Directors of Nursing across the system to establish clinical/reflective supervision as a priority for nurses and midwives. The group has gone from strength to strength and a series of powerful [articles](#) were published in the Nursing Times journal from January 2022. Watch this space for more activity during 2022/23.

## **Reflections and celebrations from our team**



### **We have extended our reach across the UK and beyond:**

A number of our programme participants have been able to influence policy at national level by joining Shared Decision-Making Councils and national steering groups.

- Many participants have moved roles and become more confident to push through barriers to achieve their goals.
- Lots of our blogs are written by our alumni.
- Social media has been a great friend to many of our alumni. They go on to share their successes with us for years to come.
- We achieved time away together as a team towards the end of 2021. This was essential to rebuild and plan for the future. We started work on 'Building Success- Our Strategy', due to be launched in early 2022.
- Our partnership with the Burdett Trust for Nurses continues to grow and strengthen.
- We demonstrated our international collaboration by publishing a co-produced Guiding Lights framework which has rejuvenated our team as well as demonstrating the value of FoNS investing in research.
- Kate is in the final stages of completing her PhD. We are looking forward to sharing Kate's success in 2022.
- Our team are very active nationally and contribute to a number of important workforce development programmes such as the [CS-SEG](#), Mental Health Nursing careers programme, Learning Disability and Community Nursing Plans for England and Wales to name but a few.

## **Plans for the Future: we continue to embed reflection into practice**

In our last report, we reflected on the wellbeing needs of our profession as we continued through the phases of the global pandemic and consider the recovery phase where, in the words of the World Health Organisation, we 'build back better'. In 2021, the growing complexities of a global health and care workforce crisis are becoming more evident as the true state of the world's wellbeing is coming to the fore. The prolonged pandemic has escalated a decline in existing workforce numbers as many nurses feel undervalued, are morally injured, are questioning their future or deciding to leave the profession due to the inability to provide person-centred care, burn out and exhaustion ([ICN 2021](#)).

Staff health, wellbeing and retention therefore remain high priorities across the UK health and care economy. FoNS supported the system by influencing decision making at various levels of the system. We did this by sharing best practice and our experiences of supporting a range of staff through our programmes online, when we had no other choice. The Nursing and Midwifery Council, the UK's nursing and midwifery regulator and our CNO national Health and Wellbeing Group enabled us to restart a conversation on restorative or clinical supervision and we shared vital participatory evaluation data from our [Resilience Based Clinical Supervision \(RBCS\) programme for undergraduate nurses](#) which demonstrated the impact of the programme on their wellbeing and insight gained by the participants of the importance of self-compassion and self-care. The NMC wrote to all universities later in 2021 to remind them of the importance of protected time for reflection for all undergraduate nursing and midwifery students throughout their studies.

We believe that reflective practice is a prerequisite for professional growth, advancing safe and effective evidence-based practice and interprofessional collaboration. As such, FoNS will continue to prioritise our focus on staff wellbeing, establishing effective workplace cultures and person-centred practice.

Succession planning is paramount. We have grown in the last year, and we now have four experienced facilitators who are focusing on supporting and developing a cadre of Associate Facilitators to join us on a flexible basis.

We are looking forward to co-creating our strategy for 2022-25, increasing our reach, working across the health and care system and influencing at meso, micro and macro levels.

## **Celebrating our programmes throughout 2021-22**

### **Improving Practice Programmes**

We believe that individuals should experience care that is high quality and person-centred. Whilst the responsibility for continuously improving the quality of care lies with all health and care professionals, nurses as leaders, commissioners and direct care providers have a key role in leading and facilitating change. In FoNS' experience, identifying, understanding, and responding to practice challenges can be tough and complex. Our improving practice programmes are therefore designed to inspire and support nurse-led teams to work through such complexities by drawing upon the key principles outlined above on page 5.

We create, facilitate, and offer safe spaces and excellent learning environments both virtually and face-to-face in small groups and 1:1 sessions where participants can focus on leading and facilitating practice development towards the creation of workplace cultures that are person-centred, safe and effective. Despite the global pandemic during 2020-21, FoNS has delivered several programmes involving support to nurse-led teams leading improvements to care. These are described below. Details of all the active programmes are available [here](#).

## Inspire Improvement Fellowship and Programme



<https://www.fons.org/programmes/inspire-improvement>

Led by Jo Odell, this exciting programme is part of our successful, ongoing partnership with and funding from The Burdett Trust for Nursing. The programme aims to equip clinical leaders to develop skills and expertise in facilitating improvement and culture change at the front line of practice; it is underpinned by the [‘Creating Caring Cultures’](#) framework and resources developed by FoNS over a number of years.

The Creating Caring Cultures model encompasses the delivery model for this programme:

- Exploring values and beliefs to create a shared vision
- Facilitative Leadership
- Understanding workplace culture
- Starting and experiencing active learning
- Participatory Evaluation

This programme is made up of a combination of six workshops, practice-based support from a FoNS facilitator for each participant and the provision of a small bursary. From our experience, the combination of these three elements has the most impact and benefit. The shared learning opportunities enable participants to develop their knowledge and skills in working with people in practice to create a workplace culture where practice is person-centred, effective, safe, and caring. We believe in combining both the support in practice and the learning programme to enable participants to develop the long-term knowledge, skills and confidence needed to be truly effective facilitators of culture change and improvement. The Fellows are expected to share their learning across their organisation and beyond and become ambassadors for improvement and culture change – retaining an important connection with FoNS.

The Fellowship has had a significant impact on the Fellows’ leadership in practice, has inspired change in their workplaces and is contributing several indicators of improvement. The following 2019-2021 examples from our evaluation report which can be read [here](#).

- Fellows have developed and expanded their skills as leaders, including using a greater range of facilitative approaches and methods to work with and engage staff in their teams. They report renewed confidence and feel their leadership has been transformed.
- Fellows have implemented new knowledge and learning to improve care practices and teamworking for example, structured observations of care to identify opportunities for improvement, exploration of team culture, creating time out of practice for staff for reflection and learning, improvements to team meetings and wellbeing initiatives.

## Cohort 4 (2021-2022)



Cohort 4 Inspire Improvement Fellows started their first virtual seven week learning block on the 9<sup>th</sup> September 2021. This year Jo is also accompanied by two co-facilitators who are previous 2019 fellows. This is an essential decision for our own succession planning, an opportunity for the fellows to further refine their facilitation skills and also to inspire the new fellows with their previous experiences.

Here is some initial feedback from the fellows in the form of a picture and a poem:

	<p><i>The fellowship is to create and inspire                  My thoughts are going way up higher                  We share ideas and challenge each other                  Jo is like our professional mother!                  Collaboration is our aim                  Reaching a goal is what we gain.                  Today we looked at the participation ladder                  We don't want the challenge to make us sadder                  Steps up the ladder need only be small                  But are a way to include us all                  We remind ourselves it's not a race                  It's important to just set the pace.                  Evaluation throughout is key                  Remember it's not 'I', it's 'we'.                  It's not the win that always counts,                  But the taking part that gives us bounce!                  We have three circles to consider                  If we want to be a winner                  Control and influence and concern                  Is a new way we need to learn                  Active learning is creative and fun                  It helps us to realise we are not just one,                  Collaboration is the key                  And it will need to start with me!!!!</i></p>
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### Cohort 3

This group of fellows completed their formal programme on the 6<sup>th</sup> October 2021 by undertaking a participatory evaluation of the programme using the virtual platform Padlett. All this evidence has been combined to form the basis for the formal evaluation of the programme, [Moving Online](#). Here is a flavour of what the fellows said:

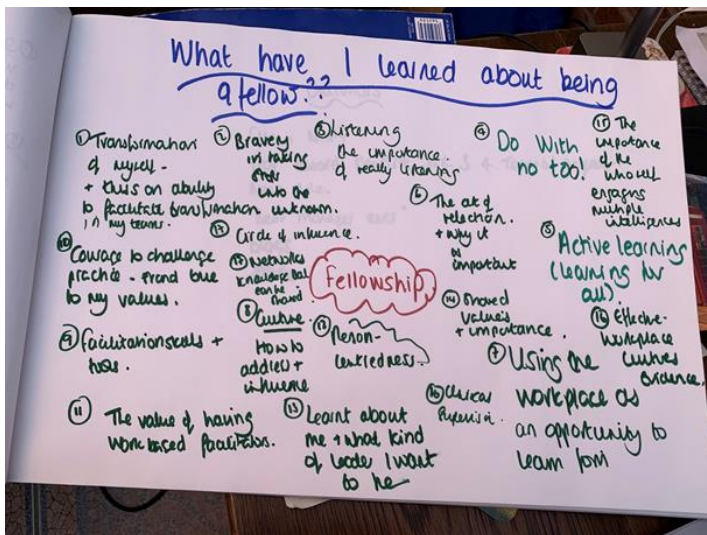
*"My confidence has grown, as a result of my learning, I believe that has impacted on our team. I am now more curious and confident with being curious."*

*"I have learnt the importance of making our team members feel valued and the importance of self-care. This starts with me, but it isn't about me it is about our team. That importance of collaboration, participation and inclusion. The positive impact of this and how working in collaboration can make team members feel. This also involves sharing decision making within our team and wow what a difference this makes! The strap line we formed as a group: starts with engagement; continues with collaboration, evolves into innovation – this has become a mantra for me and I have observed the innovative ways to working that our team have developed! We only have influence within our circle of control – which is our team, it then ripples out to the circle of influence and onto the circle of concern; therefore, focus on this. Reframing the negatives into the positives. When we did the exercises with the videos seeing things through different people's eyes – I could relate this to practice – e.g. how the HCA will see things different to an RN – however neither observation is of any less value they are just different. Its prospective!"*

*"The aspect I found most useful was active learning and continuous reflection that promotes learning. How using creativity can enable your learning and participatory evaluation. I expected to come and be taught, but I have found that its within yourself and the other fellows. Gave us a framework and all the tools and brought the creativity out of us."*

The fellows are planning to meet in 2022 face to face and will use their bursaries to facilitate this.

### Cohort 2 (2019-2020)



The fellows undertook their participatory evaluation via the platform *Padlett*. Also, three of the fellows from this cohort have gone onto facilitate in later cohorts. It is planned that the evaluation for cohort 2 and 3 will be combined with a focus on the impact for the fellows, co-facilitators and the impact of creating a safe learning space both in a face-to-face situation but also in a virtual space. Below is how one fellow captured her learning through a spider diagram. This fellow undertook 12 months as a fellow (2019/20), 12 months as a co-facilitator (2020/1), has undertaken a masters module (2020/21) on workplace learning based on her learning and is now undertaking 4 modules in person centred care (2021/22) from Queen Margaret University Edinburgh. Funded by her bursary and inspired to learn more through her Fellowship.

### Cohort 1 (2018-2019)

This cohort remain in active contact via social media and are now a fully self-sustaining group. They form the first group of Fellows that have become part of the FoNS Alumni. The evaluation of this cohort is now complete: ['Game Changer': Creating Caring Cultures through the Inspire Improvement Fellowship](#).

### FoNS Alumni and Inspire Improvement Fellowship

Thanks to a successful new bid to the Burdett Trust for Nursing there are now monies to develop the FoNS Alumni formally and grow the number of events and opportunities for sharing and learning from each other. It is hoped that these will start in early 2022.

## **Teaching Care Homes (TCH): Inspiring and Impacting**

**A partnership programme with Care England, funded by the Burdett Trust for Nursing**

<https://www.fons.org/programmes/teaching-care-homes>

Led by Kate Sanders, this programme was established following a successful pilot initiative in 2016, led by Care England and funded by the Department of Health. In early 2017, Care England secured funding from the Burdett Trust for Nursing to support nurse-led teams from ten further homes over two years. Year 2 ran from March 2018 to February 2019; and Year 3 began in April 2019. Opportunities have also been created for the teams to meet as a TCH Community. The ongoing development of this programme has provided the opportunity to continue to:



- Raise the profile of care home nursing by sharing the learning and developments achieved
- Support the development of a network of care homes that can act as 'critical friends' or 'buddies' to other homes
- Create wider learning opportunities for the care sector by supporting both local and wider events
- Add to the body of knowledge through publications

### Norfolk and Waveney CCG

Working in partnership with Jonathan Webster, from the [ImpACT Research Group](#) based at the University of East Anglia, Kate Sanders and Jonathan have secured support and funding from Norfolk and Waveney CCG to facilitate a locality based Teaching and Learning Care Homes (TLCH) programme involving five homes. It is hoped that the programme will commence in early 2022. The programme will use a virtual approach, connecting with care homes using Microsoft Teams. Kate and Jonathan will also be working with two members of the Norfolk and Waveney Care Home Quality Improvement team, who will be able to work on a face-to-face basis with the care home teams.

### North Central London

Following the successful participation of Priscilla Wakefield House (PWH) Nursing Home in Haringey, their report which shares the outcomes that they achieved in relation to [enhancing diabetes care](#) is being shared widely across the boroughs of North Central London (NCL). Supported by North Central London Clinical Commissioning Group (NCLCCG) who are also members of the TLCH Advisory Group, there is growing interest in how the TLCH programme could be developed across NCL, forming a network of TLCHs across the locality to coordinate social care nursing activity. A locality-based meeting involving representation from NCLCCG, NHS England/Improvement, the local authority, Middlesex University, a nursing quality lead, PWH care home manager and FoNS was held at the end of July. Further to this, opportunities to fund a programme are being explored and it is hoped that there will be some news relating to this by the end of the year.

We congratulate Priscilla Wakefield House for winning the [Care Home Team award](#) at the 2021 Great British Care Awards.

### **Future developments**

The programme continues to receive guidance and support from an advisory group. This is invaluable, providing the appropriate level of critical challenge and direction. Momentum about the importance of social care nursing and nurse-led teams has continued and FoNS is supporting the newly appointed Chief Nurse for Adult Social Care for England.

## Creating Caring Cultures Fellowship, for aspiring leaders and early career frontline Registered Learning Disability Nurses



Led by Giselle Cope, this 12-month programme, [Creating Caring Cultures Fellowship for Learning Disability Nurses](#) commenced in the autumn of 2020 and will run through 2021/22. Jointly commissioned by the Burdett Trust for Nurses, England's CNO and NHS England/Improvement's Learning Disability national team, recruitment commenced in December 2020. External evaluation is being undertaken by the University of East Anglia [ImpACT ResearchTeam](#). The evaluation focuses on the impact of the programme on participants and an analysis of the impact of the programme from the perspective of the programme facilitators. Early findings indicate there has been an overwhelming sense of personal growth and development of LD nurses throughout the programme. The final report will be published towards the end of 2022 and will be the first of its kind for FoNS.

The Fellowship is a development opportunity for aspiring leaders and early career frontline Registered Learning Disability Nurses (RLDN) to facilitate person-centred cultures of care which are safe and effective. It is structured around the FoNS [Creating Caring Cultures model](#) and it is open to RLNDs who are between 1-3 years post registration and who are working in any health or care setting within England.

The programme will equip participants with the skills and confidence to develop into the facilitative leaders of the future. The inclusion of mentorship and coaching support at a local, regional, and national level as well as personal development planning will enable participants to realise their leadership aspirations and will develop leadership capacity within organisations. Our brilliant [mentors](#) are celebrated on our website. We couldn't do this without you all. Thank you!

### **Current cohorts**

Cohort 1 concluded on the 7th of September 2021.

A reflection by one participant conveys their growth and development across the programme as:

*"My confidence has soared since beginning the fellowship. I feel confident to challenge and to advocate for people with a learning disability. I even braved a band 6 interview for a community nurse role and was successful! My work promoting STOMP has only just begun, and I hope to take the lead in developing our trust's STOMP pledge further in the years to come. FoNS gave me a focus, but also gave me the ability to celebrate my achievements, that of my peers and also celebrate our profession! Together we are most definitely better! I will continue to network and hope to maintain the friendships I have formed with my peers on the course."*

Cohort 2, core programme concluded in July 2021. The final active learning session was scheduled for 8th of December 2021. All participants remain engaged and very positive about their experience.

Cohort 3 commenced on the 9th/10th of September 2021, and

Cohort 4 concluded the core programme at the end of November 2021. Again, participants in both these cohorts remain positive and engaged.

NHSEI remain actively involved within the programme through David Harling (Head of LD Nursing) and Ben Briggs (Senior Clinical Advisor - LD).

## Commissioned programmes

### Creating Caring Cultures

<http://www.fons.org/learning-zone/culture-change-resources.aspx>

FoNS' Getting Started with Culture Change resources, launched in 2016 continue to be highly valued and interest in support with culture change in the workplace is growing.

Over the past few years, FoNS has been increasingly approached to present the work to conferences, webinars and organisations across health and social care; especially from those seeking to explore ways of strengthening more person-centred ways of working, enhancing leadership, and creating more caring workplaces. Our [Creating Caring Cultures animation](#) has now been viewed over 16,000 times.

Ashford and St Peters NHS Foundation Trust commissioned a programme for clinical leaders and members of their Practice Development team. A celebration event will follow in 2022. Here is some feedback from the September 2021 workshops.

**1. What aspect of the content from today's programme did I find the most useful and why?**

- Making a purposeful statement by going through the process in small group. Energising, empowering session
- Observation of Care- using our senses to review the ward, the culture- what changes could be developed?
- Patient experience and observation of practice
- Bringing together our personal values and beliefs and creating something combining that together
- Discussing the ward accreditation process as it helped the group collect thoughts and ideas to feedback
- Discussion and active listening. The process is as important as the outcome

## **Guiding Lights for an effective workplace culture: a programme for community nursing teams** **Lead Facilitators: Kate Sanders (FoNS) and Jonathan Webster (ImpACT)**



The [Guiding lights for effective workplace cultures that are also good places to work](#) programme was commissioned by Sam Sherrington, Head of Community Nursing at NHS England/Improvement. The programme:

- Focuses on applying the four 'Guiding Lights' to the community (nursing and/or interdisciplinary) team setting
  - Ran from June 2021 through to November 2021
  - Was facilitated by two of the four co-authors of this work
- Involved 21 community nurse team leaders, 3 from each of the 7 regions across England
  - Involved 3 virtual workshops and 2 virtual regional support sessions – creating a community of practice
  - Enabled the team leaders to learn about how current workplace cultures (as experienced by those participating) map against the Guiding Lights (as a framework to support transformation) and the steps needed to enable learning and practice transformation at an individual, team, service and system wide level

Engagement in the programme has been positive, with attendance high across all sessions. This is set against incredibly challenging and complex workplace contexts. Feedback from participants suggest that they valued the:

- Guiding Light Framework as a means of reflecting on culture and engaging team in discussions and action planning
- Opportunity to share with and listen to other community nurse leaders which facilitated learning with and from others
- Time away from practice to think and reflect
- Chance to try new techniques for engaging with team

One participant commented:

*'I have learnt that even when you think that there is nothing else that you can do – there is. It has given me technical skills as well as a different way to approach looking at my workplace. This has been an absolute vital part of my staff well being as I couldn't find a way of taking us forward even though I knew we had to so that we could flourish again as a team. This is something that I will continue to do as part of our development together'*

Kate and Jonathan worked with a small number of participants who volunteered to be part of the evaluation. They co-created a final report which includes good practice case studies that illustrate how the participants have used the Guiding Lights in their community nursing practice. Additionally, many participants have commented about how they would like the opportunity to meet to continue. For example, one participant commented:

*'I think the programme could have been longer. I have found that I have developed more of an understanding as the programme has progressed and would like more protected time to focus on this now'*

This request is going to be accommodated through a programme of work at ImpACT which is supporting the development of several communities of practice. One of these will relate to workplace culture and the community nurses are being invited to lead the development of this with the support of Jonathan and Kate.

The final report can be read here: [Guiding Lights for Effective Workplace Cultures - Evaluation Report.pdf](#)

## **Resilience Based Clinical Supervision (RBCS)**

<https://www.fons.org/learning-zone/clinical-supervision-resources/clinical-supervision>



RBCS is led by Grace Cook and a growing team of [Associate Facilitators](#). This model of clinical supervision was developed by Dr Gemma Stacey and colleagues from the University of Nottingham. FoNS supported Gemma over several years by hosting the resources on our website and later co-facilitating programmes. Grace was a member of Gemma's research team, so we are very fortunate to have Grace on our team.

In early 2020, we facilitated one-day face-to-face workshops – usually for 10-15 participants. When we returned to work in late summer 2020, the team further developed the workshop model to become a Champion and Cascade programme so that additionally, participants explore how they can implement RBCS across their teams, directorates, organisations etc. This programme is now largely being delivered virtually and is evaluated very well.

In late 2020 we were approached by Health and Education England to develop a programme for mental health and learning disability student nurses who were unable to be on placement during the pandemic and were at risk of social isolation. This was commenced in January 2021 with a masterclass for up to 24 students. Students were then offered four RBCS sessions between January 2021 and March 2021. This also included a [participatory evaluation](#) which has demonstrated our impact.

Since then, we facilitated over 50 cohorts in 2021 and reached a minimum of 320 participants across the country and beyond.

Two of our most successful programmes include:

### **i) Partnership with Portman and Tavistock NHS Foundation Trust**

This programme commenced in January 2021. Since then, significant progress has been made, especially recruiting nurses from across the health and social care system and being true to the demographics of north London and therefore recruiting ethnically diverse participants. This was achieved and publication of the evaluation will follow in 2022.

### **ii) Partnership with Hospice UK**

FoNS commenced working in collaboration with Hospice UK in September 2021, to provide champion and cascade RBCS development for 20 nurses. This includes the provision of resources and ongoing support through a steering group and masterclasses. Three cohorts undertook the champion and cascade programme, and this initial phase will complete in 2022. A community of practice is planned to build internal capacity. The evaluation will follow, and plans are being made to continue this partnership into 2022.

### **iii) Evaluation**

Evaluations received continue to demonstrate impact and participants are reporting that they are learning key skills, including positive reframing; grounding; creating safe environments; and check-ins. See figure below for feedback received.

## Resilience-Based Clinical Supervision

*It has really made me think about Clinical Supervision differently. Using the systems to help people recognise and make sense of their own feelings is such a powerful tool, and I'm so hopeful that this programme will make a huge difference in my organisation*

*I learnt how to respond positively to the emotional needs of others*

*I feel that once people start the course they recognise that we are working alongside them rather than doing to them - which is beneficial*

*Didn't realise virtual meetings can be so exciting*

*I do feel that I now have developed/improved skills to better support my team*

*I feel I was supported by the facilitator and my peers during the course*

*Thank you for facilitating the sessions, they have been eye opening and a refreshing take on how we can adapt our current supervision templates to suit each colleague, individually rather than blanketly*

*We feel we have the skills to deliver this effectively and that we are becoming more resilient practitioners*

*I found the whole course beneficial – from looking at my own thoughts feeling and reactions to what is going on around me, to practicing techniques with colleagues and inadvertently bringing together people who you build a support network with, something that should be shared within the organisation as acknowledgement that they value their staff's emotional wellbeing*

Requests for the Champion and Cascade programme have been increased steadily, resulting in recruitment of Associate Facilitators and Grace, our Lead Facilitator/Programme Manager to increase our capacity to enable us to meet demand.

Our Associate Facilitators are also Ambassadors for FoNS. Some of the applicants are alumni of our programmes and others share our values and have a desire to work with us.

## Scholarships and fellowships

### Richard Tompkins Scholarship

<https://www.fons.org/programmes/scholarships>

This is an exciting development opportunity for a registered nurse, midwife or health visitor who is committed to developing person-centred cultures of care. Launched in 2013, the scholarship is open to practitioners who are working clinically in any health and care setting UK-wide, and is targeting, those at ward sister, team manager level or equivalent. The late Richard Tompkins CBE, British entrepreneur and founder of Green Shield Stamps and Argos saw



the potential of FoNS to enable nurses to develop knowledge and skills that benefit those we serve. The Tompkins Foundation remains a valuable supporter of FoNS, and we are delighted that Mrs Elizabeth Tompkins is supporting this scholarship opportunity. Each year, the scholarship offers:

- A fully funded place at the 5-day residential international practice development school 'Fostering a Culture of Effectiveness through Practice Development'
- The opportunity to work towards academic accreditation as a distance learner (20 CAT points at level 6) from Canterbury Christ Church University, Kent
- 12 months' mentorship from FoNS to support an innovation in practice
- The opportunity to work towards publishing a paper in the International Practice Development Journal

Giselle and Kate are continuing to support the two successful RT scholars from 2021, ahead of them attending our deferred practice development school which will run in August 2022. They meet regularly with Elizabeth (Lizzie) Christie, who is a neurodevelopmental nurse specialist/independent nurse prescriber, currently working in Hampshire Children and Adolescent Mental Health services, and Titilayo Babatunde, who is a health visitor team co-ordinator based in Hackney. During these active learning sessions, Lizzie and Titilayo are becoming more familiar with the theoretical underpinning of person-centredness and practice development and exploring how they can begin to work with these ideas with their teams.

## **International Practice Development School: Developing person-centred, safe, and effective cultures through practice development**

<https://www.fons.org/programmes/schools>

Due to the ongoing uncertainty of the pandemic and restrictions on face to face and indoor gatherings, the next international practice development school is scheduled for 1-5 August 2022 at Herstmonceux Castle in East Sussex. The school is currently fully booked, and we have a small waiting list of potential participants.

## **Sharing Knowledge and Networking**

In line with our strategic ambitions, this workstream focuses on ways FoNS can support practitioners by freely sharing resources and ways of working and can support the development and dissemination of the practice and theory around practice development and person-centredness through the programmes and the IPDJ.

### **FoNS Alumni**

The purpose of the alumni is to provide a variety of events (both virtual and face to face) to enable people that FoNS has worked closely with, to stay energised and inspired as well as provide a channel for people to promote the work of FoNS.

### **Centre for Nursing Innovation**

<https://www.fons.org/>

The FoNS virtual Centre for Nursing Innovation remains highly regarded and offers a very valuable resource for anyone in nursing (or related fields) interested in changing and developing practice. The table below highlights the most popular pages with visitors.

#### **Top pages visited 1 Feb 2021- 31 Jan 2022**

**Total sessions:** 97,184

Home page	10,053
IPDJ Home page	3,924
Scholarships	3,401
Programmes: Inspire Improvement	3,179
IPDJ Vol 4 No 2 Article 4	2,057
Clinical Supervision resources	2,038
IPDJ Vol 6 No 1 Article 6	1,807
Programmes: Learning Disability Fellowship	1,757
Blogs	1,675

Between 1 February 2021 and 31 January 2022, there was a 30% increase in visits to our website home page and the various sections, including programmes and the IPDJ all saw an increase in visitors.

## **The International Practice Development Journal (IPDJ)**

<https://www.fons.org/library/journal-ipdj-home>

The International Practice Development Journal (IPDJ) is hosted by FoNS and is published by FoNS in association with the [International Practice Development Collaborative \(IPDC\)](#) and the [Person-centred Practice Research International Community of Practice \(PcP-ICoP\)](#).

We continue to publish two issues annually all free, open access to readers and authors: a unique resource to the nursing and multidisciplinary professions across health and social care. In addition to this, we publish special issues from time to time.

The last 2021 issue of the IPDJ was published on 17th November containing an interesting mix of original articles, critical reflections, and book reviews. We also included a 'feature article' by Angie Titchen; someone who has been part of the IPDC and ICoP communities that support the IPDJ and at the forefront of theoretical development in the fields of person-centredness, transformational practice development and critical creativity for many years. Angie shares four stories, inviting us to think about how we might work together to create healthful cultures, using examples from outside of health and social care settings.

FoNS a Twitter account (@theIPDJ). The journal continues to grow its readership and articles have featured in social media discussions and tweet chats.

## **Professional Advice, Expertise and Collaboration**

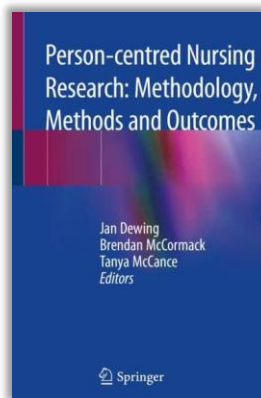
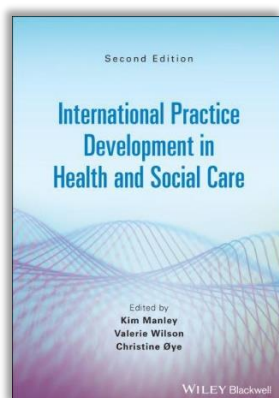
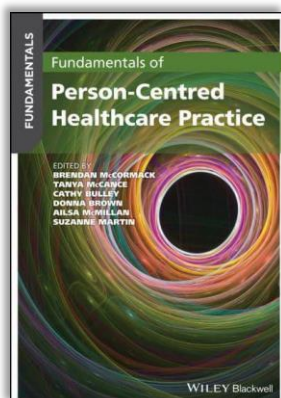
In addition to our funding partnerships, FoNS has a reputation for fostering positive collaborative relationships with organisations and people who share our commitment to supporting nurses and person-centred nursing practice. We are also keen to share our experience and expertise by offering bespoke programmes of support. During 2021/22, in line with our strategic ambitions, we strengthened existing collaborations.

FoNS core team are members of various UK-wide and national professional groups and are encouraged and supported to develop their professional networks and areas of interest.

## **International Collaborations: The International Practice Development Collaboration (IPDC) and the International Community of Practice for Person-centred Practice (PcP-ICoP)**

FoNS continue to be active members of the IPDC and PcP-ICoP . These collaborative relationships provide FoNS with international connections and profile. We are actively engaged in knowledge generation and translation. Team members have been involved in writing articles and chapters for books led by both collaborations, published in spring 2021.

1. Fundamentals of Person-centred Healthcare Practice (McCormack et al 2021) (Eds). [Wiley Blackwell](#).
2. International Practice Development in Health and Social Care. 2<sup>nd</sup> Edition. (Manley et al 2021 ) (Eds). [Wiley Blackwell](#).
3. Person-centred Nursing Research: Methodology, Methods and Outcomes (Dewing et al 2021) (Eds). [Springer](#).



## **Financial Review**

The full audited accounts for the financial year 2021-22 follow from page 27. They have been prepared in accordance with the Statement of Recommended Practice applicable to charities and in accordance with the Financial Reporting Standard FRS102.

The year ended 31st January 2022 saw an encouraging increase in income and activity despite the protracted Covid-19 pandemic across 2021. Our major programmes all recommenced, and our new commissioned resilience based clinical supervision workshops and shorter creating caring cultures programmes started to make a difference to our financial sustainability. However, the fallout from the pandemic and general nursing staff shortages in the NHS mean that our nursing teams are inevitably occupied with their patients and find it difficult to participate in professional and practice development opportunities. Once again, we had to postpone our PD School, but this has now taken place in August 2022.

Total income in 2021-22 was £350,743 compared to £301,660 in 2020-21. The average income over the preceding 5 years was £446,000 (2016-2020). However, we have many pieces of new work in the pipeline and we are confident that our budget for the forthcoming year will see income and charitable activity increase substantially.

We are witnessing a shift from grant-funded work to commissioned work shown by unrestricted income increasing on previous years at £223,903 (2020-21: £137,103). We are forecasting that this will continue.

Expenditure on charitable activities also increased in 2020-21 dramatically, now that the core programmes could fully resume and augmented by the shorter commissioned workshop activity and networking. Charitable expenditure was £450,274 (2020-21: £347,195). The charitable spend returned to the previous 5-year average of £443,000 (2016-2020).

Our strength of restricted programme delivery reflects our reputation for leadership, engagement, and professional development within the nursing sector. The charity will continue to develop these innovative areas but will also expand its workshops to bring its unique expertise to a wider audience. The charitable expenditure follows this theme with £261,653 (2020-21: £125,549) being spent in 2021-22 on improving practice programmes and £188,621 (2020-21: £221,646) being spent on sharing knowledge and networking within the nursing profession. Expenditure on 'improving practice' has now returned to pre-pandemic levels with the recommencement of the larger programmes. Similarly, £25,630 (2020-21: £9,924) could be paid out in bursaries to various professional nursing teams and individual nurses to improve nursing practice, now the programmes have been resumed. You can see an analysis of grants at note 8 to the accounts.

The charity made an overall deficit of £87,493 in 2021-22 (2020-21: deficit of £42,996) after a gain on investments of £14,208 but there was a surplus on our unrestricted activities of £47,320 after the gain on investments (2020-21: deficit of £82,004). All the overall charity deficit is therefore due to the washing through of expenditure from restricted funding received in advance in previous accounting periods. The 2021-22 result is a very encouraging outcome.

The charity's balance sheet on page 29, shows a decrease in total funds due to the overall deficit and a decline in reliance on up-front grant funding; total funds were £446,025 in 2021-22 compared to £533,518 in 2020-21. 2021-22 has seen a further movement in the mix of unrestricted and restricted funds, and the trustees are monitoring this. Unrestricted funds strengthened to £239,885 from £192,565 in 2020-21 but after declining from £274,569 in the previous year. We anticipate a further strengthening of unrestricted funds in forthcoming years.

The trustees monitor financial performance closely through detailed quarterly management accounts and finance report, which includes six key performance indicators.

We are fortunate that the value of our investments recorded a modest growth despite another turbulent year on the markets.

## **Reserves Policy**

Total reserves at the year-end amounted to £446,025 (2020-21: £533,518), being £206,140 (2020-21: £340,953) in restricted funds, £34,200 (2020-21: £4,200) in designated funds and £205,685 (2020-21: £188,365) in unrestricted funds. Details of the restricted and designated funds are given in note 15 and 16 to the accounts, respectively.

To date, it has been policy to maintain sufficient reserves at any one time to cover the projected running costs of the charity for the following 6 months. The Unrestricted Funds (including Designated Funds), which in the case of the Foundation equate to the 'free reserves' of the charity, amounted to £239,885 (2020-21: £192,565). These adequately meet this criterion and represent 6.36 months (2020-21: 6.61 months) of total expenditure, despite a significant increase in charitable activity and associated costs. The statement of cash flows shows that there was an outflow of cash reserves of £26,732 (2020-21: outflow £20,581) during the year. The trustees are happy with the level of reserves and consequently regard the charity as a going concern.

## **Investment powers and policy**

The trustees seek to balance the liquidity requirements of the charity with their duty to ensure a suitable rate of return and income to the charity to develop its work for the public benefit. The trustees also take the level of unrestricted funds into account when deciding on the ratio between investments and funds held in fixed interest bonds, deposit, and current accounts.

The careful monitoring of the portfolio continues to strengthen returns and reduce risk in an often-turbulent market. The primary aim of the investments is to produce income whilst preserving the capital value of the funds. The trustees invite the current investment managers to meet with them periodically to discuss the portfolio and compare their plans with other managers in the market. The managers also provide quarterly reports. The charity has established a Finance and Investment sub-committee to consider various investment options for the charity's reserves and to consider the balance between investments that produce a capital and income return with investments offering only deposit interest but complete protection from falls in the market.

The trustees have spread some of the liquid assets between institutions as a precautionary measure and to maximise income during a period when deposit rates are very depressed.

## **Principal Risks and Uncertainties**

Over recent years FoNS has become more successful with generating unrestricted income.

However, with increased pressure on resources across health and social care and the ongoing effects of Covid-19, the availability of funds to support development opportunities for nurses may be affected. It will be important for FoNS to continue to demonstrate the impact and value for money of our programmes and support offer to maintain the uptake of school places and commissioned programmes, as well as continue to develop blended approaches, i.e., digital programmes and grow their cadre of associate facilitators.

FoNS continues to be a lean charity, with 6 staff and a small but growing number of Associate Facilitators. Our challenge for 2022-23 and beyond is to develop an organisational development strategy that will attract nurses into the charity sector.

## **Governance, Structure and Organisation**

### **Governing Documents**

The Foundation of Nursing Studies is a charity registered with the Charity Commission and a private company limited by guarantee. It is governed by its Trust Deed dated 28<sup>th</sup> May 1987 and Memorandum of Association, registered with Companies House on 18<sup>th</sup> June 1998.

### **Organisational Structure**

The Board of Trustees meet quarterly to administer the charity. In addition, an investment and financial sub-committee has met, and a remuneration committee meets annually to review staff remuneration.

The Chief Executive Officer (CEO) was appointed by the Trustees to lead and manage the day-to-day operations. The Chairman leads an annual appraisal process for the CEO and all board members.

### **Appointment of Trustees**

Trusteeships are reviewed by the Board of Trustees in line with Trusteeship policy and code of conduct. The Trustee Board approves the appointment all new Trustees. New Trustees are recruited through a process of advertising and interview or, where deemed appropriate, through a process of recommendation and interview. On appointment, all new Trustees meet the CEO and are given an information pack, which includes the code of conduct (a signed copy of which is retained), annual accounts and board papers including reports and minutes from the last year. A register of declared interests is also maintained. A Trustee induction and refresher programme with NCVO is planned for February 2023.

### **Risk Management**

The Trustee Board reviews bi-annually the major strategic, business, and operational risks the charity faces and confirms that systems are in place to reduce risk and to ensure ongoing review and reporting. Risk assessment continues to identify income and finance as being the area of greatest threat.

Regarding investments, reports are received quarterly, and the Board meet with the investment manager to review performance against benchmarks and monitor risk management. Overall, the Board monitor closely external and internal financial management systems. The CEO and Treasurer meet and regularly review the financial management systems to ensure they remain transparent and robust.

### **Income Generation**

Generating income to support activity remains a priority. FoNS remains most appreciative to Mrs Elizabeth Tompkins our long-term donor and to the Burdett Trust for Nursing.

We are keen to expand our offer of bespoke programmes of work and consultancy which help individuals and organisations strengthen their nursing and care improvement activity, contribute to a greater understanding of person-centredness and person-centred practice development and leadership. These activities contribute to unrestricted income generation.

## **Statement of Trustees' Responsibilities to the Financial Statements**

The charity trustees (who are also the directors of the Foundation of Nursing Studies for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing the financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time, the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### **Disclosure of Information to Auditors**

In so far as the trustees are aware at the time of approving our trustees' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the auditor is unaware, and
- The trustees, having made enquiries of fellow directors and the auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

### **Auditors**

Haines Watts were reappointed auditors during the year and a resolution proposing that they be reappointed for the following year approved.

### **Approved and signed on behalf of the Foundation of Nursing Studies Board of Trustees**

Name: Dr DAVID FOSTER OBE (Chair)

Date: 17 October 2022: 

## **INDEPENDENT AUDITORS' REPORT**

To the Members of the Foundation of Nursing Studies

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### **Opinion**

We have audited the financial statements of the Foundation of Nursing Studies (the 'charitable company') for the year ended 31 January 2022 which comprise the Statement of Financial Activities, Statement of Financial Position, 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 '*The Financial Reporting Standard applicable in the UK and Republic of Ireland*'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 January 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 other 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 charitable company'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 trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, 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 AUDITORS' REPORT**

### **To the Members of the Foundation of Nursing Studies cont.**

#### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

#### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 23, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

#### **Our responsibilities for the audit of the financial statements**

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 a Report of the Independent Auditor 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.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the trustees and other management. The most significant were identified as the Companies Act 2006, Charity SORP (FRS102) and Charities Act.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

## **INDEPENDENT AUDITORS' REPORT**

### **To the Members of the Foundation of Nursing Studies cont.**

- making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- assessing the risk of management override including identifying and testing journal entries;
- challenging the assumptions and judgements made by management in its significant accounting estimates.

Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

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 Report of the Independent Auditors.

#### **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Signed:** .....**SUSAN PLUMB**.....

**Dated:**                   **October 2022**

**Susan Plumb ACA (Senior Statutory Auditor)**

**for and on behalf of**

**Haines Watts Chartered Accountants & Statutory Auditors**

Old Station House, Station Approach, Newport Street, Swindon, SN1 3DU.

## Statement of Financial Activities (Incorporating an Income Statement)

Year ended 31 January 2022

The statement of financial activities includes all gains and losses recognised in the year.  
All income and expenditure derive from continuing activities.

	Notes	Unrestricted Funds	Restricted Funds	Total 2022	Total 2021 (Note 19)
Income		£	£	£	£
Donations & legacies	2	51,639	-	51,639	61,470
Income from charitable activities	3	164,643	126,840	291,483	231,068
Income from other trading activities	4	-	-	-	55
Investment income	5	7,621	-	7,621	9,067
<b>Total income</b>		<b>223,903</b>	<b>126,840</b>	<b>350,743</b>	<b>301,660</b>
<b>Expenditure</b>					
Costs of raising funds:					
Costs of generating activity income		-	-	-	73
Investment management costs		2,170	-	2,170	2,085
Expenditure on charitable activities					
Improving Practice Programmes	6 & 7	-	261,653	261,653	125,549
Sharing Knowledge and Networking	6 & 7	188,621	-	188,621	221,646
<b>Total expenditure</b>		<b>190,791</b>	<b>261,653</b>	<b>452,444</b>	<b>349,353</b>
<b>Net income/(expenditure) before gains and losses on investments</b>					
		<b>33,112</b>	<b>(134,813)</b>	<b>(101,701)</b>	<b>(47,693)</b>
Transfers between funds		-	-	-	-
Net gain/(loss) on investments	12	14,208	-	14,208	4,697
<b>Net movement in funds</b>		<b>47,320</b>	<b>(134,813)</b>	<b>(87,493)</b>	<b>(42,996)</b>
<b>Reconciliation of funds:</b>					
Fund balances on 1 February		192,565	340,953	533,518	576,514
<b>Fund balances carried forward on 31<sup>st</sup> January</b>		<b>239,885</b>	<b>206,140</b>	<b>446,025</b>	<b>533,518</b>

## Summary Income and Expenditure Account

Year ended 31 January 2022

	2022 £	2021 £
Total income	350,743	301,660
Less: Total expenditure from income funds	452,444	349,353
<b>Net income/(expenditure) for the year before gains</b>	<b>(101,701)</b>	<b>(47,693)</b>

The summary income and expenditure account is derived from the statement of financial activities on page 27, together with the notes on pages 30 to 36, provides full information on the movement during the year on all funds of the charity.

## Statement of Recognised Gains and Losses

Year ended 31 January 2022

	2022 £	2021 £
Net income/(expenditure) for the year before gains and losses on investments (page 27 & above)	(101,701)	(47,693)
Add: Realised gains/(loss) on disposal of investments	105	(2,990)
Add: Unrealised gains/(loss) on investment assets held by income funds, after costs	14,103	7,687
<b>Net movement in funds for year (page 27)</b>	<b>(87,493)</b>	<b>(42,996)</b>

## Statement of Cash Flows

Year ended 31 January 2022

		2022 £	2021 £
<b>Cash flows from operating activities:</b>			
<b>Reconciliation of net movement in funds to net cash flow from operating activities</b>			
<b>Net movement in funds (page 27 and above)</b>		(87,493)	(42,996)
Add: depreciation		-	-
Deduct interest & dividend income in investing activities		(7,621)	(9,067)
Deduct (gain)/add loss on disposal of investments		(105)	2,990
Deduct (gain)/ add loss on revaluation of investments		(14,103)	(7,687)
Decrease/ (increase) in debtors		6,360	(40,949)
Increase/ (decrease) in creditors		60,042	42,303
<b>Cash used in operating activities</b>	<b>A</b>	<b>(42,920)</b>	<b>(55,406)</b>
<b>Cash flows from investing activities:</b>			
Income from interest & dividends		7,621	9,067
Proceeds from sales of investment assets		32,486	56,285
Purchase of investment assets		(23,919)	(30,527)
<b>Cash provided by/ (used in) investing activities</b>	<b>B</b>	<b>16,188</b>	<b>34,825</b>
<b>Cash flows from financing activities</b>	<b>C</b>	<b>-</b>	<b>-</b>
<b>Increase/(Decrease) in cash and cash equivalents in the year (A+B+C)</b>		<b>(26,732)</b>	<b>(20,581)</b>
Total cash and cash equivalents at the beginning of the year		269,680	290,261
<b>Total cash and cash equivalents at the end of the year (page 29)</b>		<b>242,948</b>	<b>269,680</b>

## Balance Sheet (Statement of Financial Position)

Year ended 31 January 2022

	Notes	2022 £	2022 £	2021 £
<b>Fixed assets</b>				
Tangible Assets	11	100		100
Investments	12	309,845		304,204
<b>Total fixed assets</b>			<b>309,945</b>	<b>304,304</b>
<b>Current assets</b>				
Debtors	13	43,135		49,495
Cash at bank		242,948		269,680
<b>Total current assets</b>		<b>286,083</b>		<b>319,175</b>
<b>Liabilities</b>				
Creditors: Amounts falling due within one year	14	150,003		89,961
<b>Total current liabilities</b>		<b>150,003</b>		<b>89,961</b>
<b>Net current assets</b>			<b>136,080</b>	<b>229,214</b>
<b>Total assets less current liabilities (net assets)</b>			<b>446,025</b>	<b>533,518</b>
<b>Funds</b>				
Unrestricted income funds			205,685	188,365
Designated Income Funds	16		34,200	4,200
<b>Total unrestricted funds</b>			<b>239,885</b>	<b>192,565</b>
Restricted income funds	15		206,140	340,953
<b>Total funds</b>			<b>446,025</b>	<b>533,518</b>

The accounts were approved by the Board of Trustees on 17 October 2022 and signed on their behalf by:

DR DAVID FOSTER OBE

TIM CALLAGHAN

Trustee and Director



Trustee and Director



Company Number: 3583949

Charity Number: 1071117

## Notes to the Accounts

Year ended 31 January 2022

### 1. Accounting policies

#### Basis of preparation

- The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.
- The Foundation of Nursing Studies meets the definition of a public benefit entity under FRS102. Assets and liabilities are recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.
- The financial statements have been prepared on the going concern basis as the trustees are of the opinion that the reserves and future predicted revenues are sufficient to secure the immediate future of the charity for the next 12 to 18 months.

#### Income

- Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received, and the amount can be measured reliably. Income is deferred where performance conditions are to be met in the future and income is accrued where performance conditions have been met and the income can be measured reliably.
- Grants are recognised when the charity has entitlement to the funds and the income received.
- Investment income is accounted for when received and includes the related tax recoverable.

#### Expenditure and irrecoverable VAT

- Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:
  - **Costs of raising funds** include costs of generating activities and investment management costs. Costs of generating activities include both direct and any apportioned costs associated with developing direct charitable work. Investment management fees are incurred by the charity to maintain and increase the capital value of the charity's investment portfolio and to generate investment income.
  - **Expenditure on charitable activities** includes the salary and other direct costs to perform the charity's activities together with support costs and governance costs. It also includes the payment of small grants to nursing practice development teams – the beneficiary teams are separately disclosed in the notes to these accounts. Indirect costs of support and governance are also separately disclosed in the accounting notes.
  - **Other expenditure** includes realised losses on investments and any items not falling into any other heading.
  - **Irrecoverable VAT** is charged as a cost against the activity for which the expenditure was incurred.

#### Allocation of support costs

- Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll, and governance costs which support the improving practice programmes and sharing knowledge.

## Notes to the Accounts

Year ended 31 January 2022

### 1. Accounting policies cont.

#### Fund accounting

- General unrestricted funds represent funds which are expendable on activities that further any of the purposes of the charity.
- Designated funds are unrestricted funds, which have been put aside at the discretion of the Trustees, for a specific future purpose. They can be re-designated later or brought back into unrestricted funds.
- Restricted funds represent grants received which are allocated by the donor to fund projects with a specific purpose(s).

#### Operating leases

- Rentals payable under operating leases are charged on a straight-line basis over the period of the lease

#### Tangible fixed assets

- Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at a rate calculated to write off the costs less residual value of each asset over its expected useful life. Depreciation is generally provided at a rate of 33% per annum. Only assets over £1,000 are capitalised.

#### Investment valuation

- Investments are quoted at the market mid-price value ruling at the nearest trading date to the year end. The notes to the accounts also record the original transaction value.

#### Debtors & prepayments

- Trade and other debtors are recognised at the settlement amount due after any trade discounts. Prepayments are valued at the amount prepaid net of any discounts.

#### Cash at bank and in hand

- Cash at bank and in hand includes cash and short term highly liquid investments with a maturity of three months or less from the date of acquisition or the opening of the deposit account.

#### Creditors and provisions

- Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

#### Pensions

- All employees of the charity are entitled to join the NEST pension scheme, which is a money purchase scheme funded by contributions from employee and employer.

#### Currency

- These accounts are presented in British pounds.

## Notes to the Accounts

Year ended 31 January 2022

<b>2. Income from donations &amp; legacies</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2022</b>	<b>Total 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Tompkins Foundation	20,000	-	20,000	20,000
HM Treasury – Job Retention Scheme Grant	935	-	935	41,392
Legacy income	30,400	-	30,400	-
Other donations	304	-	304	78
	<b>51,639</b>	<b>-</b>	<b>51,639</b>	<b>61,470</b>

<b>3. Income from charitable activities</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2022</b>	<b>Total 2021</b>
<b>Grant income:</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Burdett Trust for Nursing – Inspire Improvement	-	102,016	102,016	-
Tavistock & Portman NHSFT with Burdett Trust for Nursing – Resilience Based Clinical Supervision	-	19,824	19,824	-
NHS Improvement – Learning Disability	-	-	-	149,950
Richard Tompkins Nurse Development Scholarship	-	5,000	5,000	5,000
NHS Improvement – Learning Disability Review	-	-	-	5,000
Journal of Research in Nursing	-	-	-	3,769
Queen Margaret University – Sue Pembrey Award	-	-	-	838
IPDJ members’ contributions	15,000	-	15,000	19,520
<b>Total Grants &amp; members’ contributions</b>	<b>15,000</b>	<b>126,840</b>	<b>141,840</b>	<b>184,077</b>
IPDC professional development schools	-	-	-	-
Resilience Based Clinical Supervision workshops	106,980	-	106,980	45,783
Other workshops & development consultancy	42,663	-	42,663	1,208
	<b>164,643</b>	<b>126,840</b>	<b>291,483</b>	<b>231,068</b>

<b>4. Income from other trading activities</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2022</b>	<b>Total 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Partners’ sponsorship fees	-	-	-	-
3 <sup>rd</sup> Party Commissions & market research fees	-	-	-	5
Sales of cards and books	-	-	-	50
	<b>-</b>	<b>-</b>	<b>-</b>	<b>55</b>

<b>5. Investment income</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2022</b>	<b>Total 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Dividends received	7,013	-	7,013	7,880
Bank interest	608	-	608	1,187
	<b>7,621</b>	<b>-</b>	<b>7,621</b>	<b>9,067</b>

<b>6. Analysis of expenditure on charitable activities</b>	<b>Activities undertaken directly</b>	<b>Grant Funding Activities (Note 8)</b>	<b>Total 2022</b>	<b>Total 2021</b>
Activities				
- FoNS Improving Practice Programmes	236,023	25,630	261,653	125,549
- Sharing knowledge and networking	188,621	-	188,621	221,646
	<b>424,644</b>	<b>25,630</b>	<b>450,274</b>	<b>347,195</b>

## Notes to the Accounts

Year ended 31 January 2022

### 7. Analysis of activities, support & governance costs

	Improving practice programmes	Sharing knowledge & networking	Total 2022	Total 2021
	£	£	£	£
Direct cost of activities	236,023	124,968	360,991	278,259
Grants awarded (note 8)	25,630	-	25,630	9,924
Charitable support costs	-	53,898	53,898	49,243
Governance costs	-	9,755	9,755	9,769
	<b>261,653</b>	<b>188,621</b>	<b>450,274</b>	<b>347,195</b>

### 8. Charitable Activities

#### Analysis of Grants/Bursaries Awarded through FoNS' Improving Practice Programmes:

		Grants	Total
3 co-facilitator bursaries - year 1	Inspire Improve 2017-18	3,523	
4 bursary payment – year 2 participants	Inspire Improve 2018-19	3,675	
7 bursary payments – year 3 participants	Inspire Improve 2019-21	3,700	
11 bursary payments – year 4 participants	Inspire Improve 2021-22	<u>5,500</u>	
Total of 25 bursaries for Inspire Improve – years 1 to 4	Inspire Improve		16,398

#### Analysis of Grants/ Bursaries Awarded through FoNS' Learning Disabilities Programme:

30 bursary payments for Learning Disabilities cohorts 1 and 2			9,232
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Total Grants			<b>25,630</b>
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### 9. Employees, trustees' expenses & related parties

	2022	2021
	No	No
Number of employees: average number of employees was		
Engaged in charitable work	4.5	4
Administrative support	1	1
	<b>5.5</b>	<b>5</b>

Employment costs	2022	2021
	£	£
Wages and Salaries	216,514	210,076
Pension Costs	20,816	17,116
Social security costs	24,314	20,832
Less: Employment allow	(4,000)	(4,000)
Total Costs	<b>257,644</b>	<b>244,024</b>

One employee earned over £60,000 and within the band £80-£90,000 (2021 – one in band £70-80,000). The Chief Executive is considered to represent the key management of the charity and the remuneration in 2021-22 of key management, including pension contributions and employer's NIC costs, totalled £90,282 (2020-21: £80,680).

None of the trustees received any remuneration during the year. Trustees were reimbursed £0 (2021 - £0) for refreshments at and travel expenses to board meetings. £750 was spent on trustee training and development in 2021-22. There were no related party transactions.

## Notes to the Accounts

Year ended 31 January 2022

10. Auditor's remuneration	2022	2021
	£	£
Audit fee	3,240	2,970
Other services paid by auditors	-	-
<b>Total fees</b>	<b>3,240</b>	<b>2,970</b>

11. Tangible assets	Computers & Office equipment
	£
Cost as of 1 February 2021	2,000
Disposals	-
<b>Cost as of 31 January 2022</b>	<b>2,000</b>
Depreciation as of 1 February 2021	1,900
Disposals	-
Depreciation for the year	-
<b>Depreciation as of 31 January 2022</b>	<b>1,900</b>
<b>Net book value as of 31 January 2022 (&amp; 2021)</b>	<b>100</b>

12. Investments	2022	2021
	£	£
Carrying value (market value) 1 February	304,204	325,265
Additions to Brewin Dolphin portfolio at cost	23,919	30,527
Addition of COIF Charities Ethical Investment Fund, at cost	-	-
Disposals at carrying value	(32,381)	(59,275)
Net unrealised gain/(loss) on revaluation on 31 January	14,103	7,687
<b>Market Value 31 January</b>	<b>309,845</b>	<b>304,204</b>

<u>Historical cost of Investments</u>	£	£
Opening book cost on 1 <sup>st</sup> February	239,908	268,036
Additions at cost	23,919	30,527
Disposals at cost	(24,786)	(58,655)
<b>Closing book cost on 31<sup>st</sup> January</b>	<b>239,041</b>	<b>239,908</b>

<u>Gains/(losses) in year:</u>	£	£
Unrealised gains/(losses) on revaluation of investments to market value	14,103	7,687
Realised gains/(losses) on disposal of investments during the year	105	(2,990)
<b>Overall gains/(losses) for year</b>	<b>14,208</b>	<b>4,697</b>

13. Debtors	2022	2021
	£	£
Other debtors	33,032	42,327
Prepayments & accrued income	10,103	7,168
	<b>43,135</b>	<b>49,495</b>

Income is accrued when work has been carried out in connection with practice development or other areas, but the costs are not billed until after the year end. An appropriate level of income is therefore accrued.

14. Creditors	2022	2021
	£	£
Tax and social security costs	7,007	5,857
Other creditors	6,498	6,684
Accrued charges & deferred income	136,498	77,420
	<b>150,003</b>	<b>89,961</b>

Income is deferred where it has been received in advance for performance of development work in the following financial period. Any deferred income reverses in the next period and is released to income as the work is performed.

## Notes to the Accounts

Year ended 31 January 2022

### 15. Restricted funds

	Balance at 1 Feb 2021 £	Grants & other Income £	Expenditure £	Funds Transfers £	Balance at 31 Jan 2022 £
<b>FoNS Improving Practice Programmes*</b>					
<b>Inspire Improvement</b> (Burdett Trust for Nursing)	94,731	102,016	88,729	-	<b>108,018</b>
<b>Learning Disability</b> (Burdett Trust & NHS Improvement)	208,934	-	125,684	-	<b>83,250</b>
<b>Teaching Care Homes Practice Development Programme</b> (Care England)	9,053	-	9,053	-	-
<b>Journal of Research in Nursing</b>	3,191	-	464	-	<b>2,727</b>
<b>Learning Disability Review</b> (NHS Improvement)	5,000	-	5,000	-	-
<b>Practice Development</b> (Barking, Havering & Redbridge UH)	5,794	-	5,794	-	-
<b>Resilience Based Clinical Supervision</b> (Portman & Tavistock NHSFT & Burdett)	-	19,824	19,824	-	-
<b>Resilience Based Clinical Supervision Resources</b> (Nottingham University)	6,282	-	1,567	-	<b>4,715</b>
<b>Richard Tompkins Scholarship</b>	7,968	5,000	5,538	-	<b>7,430</b>
	<b>340,953</b>	<b>126,840</b>	<b>261,653</b>		<b>206,140</b>

\*FoNS Improving Practice Programmes support individual practitioners and teams to focus on improving patient care, through the small grants, developing practice programmes and expert facilities.

### 16. Designated funds

	Balance at 1 Feb 2021	Incoming Funds	Charitable Expenditure	Funds Transfers	Balance at 31 Jan 2022
1) Estate of Kathleen Jacques	4,200	-	-	(4,200)	-
2) IPDJ/iCOP contributions	-	15,000	15,000	-	-
3) FoNS Development Fund	-	-	-	34,200	<b>34,200</b>
	<b>4,200</b>	<b>15,000</b>	<b>15,000</b>	<b>30,000</b>	<b>34,200</b>

#### Designated Funds:

- 1) FoNS received a legacy from the late Kathleen Jacques. The board decided that the small remaining balance on this fund should be transferred to the new Development fund.
- 2) Contributions are received to produce the International Professional Development Journal and these and the associated costs are shown separately in a designated fund.
- 3) The FoNS Development Fund, funded by legacies to FoNS, was established by the trustees to provide seed funding to develop future programmes and other charity projects such as I.T. and website development.

### 17. Analysis of net Assets between funds

	Restricted Funds £	Designated Funds £	Unrestricted Funds £	Total 2022 £
Fund balances on 31 January 2021 are represented by:				
Fixed assets	-	-	309,945	<b>309,945</b>
Cash at bank and in hand	208,098	34,700	150	<b>242,948</b>
Other current assets	9,017	-	34,118	<b>43,135</b>
Creditors: amounts falling due within one year	(10,975)	(500)	(138,528)	<b>(150,003)</b>
	<b>206,140</b>	<b>34,200</b>	<b>205,685</b>	<b>446,025</b>

## Notes to the Accounts

Year ended 31 January 2022

### 18. Operating Leases

The charity had total commitments under non-cancellable operating leases as detailed below:

	2022	2021
Operating leases which expire:	£	£
Within one year	-	17,768
Between two and five years	-	-
	<b>-</b>	<b>17,768</b>

### 19. Analysis of restricted & unrestricted funds in comparative year (2021)

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2021 £
<b>Income</b>				
Donations & legacies	2	61,470	-	61,470
Income from charitable activities	3	66,511	164,557	231,068
Income from other trading activities	4	55	-	55
Investment income	5	9,067	-	9,067
<b>Total Income</b>		<b>137,103</b>	<b>164,557</b>	<b>301,660</b>
<b>Expenditure</b>				
Costs of raising funds:				
Costs of generating activity income		1,027	-	73
Investment management costs		2,262	-	2,085
Expenditure on charitable activities				
Improving Practice Programmes	6 & 7	-	125,549	125,549
Sharing Knowledge and Networking	6 & 7	221,646	-	221,646
<b>Total expenditure</b>		<b>223,804</b>	<b>125,549</b>	<b>349,353</b>
<b>Net income/(expenditure) before gains and losses on investments</b>				
Transfers between funds		(86,701)	39,008	(47,693)
Net (loss)/gain on investments	12	-	-	-
		4,697	-	4,697
<b>Net movement in funds</b>		<b>(82,004)</b>	<b>39,008</b>	<b>(42,996)</b>
<b>Reconciliation of funds:</b>				
Fund balances on 1 February		274,569	301,945	576,514
<b>Fund balances carried forward on 31<sup>st</sup> January 2021</b>		<b>192,565</b>	<b>340,953</b>	<b>533,518</b>

### 20. Legal status of the Foundation

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

### 21. Corporation taxation

The charity is exempt from tax on income and gains falling within section 505 of the Income and Corporation Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objectives.

**THE FOUNDATION OF NURSING STUDIES**

England & Wales - Charity number 1071117

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# Accounts

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# The Foundation of Nursing Studies

(A registered charity and private company limited by guarantee)



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## Trustees' Annual Report and Accounts

For the year ended 31 January 2021

Company Number: 3583949  
Registered Charity Number 1071117

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## **Reference and Administrative Information**

Year ended 31 January 2021

**Charity Number:** 1071117

**Company Number:** 3583949

### **Charity Address**

11-13 Cavendish Square, London W1G 0AN

### **Trustees\***

Caroline Alexander CBE MSc, BSc (Hons), RN

Kuldip K Bharj OBE PhD, MSc, BSc (Hons), RM, RN, DN (London), MTD, RSA Counselling Skills, IHSM  
Cert. (appointed 19 October 2020)

Mark Bird RN, BSc (appointed 19 October 2020)

Tim Callaghan BA (Hons), ACMA, CGMA (Treasurer)

Sean Costello, TD, MA (appointed 19 October 2020)

David Foster OBE, PhD, RN, RM, Hon FRCM, FRCN (Chairman)

Anthony Impey MBE, BA (Hons) (resigned 7 September 2020)

Stacy Johnson MBE, MSc, BSc, RN

Varun Kabra MBA (appointed 19 October 2020)

Jonny Landau LLB (Hons), LLM (Law and Economics) MA (resigned 8 June 2020)

Ann McMahon PhD, MSc, BSc, PG Diploma, CMS, RMN, RGN

Geraldine Mirabile LL.M (appointed 19 October 2020)

Alexandra Noble HND, OND Bus. Studies, MSCI (resigned 31 August 2020)

Deborah Sturdy OBE, MSc, RN (resigned 10 March 2020)

### **President**

Dr James Bevan MB, MRCPGP

### **Vice President**

Professor Tony Butterworth CBE, FMed.Sci, FRCPsych, FRCN, FRSA, FQNI, DSc (Hon)

### **Patrons**

Baroness Mary Watkins of Tavistock RMN, MSc, PhD

Elizabeth Tompkins

Baroness Julia Cumberlege of Newick CBE, DSG, DL

Elizabeth Stallwood RGN, RM

Professor Jennifer Hunt Hon DSc, MPhil, BA (Hons), RGN

Sir Ron De Witt MA, BA (Hons), Dip N, RN

Gillian Stephens BSc (Hons), RGN, HV, Cert. Health Econ

### **Chief Executive Officer & Company Secretary**

Joanne Bosanquet MBE, RGN, RHV, QN, FQNI, BSc (Hons), PG Dip, Pg Cert, MSc (Public Health),  
HonDUniv (Greenwich)

### **Main Bank Account**

HSBC, Belgravia Branch, The Peak, 333 Vauxhall Bridge Road, London, SW1V 1EJ

### **Investment Managers**

Brewin Dolphin Securities, 12 Smithfield Street, London, EC1A 9BD

CCLA Investment Management, Senator House, 85 Queen Victoria Street, London, EC4V 4ET

### **Auditors**

Haines Watts, Chartered Accountants, Old Station House, Station Approach, Newport Street, Swindon, SN1 3DU

### **Acknowledgment of Our Supporters and Partners**

FoNS Board of Trustees wishes to offer very grateful thanks to all our partners and supporters in 2020-21 (Table 1):

*Table 1- (list not exhaustive)*

The Burdett Trust for Nursing	The British Library Innovating for Growth programme
The Tompkins Foundation	Tavistock and Portman NHS FT/North London Partners ICS
FoNS Patrons	Nursing Charities CEO Network
Department of Health and Social Care	Royal College of Nursing
Care England	University of East Anglia/ImpACT Research Team
CASS Business School Centre for Charity Effectiveness	University of Nottingham
Department of Health Northern Ireland	Skills for Care
Kings Fund	University of Suffolk
Nursing and Midwifery Council	Lloyds Bank Foundation
NHS England and Improvement	Spire Healthcare
Public Health England	Webigence
Health Education England	Creative Connection
The International Community of Practice (ICoP)	Good Governance Institute
Hospice UK	Windsor Leadership
The International Practice Development Collaborative (IPDC)	Sigma Theta Tau
European Nurses and Midwife Federation	Sonsiel/Nursology/#NurseHack4Health (US)

\*Note: The Foundation of Nursing Studies Trustees are also the Company Directors, for ease of presentation and consistency the term Trustee(s) is used throughout this document

### **Message from the Chairman**

Year ended 31 January 2021

The impact of the Covid-19 pandemic has, of course, been far reaching. It has affected the Foundation and how it conducts its business, but it is great credit to the chief executive, her team, and the trustees that it has been a successful year. Our work has been sustained by using digital rather than face-to-face contact and, in particular, the growth in the demand for our programme in Resilience Based Clinical Supervision has supported nurses and helped the Foundation financially. As chairman of the trustees, I am extremely grateful to the chief executive and her team for their hard work and dedication and am impressed by their achievements in so many areas.



I am also grateful to the enthusiastic and constructive contributions of the trustees in steering the strategic direction of the Foundation. This is especially important because this year we recruited five new trustees with diverse backgrounds who have already brought a new dynamism to the board. This report describes our achievements during a challenging year in which we have designed new ways of working to continue to benefit nurses and those in their care.

Professor David Foster OBE

## **Trustees' Annual Report**

Year ended 31 January 2021

The FoNS Board of Trustees present their annual report, including the strategic report and the audited financial statements for the year ended 31 January 2021. The reference and administrative information are set out on pages 3-4 of this report.

## **Objectives and Activities**

### **The Objects and Aims of the charity**

FoNS was formally established as a registered charity in 1987 with two broad objectives that set out the original purposes:

- To advance education amongst the nursing profession regarding good nursing practices and to improved standards of nursing care, and
- To promote research into the effectiveness of nursing practice, ways of developing and improving practice and to share widely the outcomes of such work for the benefit of the public

### **Our Vision**

To inspire and enable a culture across health and social care that values people, where patients, residents and service users experience care and services which are the best they can be, and staff feel appreciated and supported.

### **Our Mission**

To work in partnership with health and social care organisations to a foster a commitment to person-centredness by valuing staff and enabling them to develop the knowledge, skills, and expertise to provide nursing that is safe, effective, and caring.

### **Our Central Commitments**

FoNS can offer vital support to nursing, health, and social care by making a commitment to:

- Advancing the nursing profession for the ultimate benefit of individuals and their families
- Supporting nurses to be the highly skilled and caring practitioners they wish to be
- Promoting investment in innovation and transformational activities that result in more effective, safe, and caring workplace cultures which put people at the centre and enhance everyone's experience of health and social care

### **Strategic Ambitions and Objectives**

- To be a leader in transforming and improving practice across health and social care
- To generate and share knowledge on practice improvement, innovation, and transformation
- To raise awareness of FoNS' work and maximise its wider impact
- To maximise FoNS' potential by strengthening and expanding partnerships and collaborations
- To maintain good governance and sustain steady growth

### **FoNS' Approach**

Our approach and the way we work is underpinned by several key principles including:

- Being person-centred
- Working with people and values
- Using skilled facilitation that is enabling rather than directing
- Providing support and challenge
- Helping people develop and grow
- Enabling inclusivity, collaboration, and positive relationships
- Promoting life-long learning in practice
- Working creatively and systematically to achieve outcomes for practice
- Sharing innovation and learning widely to promote the spread of best practice

### **Delivering Public Benefit**

FoNS works with nurses and nurse-led teams, enabling them to develop themselves, their practice, and their workplace cultures, with the aim of enhancing the outcomes and experiences of those receiving health and social care and their families. Trustees confirm that they have complied with their duty under section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

FoNS joined Charity Comms and the Small Charities Coalition recently. We are members of [NCVO](#) and [ACEVO](#). Our chairman is a member of the [Association of Chairs](#).

## **Strategic Report**

Year ended 31<sup>st</sup> January 2021

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### **Achievements and Performance**

FoNS has grown a reputation over the last 30 years as a reliable and trusted nursing charity. We support nurses and their teams to create the very best cultures of care and in the process, enhancing practice. We use evidence and facilitation to achieve this. Context is vital too, so with these three components, we are on the road to success. We use practice development (PD) principles and focus on the person, in relation to person-centredness and person-centred team cultures and cultures of care.

FoNS' strategic ambitions and objectives continued to be realised through three interlinked activities:

- **Improving Practice Programmes** which support individual practitioners and teams to focus on improving care, through our developing practice programmes, scholarships, and schools
- **Sharing Knowledge and Networking** which actively encourages practitioners to share the development and research work they are engaged in through the 'virtual' Centre for Nursing Innovation (website), electronic weekly news bulletin. Additionally, FoNS publishes the digital International Practice Development Journal (IPDJ) and is actively engaged with social media
- **Support, Professional Advice, Expertise and Collaboration** which offers system-wide thought leadership and direct expertise and help to nurses and organisations to improve care, cultures of care and foster partnership with others to increase effectiveness, value, and impact at micro, meso and macro level

### **Summary of 2020-21 and future plans**

#### **Achieving the impossible: Reach and visibility during a global pandemic**

Prior to the Covid-19 pandemic, FoNS engaged with professionals face-to-face. Over the last 12-18 months we started to consider how we blend our approach by using a digital platform to respond to the pace of digital acceleration. In addition, nurses unfortunately have less and less time to focus on their personal continual professional development (CPD) and their needs are also changing. Our use of social media is growing, and the accessibility is getting easier.

For example, WhatsApp groups are becoming an easy way for nurses and their teams to communicate, and professional networks are growing organically and at pace. But not all nurses and their teams have access to a smart phone, desk top computer or laptop. Face to face communication is still the norm and we must not forget that in favour of a digital world. 80% of communication is non-verbal, and when we are addressing very sensitive issues such as culture change in the workplace and staff health and wellbeing, safeguarding is paramount and therefore careful assessment is necessary.

A blended approach is therefore necessary. We are excited about providing agile, shorter bespoke programmes and the introduction of Resilience Based Clinical Supervision (RBCS). It fulfils a need for a safe space to explore our emotional responses to situations and how we can develop a good balanced approach to our professional lives.

We have over 5,000 FoNS newsletter recipients and a growing number of followers on social media and many are alumni or friends of FoNS. Our challenge for 2020/21 is to engage and activate our followers to become our advocates in the field. FoNS is highly respected, and our badge *is* a badge of authenticity and integrity.

FoNS has remained as visible as possible throughout the pandemic to retain and grow connections and gain valuable intelligence on system and professional issues.

During the first lockdown, FoNS CEO maintained contact where possible with funders and stakeholders and visibility through virtual meetings and social media. In November 2020, FoNS co-hosted a [virtual debate on wellbeing in nursing](#) with the Journal of Research in Nursing. Further joint collaborations are on the horizon for 2021/22. Thought leadership remained a high priority and a joint opinion piece was written for the [Journal of Nursing Scholarship](#) with colleagues on nursing leadership during Covid.

Articles have been co-written with stakeholders on social care nursing for [Care Management Matters](#) journal, [Nursing Standard](#) and the [Nursing Times](#) journal and various blogs have been written. Social media presence is strong, and the CEO meets regularly with a range of national leaders and charity CEOs. FoNS is a member of the Care Home Cares WhatsApp group and the [@HomesQj](#) Twitter based virtual group, both led from within the social care sector and both gaining traction nationally. The WhatsApp group won the Care of Older People award category at this year's [Nursing Times Awards](#) on 18 November.



## **So, what have our successes been?**

Enabling nurses/nurse-led teams to:

- Develop the knowledge, skills, and confidence to lead and facilitate change/improvement
- Become knowledge creators not just knowledge users
- Commit to sharing knowledge and understanding about 'what works?' and why
- Developing an increasing understanding of the impact of context and culture

## **What were our challenges in 2020-21?**

One month into our financial year and we watched a global pandemic unfold in front of us; preventing face to face workshops, meetings, and mentoring. This was compounded by our programme participants suddenly being faced by an extraordinary workload and making engagement impossible.

In April, we took the decision to suspend our main programmes and furlough some staff. Later in the first wave of the pandemic, we started to explore new ways of working and develop new programmes and partnerships.

Once the initial lockdown started to lift, the team came back together to establish a virtual Resilience Based Clinical Supervision (RBCS) programme. This quickly took off and within a couple of months, we had bookings for the rest of the year.

We took a chance, and it was the right decision.

By summer 2020, we agreed to recruit several new Trustees. This was due in part to the retirement of Trustees who had completed their term of office, and life changes for others. This was a risk in the current climate but one we felt energized to take. We worked with *Nurole*, and the integrity of the process was second to none. We would never have found such richness in experience and knowledge otherwise. It paid dividends and five very different Trustees who all share our values came on board. We are all delighted and look forward to working together. Details of our Trustees can be found [here](#).

As we ventured into the latter stages of 2020, the team continued to work and learn together, finessing the virtual approach to programme facilitation and implemented lessons learned to establish a solid, safe environment for everyone.

By October 2020, we took a decision to extend our reach and recruited several Associate Facilitators to support our RBCS programme. These skilled nurse facilitators come from a range of fields and complement one another very well. We meet regularly to co-facilitate reflective supervision and peer support.

## **Summary of FoNS' additional work during late 2020**

Despite the challenges, we achieved the following:

June 2021-

- FoNS is invited to sit on the judging panel for various nursing awards including the [Nursing Times](#) and [RCNi/RCN](#). Our CEO also sits on the [Editorial Advisory Board](#) at the RCNi, the publications subsidiary of the RCN.

August 2020-

- In late 2020, FoNS was established as the first charity partner of the Royal College of Nursing Nurse of the Year awards from 2021 and our CEO was appointed Chair of Judges. The long-term aim of this partnership is to establish person-centred care as a component of all award submissions. It will increase our visibility substantially and place FoNS at the heart of nursing excellence across the UK and beyond.

September 2020-

- FoNS was the successful co-applicant with Tavistock and Portman NHS Foundation Trust to facilitate RBCS across the health and care system in north London over 12 months. This was a [Covid-19 specific call from Burdett](#). Solid relationships have been formed with a newly formed Integrated health and care system (ICS) Chief Nurse and team.
- Inspire Improvement programme was adapted and re-commenced.

November 2020-

- The Burdett Trust invited us to submit an Inspire Improvement bid in November 2020 for a further 3-year programme. This was successful.
- We co-facilitated a virtual debate on the evening of 11 November 2020 entitled **‘Does nursing work deplete nurses’ well-being?’** This was the original idea of Ann McMahon, our trustee who co-edits the Research in Nursing Journal. This is a first for FoNS and very much aligns with our original charity objects. We are intending to explore future debates. Over 350 participants signed up for it and it has drawn an international audience. You can watch it [here](#) and read our chairman’s blog from 17 November [here](#).
- As part of the 2020 International Year of the Nurse and Midwife, our CEO was interviewed by Dr Ruth Oshikanlu on 6 December 2020 about her career and reflections on the current and future state of nursing. You can watch that [here](#).

## **Plans for the Future: embedding reflection into practice**

As we begin to move and seesaw between the active and recovery phase of the pandemic, complex issues and concerns are still being surfaced by the psychology community and specifically the [British Psychological Society](#). A plethora of guidance is available but there is also a real need for staff at every level to be able and open to recognise psychological effects of this prolonged global pandemic. The ethical and moral distress and often injury is serious and can have long term implications if not recognised and worked through. Time out to reflect is paramount to recovery and to do this safely and successfully, staff and group facilitators need the support across the entire ecosystem to prioritise self-compassion.

Staff health, wellbeing and retention are high priorities across the UK health and care economy. Reflective practice is a prerequisite for professional growth, advancing safe and effective evidence-based practice and interprofessional collaboration.

The Nursing and Midwifery Council’s Future Nurse & Future Midwife Standards integrate reflective practice and the NMC highlights importance of reflection, especially through 3 yearly revalidations. A [joint statement](#) by the UK’s main regulators was published in 2019. The NMC specifically stated the need for reflection to prevent professional isolation.

Over the next year, we are particularly keen to spread more widely our expertise in practice development, the creation and sustainability of caring cultures, person-centred culture change and Resilience Based Clinical Supervision (RBCS). We are increasing our scope to include student nurses and early careers nurses. We are also working in collaboration with various international professional networks who share our values and mission to embed person-centredness across health and care.

With our Chairman, the Board of Trustees and the staff team will be reviewing the strategic objectives of the charity in response to Covid-19 and reviewing impact to ensure the charity continues to support nurses across health and social care practice for the ultimate benefit of the people we serve.

**Social value** and **social return on investment** is vital for all organisations in our field of practice. Nurses and nursing practice at all levels address **health inequalities**, lack of access, social determinants and looks for **equity** in health and wellbeing. FoNS is no different and we are starting to consider our place and partner up with other charities to combine expertise and efforts to support our profession in a strategic way. Nurses and their teams have an ethical and professional responsibility to know about the wider determinants of health in our society and address them as well as sustainability and climate action. We have until 2030 to achieve the **WHO Sustainable Development Goals** and improve the health of our planet. The UK are doing well but there is always more we can do and FoNS will play its part.

## **Celebrating our main programmes continuing throughout 2020-21**

### **FoNS Improving Practice Programmes**

We believe that individuals should experience care that is high quality and person-centred. Whilst the responsibility for continuously improving the quality of care lies with all health and care professionals, nurses as leaders and direct care providers have a key role in leading and facilitating change. In FoNS' experience, identifying, understanding, and responding to practice problems can be challenging and complex. Our improving practice programmes are therefore designed to inspire and help nurse-led teams to work through such complexities by drawing upon the key principles outlined above in the section FoNS' approach.

We create, facilitate, and offer safe spaces and excellent learning environments both virtually and face to face in small groups and 1:1 sessions where participants can focus on leading and facilitating practice development towards the creation of workplace cultures that are person-centred, safe and effective. Despite the global pandemic, during 2020-21, FoNS has delivered several programmes involving support to nurse-led teams leading improvements to care. These are described below. Details of all the active programmes are available [here](#).

### **Inspire Improvement Fellowship and Programme**

<https://www.fons.org/programmes/inspire-improvement>



Led by Jo Odell, this exciting programme is part of our successful, ongoing partnership with and funding from The Burdett Trust for Nursing. The programme aims to equip clinical leaders to develop skills and expertise in facilitating improvement and culture change at the front line of practice; it is underpinned by the 'Creating Caring Cultures' resources developed by FoNS - <https://www.fons.org/learning-zone/culture-change-resources>

The [Creating Caring Cultures model](#) encompasses the delivery model for this programme-

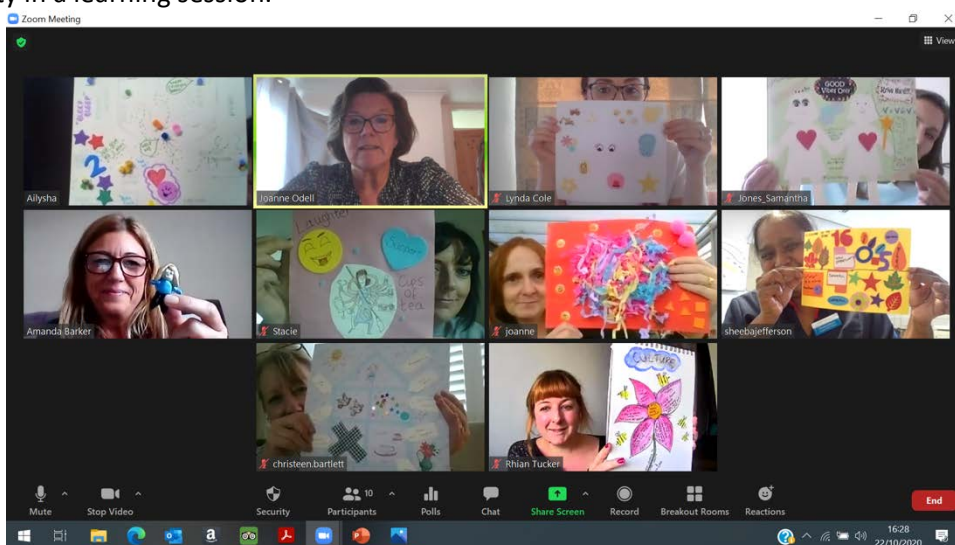
- Exploring values and beliefs to create a shared vision
- Facilitative Leadership
- Understanding workplace culture
- Starting and experiencing active learning
- Participatory Evaluation

This programme is made up of a combination of six workshops, practice-based support from a FoNS facilitator for each participant and the provision of a small bursary. From our experience, the combination of these three elements has the most impact and benefit. The shared learning opportunities enable participants to develop their knowledge and skills in working with people in practice to create a workplace culture where practice is person-centred, effective, safe, and caring. We believe in combining both the support in practice and the learning programme to enable participants to develop the long-term knowledge, skills and confidence needed to be truly effective facilitators of culture change and improvement. The Fellows are expected to share their learning across their organisation and beyond and become ambassadors for improvement and culture change – retaining an important connection with FoNS.

The Fellowship has had a significant impact on the Fellows' leadership in practice, has inspired change in their workplaces and is contributing several indicators of improvement. The following are examples from our evaluation report which can be read [here](#).

- Fellows have developed and expanded their skills as leaders, including using a greater range of facilitative approaches and methods to work with and engage staff in their teams. They report renewed confidence and feel their leadership has been transformed.
- Fellows have implemented new knowledge and learning to improve care practices and teamworking for example, structured observations of care to identify opportunities for improvement, exploration of team culture, creating time out of practice for staff for reflection and learning, improvements to team meetings and wellbeing initiatives.

Due to the covid 19 pandemic the 2020 Cohort 3 which was due to start in March 2020 was initially postponed. In the light of the uncertainty about face-to-face learning events, the Lead for the programme, redesigned a new virtual programme. This comprised of three learning blocks made up of 7 x 3hr sessions per learning block. The first learning block was completed with 10 fellows from September- November 2020. Learning blocks 2 and 3 will be completed in 2021. This year Jo was accompanied by two co-facilitators who are previous Inspire Improvement Fellows. Amanda Barker (Yr1) and Joanne Mohammed (Yr2). This is a development opportunity and the new fellows report being greatly inspired by hearing how Amanda and Joanne have developed caring cultures in their own areas of practice. Please see below picture of the 2020 fellows sharing some of their creativity in a learning session.



The programme lead has also written a series of blogs to highlight how the programme has been transferred into a virtual learning environment. They can be see [here](#) and [here](#):

Feedback at the end of week 7 from one fellow

*"It has been such a wonderful experience so far and I am increasingly grateful for this opportunity to be among such a fantastic group of professionals who are so lovely to be with. 'Thank you' for all the hard work you have done to ensure our virtual sessions were a success. It has been so meaningful even though we were not all physically together"*

Comment from fellow after first blog September 2020

*"After a great first session I absolutely agree Jo, it is possible to create a safe place in a virtual space. It was so lovely to meet the rest of the 2020 fellows. The breakout rooms worked so well and there was a lovely sense of togetherness even though we were so far apart. Looking forward to more creative fun and learning from each other under the expert guidance of Jo and the experience of the previous fellows. An exciting opportunity ahead."*

Comment from fellow after blog Nov 2020

*"As one of the current Inspire Fellows, I gained a lot from Jo's active learning session. The mix of learning and creativity has allowed for participation, engagement, and reflection. The space to be creative worked well in the virtual world and perhaps the comfort of your own environment and space proved conducive to meaningful reflection and enhanced creativity. As someone who felt initially somewhat 'out of my comfort zone' with my creative side, with the encouragement of Jo, Joanne, and Amanda as co-facilitators and the other fellows, I felt free to 'go with the flow' and see what happened! The result surprised me. Stepping out of my usual way of learning has been inspiring and is most certainly an approach that I will utilize in my workplace. My fellow Inspire colleagues proved they are all creative 'superheroes', and we are in good company under the guidance of Jo who has proved we are having just as a rewarding experience in the virtual learning world."*

## **Cohort 2- Started March 2019**

This cohort co-created opportunities to continue to meet in 2020, with the support of each other and their bursaries. These included:

- Stay in touch using WhatsApp and Twitter
- Met up at the Resilience Based Clinical Supervision Master class held at the University of Nottingham in January 2020. They also, self-facilitated a workshop together the day before
- They had planned to facilitate their own workshops alongside cohort 3 in March and June 2020. This was postponed due to the pandemic
- Jo has been facilitating a monthly zoom reflective space for the fellows since July 2020

## **Teaching Care Homes (TCH): Inspiring and Impacting**



**A partnership programme with Care England, funded by the Burdett Trust for Nursing** <https://www.fons.org/programmes/teaching-care-homes>

Led by Kate Sanders, this programme was established following a successful pilot initiative in 2016, led by Care England and funded by the Department of Health. In early 2017, Care England secured funding from the Burdett Trust for Nursing to support nurse-led teams from ten further homes over two years. Year 2 ran from March 2018-Feb 2019; and Year 3 began in April 2019. Opportunities have also been created for the teams to meet as a TCH Community. The ongoing development of this programme has provided the

opportunity to continue to:

- Raise the profile of care home nursing by sharing the learning and developments achieved
- Support the development of a network of care homes that can act as 'critical friends' or 'buddies' to other homes
- Create wider learning opportunities for the care sector by supporting both local and wider events
- Add to the body of knowledge through publications

### **Year 3**

The recruitment process began in late 2018. 15 applications were received and 8 were selected for shortlisting visits. The homes' reflection on the [TCH vision](#) and the potential opportunities for their cross-sector collaborative work was considered. This was further explored during the visits, when there was an opportunity to meet with both care home staff and the collaborators.

Unfortunately, due to staff sickness and the sale of one of the homes, two homes had to withdraw from the programme. However, over the course of the 12-month programme three homes were supported through learning days and direct support from the programme leaders to facilitate their projects. The foci of these are:

- Improving the experience of living well with dementia for residents, staff, families and the wider community – see: <https://www.fons.org/programmes/teaching-care-homes/current-homes/kineton-manor>
- Becoming a centre of excellence for good diabetes care for residents living in care homes in North Central London – see: <https://www.fons.org/programmes/teaching-care-homes/current-homes/priscilla-wakefield>
- Facilitating interprofessional education in care homes – see: <https://www.fons.org/programmes/teaching-care-homes/current-homes/heathlands>

The teams have been working with partners from health and local authorities, higher education providers, and communities to widen access to resources, strengthen relationships, deepen understanding of care needs across systems, and realise new opportunities.

### **Evaluation**

An [external evaluation](#) of this programme by Dr Kirsten Jack and Dr Annamari Ylonen at Manchester Metropolitan University was completed in September 2020. You can read it [here](#). Enabling networking, sharing effective practice, facilitating workforce empowerment and developing communication are the key themes set out in this report and can be seen as successful outcomes of the TCH programme. Projects delivering on these themes can all help build a more confident workforce and contribute to ongoing improvement in resident care provision. Through the TCH programme, care home teams have been able to raise their profile both within their own community and nationally, for example, through conferences, blogs and by being associated with the programme.

Feedback from participants suggested that staff have developed personally and professionally:

*“The first time (attendance at the study day) I was like a frog in a well, looking to the sky from the well and I felt so small... then every time I was there, I could listen to these highly knowledgeable people, top people in the same career, they are in a top position to talk about what they can do, how they do it for the people, make them, you know, at the last stage of their life, make it so valuable... I was really moved by it, so then I thought about what I could do to help... That’s why I’m happy to get involved in this programme... I am out of the well now and I know which direction to go in”. (Care Support Worker)*

*“When you give people responsibilities and you support them in that responsibility then they flourish... so all the nurses have specific responsibilities and most of the carers have specific responsibilities ... for example, a person who’s the Dementia champion, I will not make decisions without consulting that person, that person is in charge of Dementia, everything to do with Dementia, and the person gets acknowledgement for it”. (Care Home Manager)*

Participants identified ways in which their projects were impacting on practice and ultimately the care of residents:

*“The fact that we’ve not got every single staff member, and that’s not just care related staff, looking out for the signs of hypo and hyper (glycaemia) ... it’s meant that the individual’s health needs have been boosted and we’ve seen quite a lot of improvement in terms of nutrition and people taking that baton up in terms of consistently supporting them (residents) throughout the day”. (Care Home Manager)*

*“After the training, the resident responded very positively for someone who’s very anxious. They are less anxious... they became less stiff, and the carers found them more manageable to care for after the Namaste session... It’s small things that we implement... the changes of the colour of the background on the toilet so that the white toilet bowl is standing out inside the toilet... we started already with the glow-in-the-dark toilet signs for the residents who get confused at night it’s easier for them to recognise where the toilet is. So, lots of the things are still on-going and we’re not finished yet”. (Deputy Manager)*

Additionally, new opportunities were emerging:

*It’s been an absolutely brilliant project. It’s helped open doors where before we didn’t know what was possible and it’s helped us to get involved with research... we have got involved with research around anxiety and dementia, so there are now trials happening within the home for three of our residents because of the teaching care homes support”. (Care Home Manager)*

*“So, it’s just helped us to broaden our ideas around how we can support... although we did have a couple of systems and procedures and things in place it wasn’t as robust as what we’ve been able to achieve under the FONS project, it’s given us a focus. It’s helped us to look at it as an area and explore that. We also do, which we never did before the FONS, we also do community related projects, so we invite residents’ relatives and the local community to come in to talk about Diabetes” (Care Home Manager)*

The processes and outcomes of two of these projects are captured in the following reports:

- [An Integrated Approach to Enhancing Diabetes Care for Persons Living in Priscilla Wakefield House Nursing Home](#)
- [Living Well with Dementia at Kineton Manor Nursing Home](#)

The third project was impacted by the COVID-19 pandemic as they were unable to host the interdisciplinary student communities of practice.

### **Teaching Care Homes community**

Kate has been reconnecting with the TCH community – meeting virtually periodically and communicating by phone and email. Many of the home managers have been demonstrating great leadership both locally and nationally, as demonstrated by the successful development of a WhatsApp group, initiated by Anita Astle from Wren Hall in Nottingham, which offered invaluable support, advice and leadership across care homes and domiciliary care during the COVID-19 pandemic. The group, which won the Care of Older People award category at this year's [Nursing Times Awards](#) on 18 November 2020, continues to be active.

Three of the homes have contributed to blogs for the FoNS website: one about [enhancing resident well-being during the pandemic](#); and one to profile a film that has been created, involving staff working at two of the homes, [celebrating nursing in social care](#).

### **Future developments**

The programme continues to receive guidance and support from an advisory group. This is co-chaired by Kate Sanders (FoNS) and Professor Martin Green, CEO of Care England, and includes England's Chief Nursing Officer for Social Care Professor Deborah Sturdy and other stakeholders from education, health, and social care. This is invaluable, providing the appropriate level of critical challenge and direction. Following presentations about the impact of the TCH programme during 2019, once for the RCN Foundation and secondly for the National care Forum (NCF) annual conference, an invitation to a round table followed and FoNS is now firmly involved as a stakeholder on several groups focusing on social care nursing. Momentum about the importance of social care nursing and nurse-led teams has continued and FoNS is supporting the Chief Nursing Officer (CNO) for England and her team.

In conversation with key leaders across social care in 2020, we determined that it would not be possible to start a programme due to the pandemic and the need for care home staff to focus on maintaining their services. It was therefore decided to defer a resubmission to the Burdett Trust for Nursing for funding support.

During 2019, FoNS, were engaging in conversations at a locality level to explore the possibility of locality-based programmes, potentially funded by CCGs and local authorities, and interest was developing. Unfortunately, but understandably, these conversations ceased as attention was directed towards the pandemic. We are beginning to refocus our attention in this area as Kate is currently working with Jonathan Webster, who is Professor of Practice Development and Co-Director ImpACT Research Group, based at University of East Anglia to develop a proposal to facilitate a programme with Norfolk and Waveney Sustainability Transformation Partnership.

## **Creating Caring Cultures Fellowship, for aspiring leaders and early career frontline Registered Learning Disability Nurses**



Led by Giselle Cope, this 12-month programme, [Creating Caring Cultures Fellowship for Learning Disability Nurses](#) which had been postponed since March 2020 recommenced in the autumn of 2020. With the support of NHS England/Improvement's Learning Disability national lead nurse, recruitment commenced in December 2020. External evaluation is being undertaken by the University of East Anglia [ImpACT ResearchTeam](#). FoNS is looking for further commissions of the programme beyond 2021.

The Fellowship is a development opportunity for aspiring leaders and early career frontline Registered Learning Disability Nurses (RLDN) to facilitate person-centred cultures of care which are safe and effective. It is structured around the FoNS Creating Caring Cultures model ([fons.org/learning-zone/culture-change-resources](https://fons.org/learning-zone/culture-change-resources)). It is open to RLNDs who are between 1-3 years post qualification at the start of the programme and who are working in any health or care setting within England. The programme will equip participants with the skills and confidence to develop into the facilitative leaders of the future. The inclusion of mentorship and coaching support at a local, regional, and national level as well as personal development planning will enable participants to realise their leadership aspirations and will develop leadership capacity within organisations.

Adapting to the 'new normal', the new programme design will continue to support 56 nurses, through a series of virtual workshops and follow up active learning sessions. This will be delivered across 4 cohorts. This program will now conclude approximately June 2022. The main facilitators are, Giselle Cope and Associate Facilitator, Dr Theresa Shaw.

Giselle presented an update on the Fellowship at the 2nd National Learning Disability (LD) Nursing Symposium on the 10th of December 2020. An initial presentation was delivered at the first symposium in January 2020. The LD nursing symposium, services an advisory function and an expert voices group which feeds into the national steering group for LD which is accountable to HEE board and the CNO to which FoNS is part of. FoNS programmes are captured on the All-England Action Plan for LD.

Giselle continues to be part of the RCN Learning Disability Forum Steering Committee. This commenced on the 1st of January 2020 for a four-year term. Giselle remains an active associate member of the United Kingdom Learning Disability Consultant Nurse Network (UKLDCNN).

## Commissioned programmes

### Creating Caring Cultures

<http://www.fons.org/learning-zone/culture-change-resources.aspx>

FoNS' Getting Started with Culture Change resources, launched in 2016 continue to be highly valued and interest in support with culture change in the workplace is growing.

Over the past few years, FoNS has been increasingly approached to present the work to conferences and organisations across health and social care; especially from those seeking to explore ways of strengthening more person-centred ways of working, enhancing leadership, and creating more caring workplaces. Our animation has now been viewed over 16,000 times. See here ([https://www.youtube.com/watch?v=cZyN\\_UZvYnQ](https://www.youtube.com/watch?v=cZyN_UZvYnQ))

Ashford and St Peters NHS Foundation Trust have commissioned a programme for their Practice Development team to be delivered in 2021. This follows three RBCS programmes delivered in 2020/21 and supported by the corporate nursing team and nursing strategy which focuses on person-centred care.

### Resilience Based Clinical Supervision (RBCS)

<https://www.fons.org/learning-zone/clinical-supervision-resources/clinical-supervision>



Currently led by the FoNS team and a growing team of [Associate Facilitators](#), this model of clinical supervision was developed by Dr Gemma Stacey and colleagues from the University of Nottingham. In 2018, FoNS was approached to host the resources on our website. Gemma and colleagues had been facilitating one-day face-to-face workshops to enable participants to develop the knowledge and skills that they need to become RBCS supervisors. However, when Gemma left the University of

Nottingham in early 2020 to join the Florence Nightingale Foundation, in conjunction with the university, she gifted the RBCS workshops, resources and contacts to FoNS.

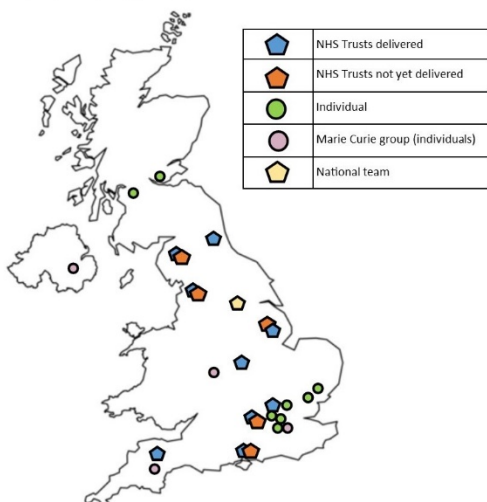
Initially we continued to deliver the one-day face-to-face workshops – usually for 10-15 participants. When we returned to work in late summer 2020, the team further developed the workshop model to become a Champion and Cascade programme so that additionally, participants can explore how they can implement RBCS across their teams, directorates, organisations etc. This programme is now largely being delivered virtually – one facilitator per 5-6 participants or two facilitators for larger groups; however, there is flexibility within our offer so that we can also develop bespoke programmes with organisations.

Additionally, in late 2020 we were approached by Health and Education England to develop a programme for mental health and learning disability student nurses. This was commenced in January 2021 with a masterclass for up to 24 students. Students will then be offered 4 RBCS sessions between January 2021 and March 2021. This will also include a participatory evaluation.

Below is A list of partners. Our thanks go out to these organisations for believing in us and prioritising wellbeing of their workforce during such a challenging year.

Name of organisation	
Central and North West London NHS Foundation Trust	Health Education England
Devon Partnership NHS Trust	Northumbria Healthcare
United Lincolnshire Hospitals	Lancashire and South Cumbria Foundation Trust
North Cumbria NHS Trust	Ashford and St Peters NHS Foundation Trust
University Hospitals Leicester	Portsmouth University Hospitals NHS Trust
Public events for individuals	

Resilience-based Clinical Supervision



Requests for the Champion and Cascade programme have been increased steadily over the last few months of 2020, resulting in recruitment of Associate Facilitators and planning for a Lead Facilitator/Programme Manager to increase our capacity to enable us to meet this increasing demand.

Our Associate Facilitators are also Ambassadors for FoNS. Some of the applicants are alumni of our programmes and others share our values and have a desire to work with us.

## Scholarships and fellowships

### Richard Tompkins Scholarship

<https://www.fons.org/programmes/scholarships>

This is an exciting development opportunity for a registered nurse, midwife or health visitor who is committed to developing person-centred cultures of care. Launched in 2013, the scholarship is open to practitioners who are working clinically in any health and care setting UK-wide, and is targeting, those at ward sister, team manager level or equivalent. The late Richard Tompkins CBE,



British entrepreneur and founder of Green Shield Stamps and Argos saw the potential of FoNS to enable nurses to develop knowledge and skills that benefit those we serve. The Tompkins Foundation remains a valuable supporter of FoNS, and we are delighted that Mrs Elizabeth Tompkins is supporting this scholarship opportunity. Each year, the scholarship offers:

- A fully funded place at the 5-day residential international practice development school 'Fostering a Culture of Effectiveness through Practice Development'
- The opportunity to work towards academic accreditation as a distance learner (20 CAT points at level 6) from Canterbury Christ Church University, Kent
- 12 months' mentorship from FoNS to support an innovation in practice
- The opportunity to work towards publishing a paper in the International Practice Development Journal



24 applications were received for the 2019 round. Details of the scholarship are [here](#). Kellie Owen was chosen. Kellie is the Clinical Team Leader (Support to Care Home Team) at Solihull Community University Hospital. From her application and interview it was apparent that Kellie is a highly committed, compassionate nurse who is at the start of her leadership journey. She is an enthusiastic and motivated nurse who is leading a team that is

providing essential support to enable care homes to develop their practice.

In response to the award, Kellie said: *"I am honoured and excited about the scholarship opportunity and cannot wait to attend the school in July, to learn about developing positive workplace cultures and practice development. The opportunity will benefit not only me, but also the team and the care home residents and staff that we support. I am looking forward to bringing back and sharing with everyone the innovative approaches that I will have been exposed to and embraced."*

Kellie attended the Practice Development School in July and was mentored throughout 2019/20. Kellie was interviewed by the Nursing Standard journal in July 2019, [here](#) about her career and what the scholarship meant to her. Kellie said, *"I'm hoping to develop my skills and find ways to develop a caring culture in my team but also influence the cultures in the care homes we support."* FoNS will offer two Scholarships for 2021. A call for applications will begin from January 2021. Kellie Owen will support recruitment.

## **The Sue Pembrey Award**

<https://www.fons.org/library/archives/sue-pembrey>



This award has been established to celebrate the life of Sue Pembrey (1942-2013) who is probably best known for her theoretical and practical work which was published by the Royal College of Nursing in 1980, *'The Ward Sister – Key to Nursing: A Study of the Organisation of Individualised Nursing'*. Sue also played a leading role in the Oxford Nursing Development unit at the Radcliffe Infirmary, where opportunities were created for nurses to practice in innovative ways that placed the patient at the centre of care. In 1989, Sue established the Institute of Nursing in Oxford to promote innovation and the rigorous evaluation of practice. She also forged alliances with both universities in Oxford, the RCN and the King's Fund. Throughout her career she was a mentor to many, encouraging nurses to question with sensitivity and intelligence. She was made a fellow of the RCN in 1979 and appointed OBE in 1990.



Dr Sue Pembrey was one of the UK's outstanding nursing leaders of the late twentieth century. Her primary contributions included supporting the academic development of clinical nursing and the development of nursing practice through the strengthening of the ward sister's leadership role and pioneering a commitment to patient / person -centred hospital care. In 2015, in memory of her life, the Pembrey family funded an annual award that is managed by FoNS in partnership with Professor Brendan McCormack and Professor Jan Dewing at Queen Margaret's University, Scotland, Professor Angie Titchen (Retired) and Professor Steve Esser at the University of Bournemouth.



In 2020 this was awarded to [Gillian Raine](#) who is Lead Nurse, Marie Curie Hospice, Newcastle.

The judges commented: "Gillian lives her philosophy of person-centred leadership. She believes in the value of looking after and caring for staff, working alongside them, and helping them to learn

Gillian receives a programme of support from each of the partners based on their needs. There is also usually a Sue Pembrey Lecture or event to coincide with the presentation of the award. This has not been possible this year due to Covid-19 restrictions.

## **International Practice Development School: Developing person-centred, safe, and effective cultures through practice development**

<https://www.fons.org/programmes/schools>

Held over 5 days at Herstmonceux Castle in East Sussex, the FoNS hosted International Practice Development Collaborative Foundation School is usually held in July and is always at full capacity. Unfortunately, due to Covid-19 public health measures, the school did not run in 2020. FoNS is currently exploring innovative ways of staying connected and ensuring the magic of the residential school is shared in a virtual way.

## **Sharing Knowledge and Networking**

In line with our strategic ambitions, this work stream focuses on ways FoNS can support practitioners by freely sharing resources and ways of working and can support the development and dissemination of the practice and theory around practice development and person-centredness through the programmes and the IPDJ.

### **FoNS Alumni**

The purpose of the alumni is to provide a variety of events (both virtual and face to face) to enable people that FoNS has worked closely with, to stay energised and inspired as well as provide a channel for people to promote the work of FoNS.

A pilot [webinar](#) was held for the alumni on the 5th of November 2019 in collaboration with Gemma Stacey at the University of Nottingham. The topic of this was “Using staff and patient narratives to improve care” The webinar was recorded and is available on our website on demand for the future. Following the pilot webinar in late 2019, it was hoped that face-to-face regional events could be hosted by alumni members and planning had begun when the pandemic began. Due to the pandemic, no further progress was made during the year 2020-2021. However, this remains a FoNS aspiration.

### **Centre for Nursing Innovation**

<https://www.fons.org/>

The FoNS virtual Centre for Nursing Innovation remains highly regarded and offers a very valuable resource for anyone in nursing (or related fields) interested in changing and developing practice. The table below highlights the most popular pages with visitors.

### **Top pages visited 1 Feb 2020- 31 Jan 2021**

**Total sessions: 83,562**

Home page	<b>6,743</b>
IPDJ Home page	<b>5,216</b>
IPDJ Volume6-issue2/article6	<b>2,909</b>
IPDJ Volume4-issue2/article4	<b>2,075</b>
Blogs	<b>2,071</b>
Scholarships	<b>1,913</b>
Clinical-supervision-resources/book-your-workshop	<b>1,277</b>
IPDJ Volume7-issue1/article2	<b>1,180</b>
IPDJ Volume9-issue2/article8	<b>1,170</b>

### **Social media**

The number of Twitter followers is increasing and at the time of writing, FoNS now has over 6,400 followers, and increase of 28% on 2019. This appears to reflect a more proactive approach to engaging followers, which has proved valuable in extending FoNS’ profile and reach. In addition to the popular weekly news bulletin, FoNS continues to post regular blogs on topical professional issues and maintains a Facebook page.

Twitter is an essential part of an organisation to have a strong social media presence and a clear image/brand. All team members have accounts and are active, both as FoNS employees and as nursing professionals. Between our core team we have over 20,000 followers!

FoNS website and email communications continues to be the front door to the charity. The website holds the majority of the FoNS archive and current news, blogs and importantly, the peer reviewed and free to access journal, IPDJ.

Our presence on other social media platforms such as Instagram and LinkedIn will be explored further.

## **The International Practice Development Journal (IPDJ)**

<https://www.fons.org/library/journal-ipdj-home>

The International Practice Development Journal (IPDJ) was launched in June 2011 in association with the International Practice Development Collaborative (IPDC). In 2020/21, we have continued to explore ways of sustaining and growing the journal with new collaborations and/or partnerships. To this end, a new collaborator, the International Community of Practice for Person-centred Practice (PcP-ICoP) based at Queen Margaret University (QMU), Edinburgh, joined us in 2019. The advantages of extending the partnerships are that, firstly this increases the number of organisations that support the IPDJ financially, thereby reducing the cost per organisation and secondly this widens the body of people who are actively connected with the journal, through contributing to the editorial board and/or acting as reviewers, submitting articles, supporting novice writers, and encouraging wider readership.

Kate Sanders, a PhD candidate and FoNS's most experienced Practice Development Facilitator along with our colleague Dr Caroline Dickson from QMU were appointed as Co-Academic Editors in 2020.

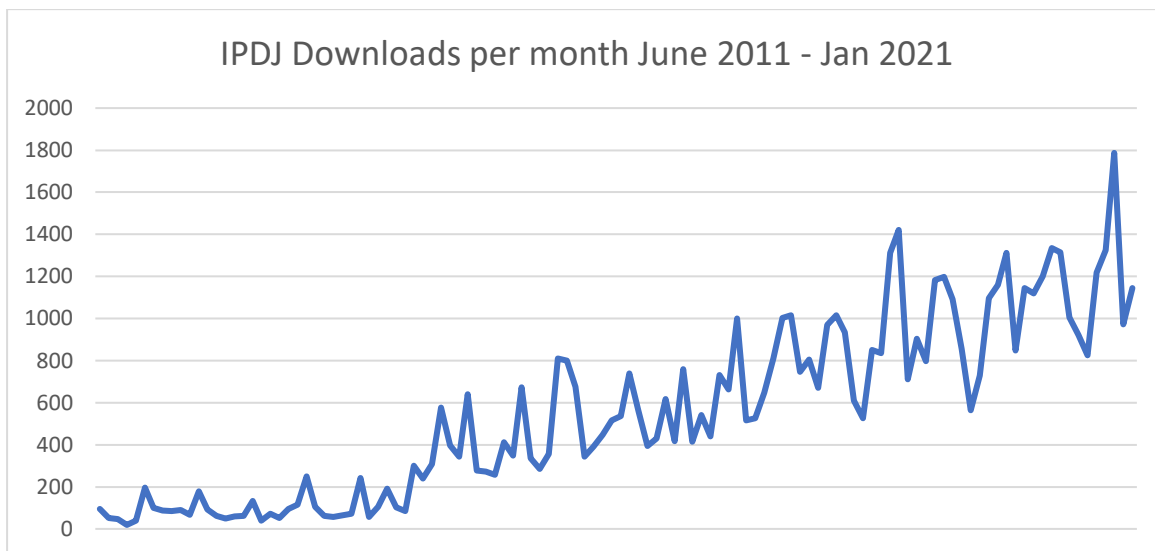
We continue to publish two issues annually all free, open access to readers and authors: a unique resource to the nursing and multidisciplinary professions across health and social care. In addition to this, in 2020, we also published two special issues:

- Led by an editorial team from Norway, **Critical perspectives on person, care and aging** published in March 2020, offers a series of articles relating to person-centred care, user participation, active ageing, quality in care, and patient rights, among other things
- **Person-centred Curricula** was published in September 2020. This issue was funded by and is an output from an Erasmus+ project which address the development of a European person-centred health and social care curriculum framework

Growth of the journal continues to progress well with a steady increase in unique downloads year on year as shown in the table overpage.

Downloads	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Jan		88	73	105	273	392	541	805	904	1,145	1,144
Feb		86	53	191	258	447	439	670	796	1,119	
Mar		89	94*	103	411	516	732	969	1,182	1,200*	
April		67	116	85	349	537	664	1,016	1,199	1,335	
May		179	249	300	673	739	1,000	935	1,091	1,315	
June	96	92	104	240	337	561	517	609	856	1,006	
July	53	61	61	308	285	393	527	527	564	921	
Aug	47	48	58	577	356	429	647	851	730	825	
Sept	19	59	64	396	809*	617	811*	836	1,096	1,218*	
Oct	38	61	72	343	799	416	1,002	1,312	1,159	1,324	
Nov	196	134	242	641	676	758	1,015	1,422	1,313	1,787	
Dec	99	38	56	278	343	414	747	711	847	973	
Av/month	78	83	103	297	369	518	688	888	978	1180	

\* Publication of additional special issues



FoNS set up a Twitter account (@theIPDJ) in September 2019. The journal continues to grow its readership and articles have featured in social media discussions and tweet chats.

### **Professional Advice, Expertise and Collaboration**

In addition to our funding partnerships, FoNS has a reputation for fostering positive collaborative relationships with organisations and people who share our commitment to supporting nurses and person-centred nursing practice. We are also keen to share our experience and expertise by offering bespoke programmes of support. During 2019/20, in line with our strategic ambitions we strengthened existing collaborations:

FoNS were invited to participate in a promotional film for The Burdett Trusts for Nurses. This was a real privilege to be involved as a partner of Burdett. See the video here <https://www.bfn.org.uk/what-we-do/>.

The CEO and team are members of various UK-wide and national professional groups such as the Professional Strategic Advisory Group for the Nursing and Midwifery Council; Royal College of Nursing's Nursing Advisory Group and Learning Disability Nursing Forum, Editorial Advisory Board

for the RCNi (which includes the monthly journal the *Nursing Standard*); members of the core judging panel for the RCN and Nursing Times Nurse of the Year and Student Nurse of the Year; Health Education England's Advisory Groups and Oversight Board for the Future Nurse Standards; United Kingdom Learning Disability Consultant Nurse Network; *Capital Nurse*, Learning Disability Nursing Workforce Steering Group; Council of Deans 150 Leaders programme (mentors); Florence Nightingale Foundation Leadership Programmes (mentors); UK Nursing Charities CEO Group; King's Fund Emerging Leaders guest speaker; NHS England and Improvement and Health Education England workforce groups.

Our CEO has a Visiting Professorship at the University of Surrey and works closely with the Head of School, focusing on knowledge exchange and support to students at undergraduate and post graduate level.

## **International Collaborations: The International Practice Development Collaboration (IPDC) and the International Community of Practice for Person-centred Practice (PcP-ICoP)**

FoNS continue to be active members of the IPDC and also became members of the PcP-ICoP in November 2019. These collaborative relationships provide FoNS with international connections and profile. We can be actively engaged in knowledge generation and translation. Team members have been involved in writing articles and chapters for books led by both collaborations, due to be published in spring 2021.

### **IPDC**

In November 2020, Kate was the co-author of an article in the IPDJ, alongside IPDC colleagues, Kim Manley (ImpACT Research Group, University of East Anglia); Shaun Cardiff (Fontys University, Netherlands) and Jonathan Webster (ImpACT Research Group, University of East Anglia). The article reported on a collaborative inquiry to co-create **Guiding lights for effective workplace cultures that are also good places to work**. Kate is also co-authoring a book chapter and a Continuing Professional Development (CPD) article, due to be published in 2021. The Guiding Lights framework offers potential for FoNS as a new workstream, enabling nurses and nurse-led teams to use the Guiding Lights framework to evaluate and develop more effective workplace cultures for the benefit of staff and patients.

Due to the pandemic, the IPDC's biennial Enhancing Practice Conference, scheduled for October 2020 in Wollongong, NSW, Australia, has been rescheduled for 2022 and it is hoped to be a face-to-face event. FoNS continues to support and grow this CoP and is planning to create a film with European colleagues to expand visibility of practice development and person-centredness from a European perspective.

### **PcP-ICoP**

FoNS continues to support the international ERASMUS+ study, co-led by QMU/PcP-ICoP which aims to develop person-centred curricula across the health pathways such as nursing, allied health professionals. As a doctoral candidate at QMU, Kate is an active participant in the student ICoP, undertaking person-centred and participatory research with a focus on the subject experience of well-being in nurses.

## **Financial Review**

The full audited accounts for the financial year 2020-21 follow from page 34. They have been prepared in accordance with the Statement of Recommended Practice applicable to charities and in accordance with the Financial Reporting Standard FRS102.

The year ended 31st January 2021 saw a significant fall in income and activity due to the Covid-19 pandemic and the need to put our major work programmes on hold (page 34). As a charity working with nursing and social care teams, the pandemic has had a profound impact on our programmes, which were previously conducted face to face. Our nursing teams were inevitably occupied with their patients and unable to participate.

We were mindful that we could not rundown restricted funds when our work programmes were suspended. Other work, like our annual PD School, had to be cancelled. Therefore, we are grateful to H M Treasury for their support with the Job Retention Scheme (JRS) while the programmes were on hold.

Total income in 2021 was £301,660 compared to £458,967 in 2019-20. The average income over the preceding 5 years was £446,428. The only piece of new project income was match funding from NHS England to a grant secured from the Burdett Trust for Nursing for a creating care cultures programme with learning disability nursing teams. We are delighted that this work has been matched-funded by NHSEI, to increase participant numbers and over a longer timescale. The charity completed the creating caring cultures programme with the Department of Health in Northern Ireland, and a practice development programme with nursing staff in Barking Havering and Redbridge University Hospitals NHS Trust. Ongoing programmes included the Burdett funded 'Inspire Improvement' programme and the final stages of the Teaching Care Homes programme.

Unrestricted income increased on previous years at £137,103 (2019-20: £106,155) mainly due to the Government assistance during furlough in the early months of the Covid-19 pandemic. However, later in the year, our unrestricted income was maintained from the development of our resilience based clinical supervision workshops. These were developed with seeding funding from the University of Nottingham and have proved their worth supporting nurses through this difficult period. We anticipate increasing commissions over the forthcoming years.

Expenditure on charitable activities also decreased in 2020-21 due to the suspension of the main work programmes. Charitable expenditure was £347,195 (2019-20: £491,317). The shift from the larger programmes to shorter workshops sharing knowledge and networking work continues. The charitable spend was well below the previous 5-year average of £443,022.

Our strength of restricted programme delivery reflects our reputation for leadership, engagement, and professional development within the nursing sector. The charity will continue to develop these innovative areas but will also expand its workshops to bring its unique expertise to a wider audience. The charitable expenditure follows this theme with £125,549 (2019-20: £299,150) being spent in 2020-21 on improving practice programmes and £221,646 (2019-20: £192,167) being spent on sharing knowledge and networking within the nursing profession. However, the decrease in 'improving practice' was completely due to the pandemic. Only £9,924 (2019-20: £32,399) was paid out in bursaries to various professional nursing teams to improve nursing practice, another consequence of the delay to our main programmes.

The charity made a deficit of £42,996 in 2020-21 (2019-20: £3,780) after a gain on investments of £4,697 and there was a deficit of £82,004 on unrestricted reserves because of the pandemic. There was a surplus (inflow) of restricted funds (£39,008) by the close of the 2021 accounting year, which herald the new programmes in the pipeline for 2021-22.

The charity's balance sheet on page 36, shows a decrease in funds overall and specifically the unrestricted funds; total funds were £533,518 in 2020-21 compared to £576,514 in 2019-20. 2020-21 has seen a further movement in the mix of unrestricted and restricted funds, and the trustees are monitoring this closely. Unrestricted funds fell from £274,569 in January 2020 to £192,565 a year later. However, since the balance sheet date, the charity has already recorded a significant turnaround to the level of unrestricted funds as it rolls out its new workshops and other initiatives.

We are fortunate that the value of our investments regained their earlier losses from the Spring of 2020 and our reserves remain healthy. 2021-22 will be a year of rebuilding and development. The actions taken to utilise the Government's Job Retention Scheme; the placing of our programmes on hold and the diversification to shorter workshops mean that there are no concerns over the financial position of the charity over the next 12-18 months.

### **Reserves Policy**

Total reserves at the year-end amounted to £533,518 (2019-20: £576,514), being £340,953 (2019-20: £301,945) restricted funds, £4,200 (2019-20: £4,200) designated funds and £188,365 (2019-20: £270,369) unrestricted funds. Details of the restricted and designated funds are given in note 15 and 16 to the accounts, respectively.

To date, it has been policy to maintain sufficient reserves at any one time to cover the projected running costs of the charity for the following 6 months. The Unrestricted Funds (including Designated Funds), which in the case of the Foundation equate to the 'free reserves' of the charity, amounted to £192,465 (2019-20: £274,469). These adequately meet this criterion and represent 6.61 months (2019-20: 6.67 months) of total expenditure. The statement of cash flows shows that there was an outflow of cash reserves of £20,581 (2019-20: outflow £7,596) during the year. The trustees are happy with the level of reserves and consequently regard the charity as a going concern.

### **Investment powers and policy**

The trustees seek to balance the liquidity requirements of the charity with their duty to ensure a suitable rate of return and income to the charity to develop its work for the public benefit. The trustees also take the level of unrestricted funds into account when deciding on the ratio between investments and funds held in fixed interest bonds, deposit, and current accounts.

The careful monitoring of the portfolio continues to strengthen returns and reduce risk in an often-turbulent market. The primary aim of the investments is to produce income whilst preserving the capital value of the funds. The trustees invite the current investment managers to meet with them periodically to discuss the portfolio and compare their plans with other managers in the market. The managers also provide quarterly reports. The charity has established a Finance and Investment sub-committee to consider various investment options for the charity's reserves and to consider the balance between investments that produce a capital and income return with investments offering only deposit interest but complete protection from falls in the market.

The trustees have spread some of the liquid assets between institutions as a precautionary measure and to maximise income during a period when deposit rates are very depressed.

## **Principal Risks and Uncertainties**

Over recent years FoNS has become more successful with generating unrestricted income; activities such as a Practice Development School and commissioned work have contributed to this.

However, with increased pressure on resources across health and social care and the economic effects of Covid-19, the availability of funds to support development opportunities for nurses may be affected. It will be important for FoNS to continue to demonstrate the impact and value for money of our programmes and support offer to maintain the uptake of school places<sup>1</sup> and commissioned programmes, as well as continue to develop blended approaches, i.e., digital programmes and grow their cadre of associate facilitators.

FoNS continues to be a lean charity, with 5 staff and a small but growing cadre of Associate Facilitators. Our challenge for 2021-22 and beyond is to develop an organisational development strategy that will attract nurses into the charity sector.

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<sup>1</sup> Waiting list at the time of writing

## **Governance, Structure and Organisation**

### **Governing Documents**

The Foundation of Nursing Studies is a charity registered with the Charity Commission and a private company limited by guarantee. It is governed by its Trust Deed dated 28<sup>th</sup> May 1987 and Memorandum of Association, registered with Companies House on 18<sup>th</sup> June 1998.

### **Organisational Structure**

The Board of Trustees meet quarterly to administer the charity. In addition, an investment and financial sub-committee has met, and a remuneration committee meets annually to review staff remuneration.

The Chief Executive Officer (CEO) was appointed by the Trustees to lead and manage the day-to-day operations. The Chairman leads an annual appraisal process for the CEO and all board members.

### **Appointment of Trustees**

Trusteeships are reviewed by the Board of Trustees in line with Trusteeship policy and code of conduct. The Trustee Board approves the appointment all new Trustees. New Trustees are recruited through a process of advertising and interview or, where deemed appropriate, through a process of recommendation and interview. On appointment, all new Trustees meet the CEO and are given an information pack, which includes the code of conduct (a signed copy of which is retained), annual accounts and board papers including reports and minutes from the last year. A register of declared interests is also maintained. A Trustee induction and refresher programme with NCVO is planned for February 2021.

### **Risk Management**

The Trustee Board reviews bi-annually the major strategic, business, and operational risks the charity faces and confirms that systems are in place to reduce risk and to ensure ongoing review and reporting. Risk assessment continues to identify income and finance as being the area of greatest threat.

Regarding investments, reports are received quarterly, and the Board meet with the investment manager to review performance against benchmarks and monitor risk management. Overall, the Board monitor closely external and internal financial management systems. The CEO and Treasurer meet and regularly review the financial management systems to ensure they remain transparent and robust.

### **Income Generation**

Generating income to support activity remains a priority. FoNS remains most appreciative to Mrs Elizabeth Tompkins our long-term donor and to the Burdett Trust for Nursing.

During 2019-20, our partnership with Clarity Informatics come to its conclusion and we are tremendously grateful to the company for the support they have provided over the last 7 years.

We are keen to expand our offer of bespoke programmes of work and consultancy which help individuals and organisations strengthen their nursing and care improvement activity, contribute to a greater understanding of person-centredness and person-centred practice development and leadership. These activities contribute to unrestricted income generation.

## **Statement of Trustees' Responsibilities to the Financial Statements**

The charity trustees (who are also the directors of the Foundation of Nursing Studies for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing the financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time, the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### **Disclosure of Information to Auditors**

In so far as the trustees are aware at the time of approving our trustees' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the auditor is unaware, and
- The trustees, having made enquiries of fellow directors and the auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

### **Auditors**

Haines Watts were reappointed auditors during the year and a resolution proposing that they be reappointed for the following year approved.

### **Approved and signed on behalf of the Foundation of Nursing Studies Board of Trustees**

**Name:** Dr DAVID FOSTER OBE (Chair)

**Date:** 24 October 2021

## **INDEPENDENT AUDITORS' REPORT**

### **To the Members of the Foundation of Nursing Studies**

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#### **Opinion**

We have audited the financial statements of the Foundation of Nursing Studies (the 'charitable company') for the year ended 31 January 2021 which comprise the Statement of Financial Activities, Statement of Financial Position, 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 January 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 other 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 charitable company'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.

However, not all future events or conditions can be predicted. The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all the potential implications on the charity's operations, funders, suppliers, and wider economy. The trustees' view on the impact of COVID-19 is disclosed in the accounting policies note on page 37.

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 trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon.

## **INDEPENDENT AUDITORS' REPORT**

### **To the Members of the Foundation of Nursing Studies cont.**

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, 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.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 30, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

### **Our responsibilities for the audit of the financial statements**

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 a Report of the Independent Auditor 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.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the trustees and other management. The most significant were identified as the Companies Act 2006, Charity SORP (FRS102) and Charities Act.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- assessing the risk of management override including identifying and testing journal entries;
- challenging the assumptions and judgements made by management in its significant accounting estimates.

Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

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 Report of the Independent Auditors.

### **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Signed:** .....**SUSAN PLUMB**.....

**Dated:**                   **25 October 2021**

**Susan Plumb ACA (Senior Statutory Auditor)**

**for and on behalf of**

**Haines Watts Chartered Accountants & Statutory Auditors**

Old Station House, Station Approach, Newport Street, Swindon, SN1 3DU.

## Statement of Financial Activities (Incorporating an Income Statement)

Year ended 31 January 2021

	Notes	Unrestricted Funds	Restricted Funds	Total 2021	Total 2020 (Note 19)
		£	£	£	£
<b>Income</b>					
Donations & legacies	2	61,470	-	61,470	22,500
Income from charitable activities	3	66,511	164,557	231,068	415,334
Income from other trading activities	4	55	-	55	9,804
Investment income	5	9,067	-	9,067	11,329
<b>Total income</b>		<b>137,103</b>	<b>164,557</b>	<b>301,660</b>	<b>458,967</b>
<b>Expenditure</b>					
Costs of raising funds:					
Costs of generating activity income		73	-	73	1,027
Investment management costs		2,085	-	2,085	2,262
Expenditure on charitable activities					
Improving Practice Programmes	6 & 7	-	125,549	125,549	299,150
Sharing Knowledge and Networking	6 & 7	221,646	-	221,646	192,167
<b>Total expenditure</b>		<b>223,804</b>	<b>125,549</b>	<b>349,353</b>	<b>494,606</b>
<b>Net income/(expenditure) before gains and losses on investments</b>		<b>(86,701)</b>	<b>39,008</b>	<b>(47,693)</b>	<b>(35,639)</b>
Transfers between funds		-	-	-	-
Net gain/(loss) on investments	12	4,697	-	4,697	31,859
<b>Net movement in funds</b>		<b>(82,004)</b>	<b>39,008</b>	<b>(42,996)</b>	<b>(3,780)</b>
<b>Reconciliation of funds:</b>					
Fund balances on 1 February		274,569	301,945	576,514	580,294
<b>Fund balances carried forward on 31<sup>st</sup> January</b>		<b>192,565</b>	<b>340,953</b>	<b>533,518</b>	<b>576,514</b>

The statement of financial activities includes all gains and losses recognised in the year.  
All income and expenditure derive from continuing activities.

## Summary Income and Expenditure Account

Year ended 31 January 2021

	2021	2020
	£	£
Total income	301,660	458,967
Less: Total expenditure from income funds	349,353	494,606
<b>Net income/(expenditure) for the year before gains</b>	<b>(47,693)</b>	<b>(35,639)</b>

The summary income and expenditure account is derived from the statement of financial activities on page 34, together with the notes on pages 37 to 43, provides full information on the movement during the year on all funds of the charity.

## Statement of Recognised Gains and Losses

Year ended 31 January 2021

	2021	2020
	£	£
Net income/(expenditure) for the year before gains and losses on investments (page 34 & above)	(47,693)	(35,639)
Add: Realised gains/(loss) on disposal of investments	(2,990)	2,108
Add: Unrealised gains/(loss) on investment assets held by income funds, after costs	7,687	29,751
<b>Net movement in funds for year (page 34)</b>	<b>(42,996)</b>	<b>(3,780)</b>

## Statement of Cash Flows

Year ended 31 January 2021

	2021	2020
	£	£
<b>Cash flows from operating activities:</b>		
<b>Reconciliation of net movement in funds to net cash flow from operating activities</b>		
<b>Net movement in funds (page 34)</b>	(42,996)	(3,780)
Add: depreciation	-	-
Deduct interest & dividend income in investing activities	(9,067)	(11,329)
Deduct (gain)/add loss on disposal of investments	2,990	(2,108)
Deduct (gain)/ add loss on revaluation of investments	(7,687)	(29,751)
Decrease/ (increase) in debtors	(40,949)	10,794
Increase/ (decrease) in creditors	42,303	19,910
<b>Cash used in operating activities</b>	<b>(55,406)</b>	<b>(16,264)</b>
<b>Cash flows from investing activities:</b>		
Income from interest & dividends	9,067	11,329
Proceeds from sales of investment assets	56,285	58,798
Purchase of investment assets	(30,527)	(61,459)
<b>Cash provided by/ (used in) investing activities</b>	<b>34,825</b>	<b>8,668</b>
<b>Cash flows from financing activities</b>	<b>-</b>	<b>-</b>
<b>Increase/(Decrease) in cash and cash equivalents in the year (A+B+C)</b>	<b>(20,581)</b>	<b>(7,596)</b>
Total cash and cash equivalents at the beginning of the year	290,261	297,857
<b>Total cash and cash equivalents at the end of the year (page 36)</b>	<b>269,680</b>	<b>290,261</b>

## Balance Sheet (Statement of Financial Position)

Year ended 31 January 2021

	Notes	2021 £	2021 £	2020 £
<b>Fixed assets</b>				
Tangible Assets	11	100		100
Investments	12	304,204		325,265
<b>Total fixed assets</b>			<b>304,304</b>	<b>325,365</b>
<b>Current assets</b>				
Debtors	13	49,495		8,546
Cash at bank		269,680		290,261
<b>Total current assets</b>		<b>319,175</b>		<b>298,807</b>
<b>Liabilities</b>				
Creditors: Amounts falling due within one year	14	89,961		47,658
<b>Total current liabilities</b>		<b>89,961</b>		<b>47,658</b>
<b>Net current assets</b>			<b>229,214</b>	<b>251,149</b>
<b>Total assets less current liabilities (net assets)</b>			<b>533,518</b>	<b>576,514</b>
<b>Funds</b>				
Unrestricted income funds			188,365	270,369
Designated Income Funds	16		4,200	4,200
<b>Total unrestricted funds</b>			<b>192,565</b>	<b>274,569</b>
Restricted income funds	15		340,953	301,945
<b>Total funds</b>			<b>533,518</b>	<b>576,514</b>

The accounts were approved by the Board of Trustees on 24 October 2021 and signed on their behalf by:

DR DAVID FOSTER OBE  
Trustee and Director

TIM CALLAGHAN  
Trustee and Director

Company Number: 3583949  
Charity Number: 1071117

## Notes to the Accounts

Year ended 31 January 2021

### 1. Accounting policies

#### Basis of preparation

- The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.
- The Foundation of Nursing Studies meets the definition of a public benefit entity under FRS102. Assets and liabilities are recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.
- The financial statements have been prepared on the going concern basis as the trustees are of the opinion that the reserves and future predicted revenues are sufficient to secure the immediate future of the charity for the next 12 to 18 months. The trustees have considered all the effects of the Covid-19 pandemic and are of the opinion that it will not bring the Going Concern of the charity into question. Following the year end in January, the 2021 International Practice Development School was cancelled, but the charity intends to run the school when the circumstances are more certain regarding Covid-19.

#### Income

- Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received, and the amount can be measured reliably. Income is deferred where performance conditions are to be met in the future and income is accrued where performance conditions have been met and the income can be measured reliably.
- Grants are recognised when the charity has entitlement to the funds and the income received.
- Investment income is accounted for when received and includes the related tax recoverable.

#### Expenditure and irrecoverable VAT

- Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:
  - **Costs of raising funds** include costs of generating activities and investment management costs. Costs of generating activities include both direct and any apportioned costs associated with developing direct charitable work. Investment management fees are incurred by the charity to maintain and increase the capital value of the charity's investment portfolio and to generate investment income.
  - **Expenditure on charitable activities** includes the salary and other direct costs to perform the charity's activities together with support costs and governance costs. It also includes the payment of small grants to nursing practice development teams – the beneficiary teams are separately disclosed in the notes to these accounts. Indirect costs of support and governance are also separately disclosed in the accounting notes.
  - **Other expenditure** includes realised losses on investments and any items not falling into any other heading.
  - **Irrecoverable VAT** is charged as a cost against the activity for which the expenditure was incurred.

#### Allocation of support costs

- Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll, and governance costs which support the improving practice programmes and sharing knowledge.

## Notes to the Accounts

Year ended 31 January 2021

### 1. Accounting policies cont.

#### Fund accounting

- General unrestricted funds represent funds which are expendable on activities that further any of the purposes of the charity.
- Designated funds are unrestricted funds, which have been put aside at the discretion of the Trustees, for a specific future purpose. They can be re-designated later or brought back into unrestricted funds.
- Restricted funds represent grants received which are allocated by the donor to fund projects with a specific purpose(s).

#### Operating leases

- Rentals payable under operating leases are charged on a straight-line basis over the period of the lease

#### Tangible fixed assets

- Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at a rate calculated to write off the costs less residual value of each asset over its expected useful life. Depreciation is generally provided at a rate of 33% per annum. Only assets over £1,000 are capitalised.

#### Investment valuation

- Investments are quoted at the market mid-price value ruling at the nearest trading date to the year end. The notes to the accounts also record the original transaction value.

#### Debtors & prepayments

- Trade and other debtors are recognised at the settlement amount due after any trade discounts. Prepayments are valued at the amount prepaid net of any discounts.

#### Cash at bank and in hand

- Cash at bank and in hand includes cash and short term highly liquid investments with a maturity of three months or less from the date of acquisition or the opening of the deposit account.

#### Creditors and provisions

- Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

#### Pensions

- All employees of the charity are entitled to join the NEST pension scheme, which is a money purchase scheme funded by contributions from employee and employer.

#### Currency

- These accounts are presented in British pounds.

## Notes to the Accounts

Year ended 31 January 2021

2. Income from donations & legacies	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Tompkins Foundation	20,000	-	20,000	20,000
HM Treasury – Job Retention Scheme Grant	41,392	-	41,392	-
Clarity Informatics	-	-	-	2,500
Other donations	78	-	78	-
	<b>61,470</b>	<b>-</b>	<b>61,470</b>	<b>22,500</b>

3. Income from charitable activities	Unrestricted Funds £	Restricted Funds £	Total 2020 £	Total 2019 £
<b>Grant income:</b>				
Burdett Trust for Nursing – Inspire Improvement	-	-	-	125,113
Burdett Trust for Nursing – Learning Disability	-	-	-	120,150
NHS Improvement – Learning Disability	-	149,950	149,950	-
Richard Tompkins Nurse Development Scholarship	-	5,000	5,000	5,000
Care England – Teaching Care Homes	-	-	-	57,500
NHS Improvement – Learning Disability Review	-	5,000	5,000	-
Journal of Research in Nursing	-	3,769	3,769	-
Department of Health Northern Ireland	-	-	-	33,845
Nottingham University	-	-	-	9,000
Queen Margaret University – Sue Pembrey Award	-	838	838	2,204
IPDJ members' contributions	19,520	-	19,520	11,596
Grants & members' contributions	19,520	164,557	184,077	364,408
IPDC professional development schools	-	-	-	33,992
Other workshops & development consultancy	46,991	-	46,991	16,934
	<b>66,511</b>	<b>164,557</b>	<b>231,068</b>	<b>415,334</b>

4. Income from other trading activities	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Partners' sponsorship fees	-	-	-	8,750
3 <sup>rd</sup> Party Commissions & market research fees	5	-	5	30
Sales of cards and books	50	-	50	1,024
	<b>55</b>	<b>-</b>	<b>55</b>	<b>9,804</b>

5. Investment income	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Dividends received	7,880	-	7,880	9,789
Bank interest	1,187	-	1,187	1,540
	<b>9,067</b>	<b>-</b>	<b>9,067</b>	<b>11,329</b>

6. Analysis of expenditure on charitable activities	Activities undertaken directly	Grant Funding Activities (Note 8)	Total 2021	Total 2020
Activities				
- FoNS Improving Practice Programmes	115,625	9,924	125,549	299,150
- Sharing knowledge and networking	221,646	-	221,646	192,167
	<b>337,271</b>	<b>9,924</b>	<b>347,195</b>	<b>491,317</b>

## Notes to the Accounts

Year ended 31 January 2021

<b>7. Analysis of activities, support &amp; governance costs</b>				
	<b>Improving practice programmes</b>	<b>Sharing knowledge &amp; networking</b>	<b>Total 2021</b>	<b>Total 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Direct cost of activities	115,625	162,634	278,259	407,808
Grants awarded (note 8)	9,924	-	9,924	32,399
Charitable support costs	-	49,243	49,243	44,037
Governance costs	-	9,769	9,769	7,073
	<b>125,549</b>	<b>221,646</b>	<b>347,195</b>	<b>491,317</b>

<b>8. Charitable Activities</b>		<b>Grants</b>	<b>Total</b>
<b>Analysis of Grants Awarded through FoNS' Improving Practice Programmes:</b>			
Bradford District Care NHS Foundation Trust	Inspire Improve 2017-18	<u>4,000</u>	
Total Associate facilitator bursaries - year 1	Inspire Improve 2017-18		4,000
Whittington Health NHS Trust	Inspire Improve 2018-19	1,000	
East Lancashire Hospitals NHS Trust	Inspire Improve 2018-19	500	
NHS Fife	Inspire Improve 2018-19	400	
NHS Fife	Inspire Improve 2018-19	1,000	
Royal Wolverhampton NHS Trust	Inspire Improve 2018-19	<u>500</u>	
Total grants for Inspire Improve 2018-19 – year 2	Inspire Improve 2018-19		3,400
Belfast Health & Social Care Trust	Inspire Improve 2019-21	596	
Western Health & Social Care Trust	Inspire Improve 2019-21	594	
Sussex Partnership NHS Trust	Inspire Improve 2019-21	534	
Isle of Wight NHS Trust	Inspire Improve 2019-21	500	
Homerton University NHS Foundation Trust	Inspire Improve 2019-21	500	
Midlands Partnership Foundation Trust	Inspire Improve 2019-21	500	
Midlands Partnership Foundation Trust	Inspire Improve 2019-21	500	
Central & NW London NHS Foundation Trust	Inspire Improve 2019-21	1000	
Sheffield Teaching Hospitals NHS Foundation Trust	Inspire Improve 2019-21	1800	
St Peter's Hospice, Bristol	Inspire Improve 2019-21	<u>500</u>	
Total grants for Inspire Improve 2019-21 – year 3	Inspire Improve 2019-21		<u>7,024</u>
Total grants for Inspire Improve programme	Inspire Improve 2019-21		14,424
Riversway Nursing Home, Bristol	Teaching Care Homes 2019	(2,000)	
Coloma Court Care Home, West Wickham	Teaching Care Homes 2019	<u>(2,500)</u>	
Grants returned (prior year)	Teaching Care Homes 2019		(4,500)
<b>Total Grants</b>			<b>9,924</b>

<b>9. Employees, trustees' expenses &amp; related parties</b>	<b>2021</b>	<b>2020</b>
Number of employees: average number of employees was	No	No
Engaged in charitable work	4	4
Administrative support	1	1
	<b>5</b>	<b>5</b>
<b>Employment costs</b>	<b>£</b>	<b>£</b>
Wages and Salaries	210,076	217,409
Pension Costs	17,116	18,523
Social security costs	20,832	22,994
Less: Employment allow	(4,000)	(3,000)
<b>Total Costs</b>	<b>244,024</b>	<b>255,926</b>

One employee earned over £60,000 and within the band £60-£70,000 (2020 – none). The CEO is considered to be the senior executive team of the charity. None of the trustees received any remuneration during the year.

Trustees were reimbursed £0 (2020 - £24) for refreshments at and travel expenses to board meetings. There were no related party transactions.

## Notes to the Accounts

Year ended 31 January 2021

<b>10. Auditor's remuneration</b>	<b>2021</b>	<b>2020</b>
	£	£
Audit fee	2,970	3,240
Other services paid by auditors	-	300
	<b>2,970</b>	<b>3,540</b>
<b>11. Tangible assets</b>		<b>Computers &amp; Office equipment £</b>
Cost as of 1 February 2020		2,000
Disposals		-
Cost as of 31 January 2021		<b>2,000</b>
Depreciation as of 1 February 2020		1,900
Disposals		-
Depreciation for the year		-
Depreciation as of 31 January 2021		<b>1,900</b>
Net book value as of 31 January 2021 (& 2020)		<b>100</b>
<b>12. Investments</b>	<b>2021</b>	<b>2020</b>
	£	£
Carrying value (market value) 1 February	325,265	290,745
Additions to Brewin Dolphin portfolio at cost	30,527	61,459
Addition of COIF Charities Ethical Investment Fund, at cost	-	-
Disposals at carrying value	(59,275)	(56,690)
Net unrealised gain/(loss) on revaluation on 31 January	7,687	29,751
Market Value 31 January	<b>304,204</b>	<b>325,265</b>
<b>Historical cost of Investments</b>	£	£
Opening book cost on 1 <sup>st</sup> February	268,036	262,738
Additions at cost	30,527	61,459
Disposals at cost	(49,196)	(56,161)
Closing book cost on 31 <sup>st</sup> January	249,367	268,036
<b>Gains/(losses) in year:</b>	£	£
Unrealised gains/(losses) on revaluation of investments to market value	7,687	29,751
Realised gains/(losses) on disposal of investments during the year	(2,990)	2,108
Overall gains/(losses) for year	4,697	31,859
<b>13. Debtors</b>	<b>2021</b>	<b>2020</b>
	£	£
Other debtors	42,327	2,055
Prepayments & accrued income	7,168	6,491
	<b>49,495</b>	<b>8,546</b>
Income is accrued when work has been carried out in connection with practice development or other areas, but the costs are not billed until after the year end. An appropriate level of income is therefore accrued.		
<b>14. Creditors</b>	<b>2021</b>	<b>2020</b>
	£	£
Tax and social security costs	5,857	6,307
Other creditors	6,684	24,454
Accrued charges & deferred income	77,420	16,897
	<b>89,961</b>	<b>47,658</b>
Income is deferred where it has been received in advance for performance of development work in the following financial period. Any deferred income reverses in the next period and is released to income.		

## Notes to the Accounts

Year ended 31 January 2021

### 15. Restricted funds

	Balance at 1 Feb 2020 £	Grants & other Income £	Expenditure £	Funds Transfers £	Balance at 31 Jan 2021 £
<b>FoNS Improving Practice Programmes*</b>					
<b>Inspire Improvement</b> (Burdett Trust for Nursing)	148,410	-	53,679	-	<b>94,731</b>
<b>Learning Disability</b> (Burdett Trust & NHS Improvement)	113,202	149,950	54,218	-	<b>208,934</b>
<b>Teaching Care Homes</b> Development Programme (Care England)	10,868	-	1,815	-	<b>9,053</b>
<b>Journal of Research in Nursing</b>	-	3,769	578	-	<b>3,191</b>
<b>Learning Disability Review</b> (NHS Improvement)	-	5,000	-	-	<b>5,000</b>
<b>Practice Development</b> (Barking, Havering & Redbridge UH)	10,285	-	4,491	-	<b>5,794</b>
<b>Creating Caring Cultures</b> (Dept of Health Northern Ireland)	6,892	-	6,892	-	-
<b>Resilience based Clinical Supervision</b> (Nottingham Uni.)	9,000	-	2,717	-	<b>6,283</b>
<b>Sue Pembrey Award</b> (Queen Margaret University)	(180)	838	658	-	-
<b>Richard Tompkins Scholarship</b>	3,468	5,000	500	-	<b>7,968</b>
	<b>301,945</b>	<b>164,557</b>	<b>125,548</b>		<b>340,954</b>

\*FoNS Improving Practice Programmes support individual practitioners and teams to focus on improving patient care, through the small grants, developing practice programmes and expert facilities.

### 16. Designated funds

	Balance at 1 Feb 2020	Incoming Fund:	Charitable Expenditure	Funds Transfers	Balance at 31 Jan 2021
1) Estate of Kathleen Jacques	4,200	-	-	-	<b>4,200</b>
2) IPDJ/iCOP contributions	-	19,520	19,520	-	-
	<b>4,200</b>	<b>19,520</b>	<b>19,520</b>	-	<b>4,200</b>

#### Designated Funds:

1) FoNS received a legacy from the late Kathleen Jacques. After careful consideration, the board decided that this fund should fund additional Richard Tompkins scholars.

2) Contributions are received to produce the International Professional Development Journal and these and the associated costs are shown separately in a designated fund.

### 17. Analysis of net Assets between funds

	Restricted Funds £	Designated Funds £	Unrestricted Funds £	Total 2021 £
Fund balances on 31 January 2021 are represented by:				
Fixed assets	82,101	-	222,203	<b>304,304</b>
Cash at bank and in hand	266,813	2,867	-	<b>269,680</b>
Other current assets	3,264	2,250	43,981	<b>49,495</b>
Creditors: amounts falling due within one year	(11,225)	(917)	(77,819)	<b>(89,961)</b>
	<b>340,953</b>	<b>4,200</b>	<b>188,365</b>	<b>533,518</b>

## Notes to the Accounts

Year ended 31 January 2021

### 18. Operating Leases

The charity had total commitments under non-cancellable operating leases as detailed below:

	2021	2020
	£	£
Operating leases which expire:		
Within one year	17,768	-
Between two and five years	-	50,768
	<b>17,768</b>	<b>50,768</b>

### 19. Analysis of restricted & unrestricted funds in comparative year (2020)

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2020 £
<b>Income</b>				
Donations & legacies	2	22,500	-	22,500
Income from charitable activities	3	62,522	352,812	415,334
Income from other trading activities	4	9,804	-	9,804
Investment income	5	11,329	-	11,329
<b>Total Income</b>		<b>106,155</b>	<b>352,812</b>	<b>458,967</b>
<b>Expenditure</b>				
Costs of raising funds:				
Costs of generating activity income		1,027	-	1,027
Investment management costs		2,262	-	2,262
Expenditure on charitable activities				
Improving Practice Programmes	6 & 7	-	299,150	299,150
Sharing Knowledge and Networking	6 & 7	192,167	-	192,167
<b>Total expenditure</b>		<b>195,456</b>	<b>299,150</b>	<b>494,606</b>
<b>Net income/(expenditure) before gains and losses on investments</b>				
		(89,301)	53,662	(35,639)
Transfers between funds				
		-	-	-
Net (loss)/gain on investments	12	31,859	-	31,859
<b>Net movement in funds</b>		<b>(57,442)</b>	<b>53,662</b>	<b>(3,780)</b>
<b>Reconciliation of funds:</b>				
Fund balances on 1 February		332,011	248,283	580,294
<b>Fund balances carried forward on 31<sup>st</sup> January 2020</b>		<b>274,569</b>	<b>301,945</b>	<b>576,514</b>

### 20. Legal status of the Foundation

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

### 21. Corporation taxation

The charity is exempt from tax on income and gains falling within section 505 of the Income and Corporation Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objectives.