

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 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, 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, 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 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 31st January 2021

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 [@HomesQi](#) 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-

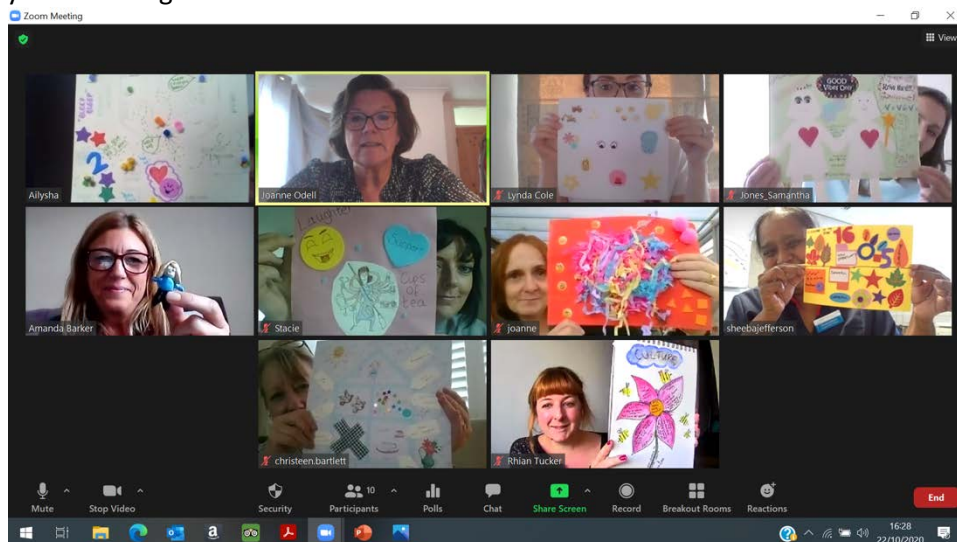
- Exploring values and beliefs to create a shared vision
- Facilitative Leadership
- Understanding workplace culture
- Starting and experiencing active learning
- Participatory Evaluation

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 seen [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). 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)

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.

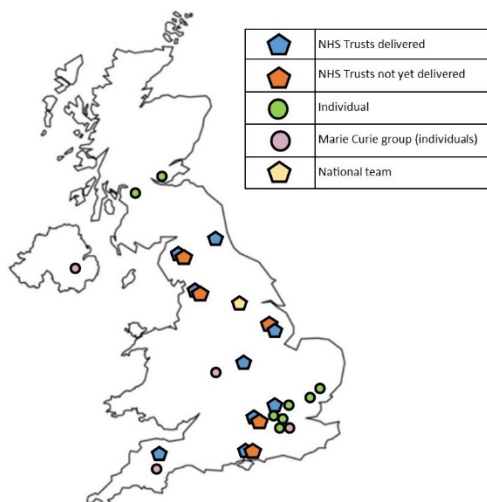
Initially we continued to deliver the one-day face-to-face workshops – usually for 10-15 participants. When we returned to work in late summer 2020, the team further developed the workshop model to become a Champion and Cascade programme so that additionally, participants can explore how they can implement 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	6,743
IPDJ Home page	5,216
IPDJ Volume6-issue2/article6	2,909
IPDJ Volume4-issue2/article4	2,075
Blogs	2,071
Scholarships	1,913
Clinical-supervision-resources/book-your-workshop	1,277
IPDJ Volume7-issue1/article2	1,180
IPDJ Volume9-issue2/article8	1,170

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.

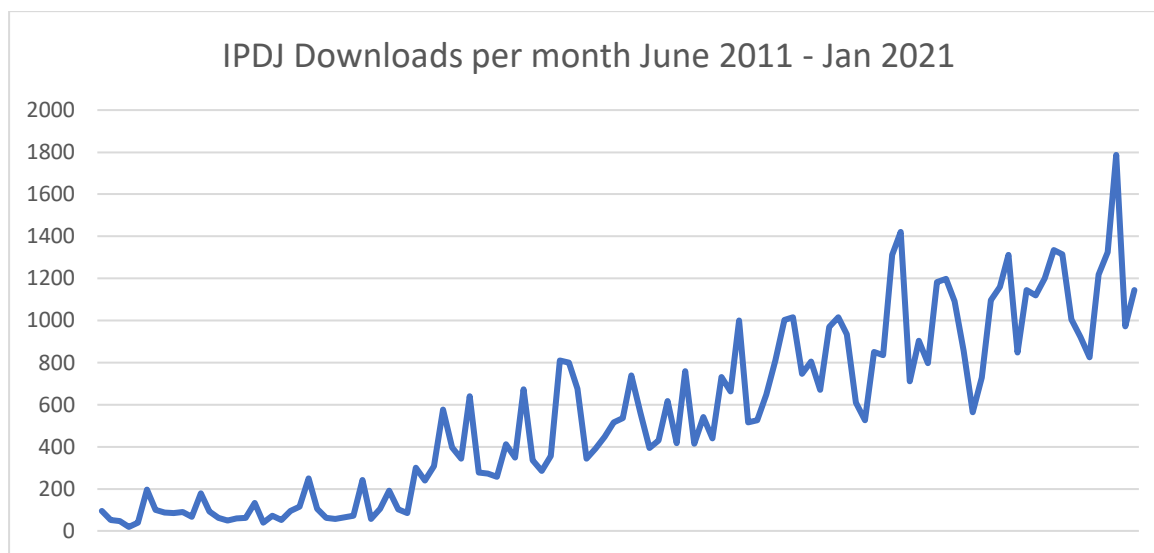
We continue to publish two issues annually all free, open access to readers and authors: a unique resource to the nursing and multidisciplinary professions across health and social care. In addition to this, in 2020, we also published two special issues:

- 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.btfn.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 places¹ 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.

¹ 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 28th May 1987 and Memorandum of Association, registered with Companies House on 18th 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

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. 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)
		£	£	£	£
Income					
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
Total income		137,103	164,557	301,660	458,967
Expenditure					
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
Total expenditure		223,804	125,549	349,353	494,606
Net income/(expenditure) before gains and losses on investments		(86,701)	39,008	(47,693)	(35,639)
Transfers between funds		-	-	-	-
Net gain/(loss) on investments	12	4,697	-	4,697	31,859
Net movement in funds		(82,004)	39,008	(42,996)	(3,780)
Reconciliation of funds:					
Fund balances on 1 February		274,569	301,945	576,514	580,294
Fund balances carried forward on 31st January		192,565	340,953	533,518	576,514

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
Net income/(expenditure) for the year before gains	(47,693)	(35,639)

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
Net movement in funds for year (page 34)	(42,996)	(3,780)

Statement of Cash Flows

Year ended 31 January 2021

	2021 £	2020 £
Cash flows from operating activities:		
Reconciliation of net movement in funds to net cash flow from operating activities		
Net movement in funds (page 34)	(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
Cash used in operating activities	A	(55,406)
Cash flows from investing activities:		
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)
Cash provided by/ (used in) investing activities	B	34,825
Cash flows from financing activities	C	-
Increase/(Decrease) in cash and cash equivalents in the year (A+B+C)	(20,581)	(7,596)
Total cash and cash equivalents at the beginning of the year	290,261	297,857
Total cash and cash equivalents at the end of the year (page 36)	269,680	290,261

Balance Sheet (Statement of Financial Position)

Year ended 31 January 2021

	Notes	2021 £	2021 £	2020 £
Fixed assets				
Tangible Assets	11	100		100
Investments	12	304,204		325,265
Total fixed assets			304,304	325,365
Current assets				
Debtors	13	49,495		8,546
Cash at bank		269,680		290,261
Total current assets		319,175		298,807
Liabilities				
Creditors: Amounts falling due within one year	14	89,961		47,658
Total current liabilities		89,961		47,658
Net current assets			229,214	251,149
Total assets less current liabilities (net assets)			533,518	576,514
Funds				
Unrestricted income funds			188,365	270,369
Designated Income Funds	16		4,200	4,200
Total unrestricted funds			192,565	274,569
Restricted income funds	15		340,953	301,945
Total funds			533,518	576,514

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	-
	61,470	-	61,470	22,500

3. Income from charitable activities	Unrestricted Funds £	Restricted Funds £	Total 2020 £	Total 2019 £
Grant income:				
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
	66,511	164,557	231,068	415,334

4. Income from other trading activities	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Partners' sponsorship fees	-	-	-	8,750
3 rd Party Commissions & market research fees	5	-	5	30
Sales of cards and books	50	-	50	1,024
	55	-	55	9,804

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
	9,067	-	9,067	11,329

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
	337,271	9,924	347,195	491,317

Notes to the Accounts

Year ended 31 January 2021

7. Analysis of activities, support & governance costs				
	Improving practice programmes	Sharing knowledge & networking	Total 2021	Total 2020
	£	£	£	£
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
	125,549	221,646	347,195	491,317

8. Charitable Activities		Grants	Total
Analysis of Grants Awarded through FoNS' Improving Practice Programmes:			
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)
Total Grants			9,924

9. Employees, trustees' expenses & related parties	2021	2020
Number of employees: average number of employees was	No	No
Engaged in charitable work	4	4
Administrative support	1	1
	5	5

Employment costs	£	£
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)
Total Costs	244,024	255,926

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

10. Auditor's remuneration	2021	2020
	£	£
Audit fee	2,970	3,240
Other services paid by auditors	-	300
	2,970	3,540
11. Tangible assets		Computers & Office equipment £
Cost as of 1 February 2020		2,000
Disposals		-
Cost as of 31 January 2021		2,000
Depreciation as of 1 February 2020		1,900
Disposals		-
Depreciation for the year		-
Depreciation as of 31 January 2021		1,900
Net book value as of 31 January 2021 (& 2020)		100
12. Investments	2021	2020
	£	£
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	304,204	325,265
Historical cost of Investments	£	£
Opening book cost on 1 st February	268,036	262,738
Additions at cost	30,527	61,459
Disposals at cost	(49,196)	(56,161)
Closing book cost on 31 st January	249,367	268,036
Gains/(losses) in year:	£	£
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
13. Debtors	2021	2020
	£	£
Other debtors	42,327	2,055
Prepayments & accrued income	7,168	6,491
	49,495	8,546
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	2021	2020
	£	£
Tax and social security costs	5,857	6,307
Other creditors	6,684	24,454
Accrued charges & deferred income	77,420	16,897
	89,961	47,658
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 £
FoNS Improving Practice Programmes*					
Inspire Improvement (Burdett Trust for Nursing)	148,410	-	53,679	-	94,731
Learning Disability (Burdett Trust & NHS Improvement)	113,202	149,950	54,218	-	208,934
Teaching Care Homes Practice Development Programme (Care England)	10,868	-	1,815	-	9,053
Journal of Research in Nursing	-	3,769	578	-	3,191
Learning Disability Review (NHS Improvement)	-	5,000	-	-	5,000
Practice Development (Barking, Havering & Redbridge UH)	10,285	-	4,491	-	5,794
Creating Caring Cultures (Dept of Health Northern Ireland)	6,892	-	6,892	-	-
Resilience based Clinical Supervision (Nottingham Uni.)	9,000	-	2,717	-	6,283
Sue Pembrey Award (Queen Margaret University)	(180)	838	658	-	-
Richard Tompkins Scholarship	3,468	5,000	500	-	7,968
	301,945	164,557	125,548		340,954

*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	-	-	-	4,200
2) IPDJ/iCOP contributions	-	19,520	19,520	-	-
	4,200	19,520	19,520	-	4,200

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	304,304
Cash at bank and in hand	266,813	2,867	-	269,680
Other current assets	3,264	2,250	43,981	49,495
Creditors: amounts falling due within one year	(11,225)	(917)	(77,819)	(89,961)
	340,953	4,200	188,365	533,518

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
	17,768	50,768

19. Analysis of restricted & unrestricted funds in comparative year (2020)

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2020 £
Income				
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
Total Income		106,155	352,812	458,967
Expenditure				
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
Total expenditure		195,456	299,150	494,606
Net income/(expenditure) before gains and losses on investments		(89,301)	53,662	(35,639)
Transfers between funds		-	-	-
Net (loss)/gain on investments	12	31,859	-	31,859
Net movement in funds		(57,442)	53,662	(3,780)
Reconciliation of funds:				
Fund balances on 1 February		332,011	248,283	580,294
Fund balances carried forward on 31st January 2020		274,569	301,945	576,514

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.