

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 2022

Company Number: 3583949
Registered Charity Number 1071117

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Reference and Administrative Information

Year ended 31 January 2022

Charity Number: 1071117

Company Number: 3583949

Charity Address

11-13 Cavendish Square, London W1G 0AN

Trustees*

Caroline Alexander CBE MSc, BSc (Hons), RN
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Mark Bird RN, BSc
Tim Callaghan BA (Hons), ACMA, CGMA (Treasurer)
Sean Costello TD, MA
David Foster OBE, PhD, Hon FRCM, FRCN (Chairman)
Stacy Johnson MBE, MSc, BSc, RN
Varun Kabra MBA
Ann McMahon PhD, MSc, BSc, PG Diploma, CMS, RMN, RGN FRCN
Geraldine Mirabile LL.M

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

President

Dr James Bevan MB, MRCP

Vice President

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

Patrons

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

Chief Executive Officer & Company Secretary

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

Main Bank Account

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

Investment Managers

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

Auditors

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

Acknowledgment of Our Supporters and Partners

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

Table 1- (list not exhaustive)

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

Message from the Chairman

Year ended 31 January 2022



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

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

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

Dr David Foster OBE
Chairman"

Trustees' Annual Report

Year ended 31 January 2022

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

Objectives and Activities

The Objects and Aims of the charity¹

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

¹ The next strategy will be published in 2022

Delivering Public Benefit

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

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

Strategic Report

Year ended 31st January 2022

Achievements and Performance

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

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

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

Growth during the pandemic and hope in the aftermath

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

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

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

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

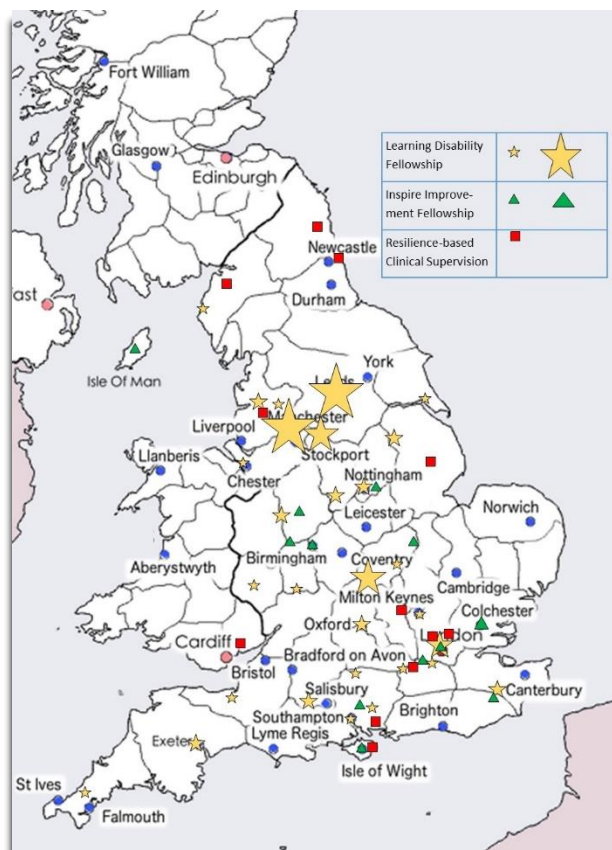
The global pandemic continued to offer up multiple challenges throughout 2021 and we responded. FoNS flexed our approaches to delivery and adapted our programmes. Our participants embraced the online experience and shared this with their colleagues and organisations. Social media was a superb platform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

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

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

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

Reflections and celebrations from our team



We have extended our reach across the UK and beyond:

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

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

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

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

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

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

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

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

Celebrating our programmes throughout 2021-22

Improving Practice Programmes

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

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

Inspire Improvement Fellowship and Programme



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

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

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

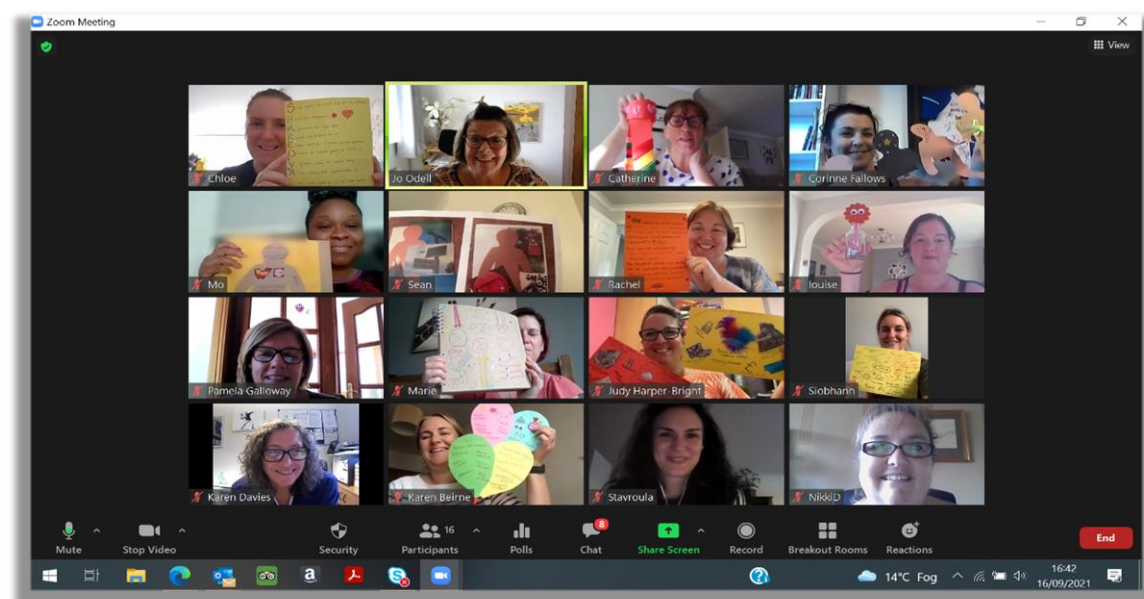
- Exploring values and beliefs to create a shared vision
- Facilitative Leadership
- Understanding workplace culture
- Starting and experiencing active learning
- Participatory Evaluation

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

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

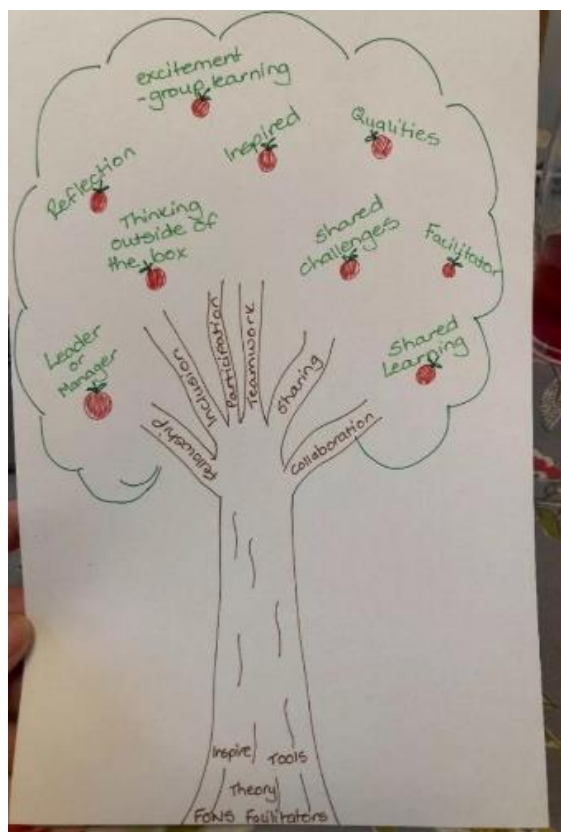
- Fellows have developed and expanded their skills as leaders, including using a greater range of facilitative approaches and methods to work with and engage staff in their teams. They report renewed confidence and feel their leadership has been transformed.
- Fellows have implemented new knowledge and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

Cohort 4 (2021-2022)



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

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



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

Cohort 3

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

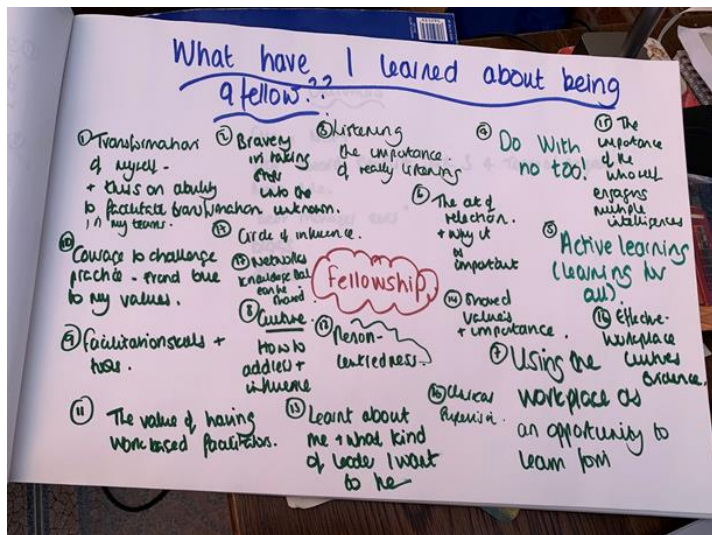
"My confidence has grown, as a result of my learning, I believe that has impacted on our team. I am now more curious and confident with being curious."

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

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

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

Cohort 2 (2019-2020)



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

Cohort 1 (2018-2019)

This cohort remain in active contact via social media and are now a fully self-sustaining group. They form the first group of Fellows that have become part of the FoNS Alumni. The evaluation of this cohort is now complete: ['Game Changer': Creating Caring Cultures through the Inspire Improvement Fellowship](#).

FoNS Alumni and Inspire Improvement Fellowship

Thanks to a successful new bid to the Burdett Trust for Nursing there are now monies to develop the FoNS Alumni formally and grow the number of events and opportunities for sharing and learning from each other. It is hoped that these will start in early 2022.

Teaching Care Homes (TCH): Inspiring and Impacting



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

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

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

- Raise the profile of care home nursing by sharing the learning and developments achieved
- Support the development of a network of care homes that can act as 'critical friends' or 'buddies' to other homes
- Create wider learning opportunities for the care sector by supporting both local and wider events
- Add to the body of knowledge through publications

Norfolk and Waveney CCG

Working in partnership with Jonathan Webster, from the [ImpACT Research Group](#) based at the University of East Anglia, Kate Sanders and Jonathan have secured support and funding from Norfolk and Waveney CCG to facilitate a locality based Teaching and Learning Care Homes (TLCH) programme involving five homes. It is hoped that the programme will commence in early 2022. The programme will use a virtual approach, connecting with care homes using Microsoft Teams. Kate and Jonathan will also be working with two members of the Norfolk and Waveney Care Home Quality Improvement team, who will be able to work on a face-to-face basis with the care home teams.

North Central London

Following the successful participation of Priscilla Wakefield House (PWH) Nursing Home in Haringey, their report which shares the outcomes that they achieved in relation to [enhancing diabetes care](#) is being shared widely across the boroughs of North Central London (NCL). Supported by North Central London Clinical Commissioning Group (NCLCCG) who are also members of the TLCH Advisory Group, there is growing interest in how the TLCH programme could be developed across NCL, forming a network of TLCHs across the locality to coordinate social care nursing activity. A locality-based meeting involving representation from NCLCCG, NHS England/Improvement, the local authority, Middlesex University, a nursing quality lead, PWH care home manager and FoNS was held at the end of July. Further to this, opportunities to fund a programme are being explored and it is hoped that there will be some news relating to this by the end of the year.

We congratulate Priscilla Wakefield House for winning the [Care Home Team award](#) at the 2021 Great British Care Awards.

Future developments

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

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



Led by Giselle Cope, this 12-month programme, [Creating Caring Cultures Fellowship for Learning Disability Nurses](#) commenced in the autumn of 2020 and will run through 2021/22. Jointly commissioned by the Burdett Trust for Nurses, England's CNO and NHS England/Improvement's Learning Disability national team, recruitment commenced in December 2020. External evaluation is being undertaken by the University of East Anglia [ImpACT ResearchTeam](#). The evaluation focuses on the impact of the programme on participants and an analysis of the impact of the programme from the perspective of the programme facilitators. Early findings indicate there has been an overwhelming sense of personal growth and development of LD nurses throughout the programme. The final report will be published towards the end of 2022 and will be the first of its kind for FoNS.

The Fellowship is a development opportunity for aspiring leaders and early career frontline Registered Learning Disability Nurses (RLDN) to facilitate person-centred cultures of care which are safe and effective. It is structured around the FoNS [Creating Caring Cultures model](#) and it is open to RLNDs who are between 1-3 years post registration and who are working in any health or care setting within England.

The programme will equip participants with the skills and confidence to develop into the facilitative leaders of the future. The inclusion of mentorship and coaching support at a local, regional, and national level as well as personal development planning will enable participants to realise their leadership aspirations and will develop leadership capacity within organisations. Our brilliant [mentors](#) are celebrated on our website. We couldn't do this without you all. Thank you!

Current cohorts

Cohort 1 concluded on the 7th of September 2021.

A reflection by one participant conveys their growth and development across the programme as:

"My confidence has soared since beginning the fellowship. I feel confident to challenge and to advocate for people with a learning disability. I even braved a band 6 interview for a community nurse role and was successful! My work promoting STOMP has only just begun, and I hope to take the lead in developing our trust's STOMP pledge further in the years to come. FoNS gave me a focus, but also gave me the ability to celebrate my achievements, that of my peers and also celebrate our profession! Together we are most definitely better! I will continue to network and hope to maintain the friendships I have formed with my peers on the course."

Cohort 2, core programme concluded in July 2021. The final active learning session was scheduled for 8th of December 2021. All participants remain engaged and very positive about their experience.

Cohort 3 commenced on the 9th/10th of September 2021, and

Cohort 4 concluded the core programme at the end of November 2021. Again, participants in both these cohorts remain positive and engaged.

NHSEI remain actively involved within the programme through David Harling (Head of LD Nursing) and Ben Briggs (Senior Clinical Advisor - LD).

Commissioned programmes

Creating Caring Cultures

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

FoNS' Getting Started with Culture Change resources, launched in 2016 continue to be highly valued and interest in support with culture change in the workplace is growing.

Over the past few years, FoNS has been increasingly approached to present the work to conferences, webinars and organisations across health and social care; especially from those seeking to explore ways of strengthening more person-centred ways of working, enhancing leadership, and creating more caring workplaces. Our [Creating Caring Cultures animation](#) has now been viewed over 16,000 times.

Ashford and St Peters NHS Foundation Trust commissioned a programme for clinical leaders and members of their Practice Development team. A celebration event will follow in 2022. Here is some feedback from the September 2021 workshops.

1. What aspect of the content from today's programme did I find the most useful and why?

- Making a purposeful statement by going through the process in small group. Energising, empowering session
- Observation of Care- using our senses to review the ward, the culture- what changes could be developed?
- Patient experience and observation of practice
- Bringing together our personal values and beliefs and creating something combining that together
- Discussing the ward accreditation process as it helped the group collect thoughts and ideas to feedback
- Discussion and active listening. The process is as important as the outcome

Guiding Lights for an effective workplace culture: a programme for community nursing teams

Lead Facilitators: Kate Sanders (FoNS) and Jonathan Webster (ImpACT)



The [Guiding lights for effective workplace cultures that are also good places to work](#) programme was commissioned by Sam Sherrington, Head of Community Nursing at NHS England/Improvement. The programme:

- Focuses on applying the four 'Guiding Lights' to the community (nursing and/or interdisciplinary) team setting
- Ran from June 2021 through to November 2021
- Was facilitated by two of the four co-authors of this work

- Involved 21 community nurse team leaders, 3 from each of the 7 regions across England
- Involved 3 virtual workshops and 2 virtual regional support sessions – creating a community of practice
- Enabled the team leaders to learn about how current workplace cultures (as experienced by those participating) map against the Guiding Lights (as a framework to support transformation) and the steps needed to enable learning and practice transformation at an individual, team, service and system wide level

Engagement in the programme has been positive, with attendance high across all sessions. This is set against incredibly challenging and complex workplace contexts. Feedback from participants suggest that they valued the:

- Guiding Light Framework as a means of reflecting on culture and engaging team in discussions and action planning
- Opportunity to share with and listen to other community nurse leaders which facilitated learning with and from others
- Time away from practice to think and reflect
- Chance to try new techniques for engaging with team

One participant commented:

'I have learnt that even when you think that there is nothing else that you can do – there is. It has given me technical skills as well as a different way to approach looking at my workplace. This has been an absolute vital part of my staff well being as I couldn't find a way of taking us forward even though I knew we had to so that we could flourish again as a team. This is something that I will continue to do as part of our development together'

Kate and Jonathan worked with a small number of participants who volunteered to be part of the evaluation. They co-created a final report which includes good practice case studies that illustrate how the participants have used the Guiding Lights in their community nursing practice. Additionally, many participants have commented about how they would like the opportunity to meet to continue. For example, one participant commented:

'I think the programme could have been longer. I have found that I have developed more of an understanding as the programme has progressed and would like more protected time to focus on this now'

This request is going to be accommodated through a programme of work at ImpACT which is supporting the development of several communities of practice. One of these will relate to workplace culture and the community nurses are being invited to lead the development of this with the support of Jonathan and Kate.

The final report can be read here: [Guiding Lights for Effective Workplace Cultures - Evaluation Report.pdf](#)

Resilience Based Clinical Supervision (RBCS)

<https://www.fons.org/learning-zone/clinical-supervision-resources/clinical-supervision>



RBCS is led by Grace Cook and a growing team of [Associate Facilitators](#). This model of clinical supervision was developed by Dr Gemma Stacey and colleagues from the University of Nottingham. FoNS supported Gemma over several years by hosting the resources on our website and later co-facilitating programmes. Grace was a member of Gemma's research team, so we are very fortunate to have Grace on our team.

In early 2020, we facilitated one-day face-to-face workshops – usually for 10-15 participants. When we returned to work in late summer 2020, the team further developed the workshop model to become a Champion and Cascade programme so that additionally, participants explore how they can implement RBCS across their teams, directorates, organisations etc. This programme is now largely being delivered virtually and is evaluated very well.

In late 2020 we were approached by Health and Education England to develop a programme for mental health and learning disability student nurses who were unable to be on placement during the pandemic and were at risk of social isolation. This was commenced in January 2021 with a masterclass for up to 24 students. Students were then offered four RBCS sessions between January 2021 and March 2021. This also included a [participatory evaluation](#) which has demonstrated our impact.

Since then, we facilitated over 50 cohorts in 2021 and reached a minimum of 320 participants across the country and beyond.

Two of our most successful programmes include:

i) Partnership with Portman and Tavistock NHS Foundation Trust

This programme commenced in January 2021. Since then, significant progress has been made, especially recruiting nurses from across the health and social care system and being true to the demographics of north London and therefore recruiting ethnically diverse participants. This was achieved and publication of the evaluation will follow in 2022.

ii) Partnership with Hospice UK

FoNS commenced working in collaboration with Hospice UK in September 2021, to provide champion and cascade RBCS development for 20 nurses. This includes the provision of resources and ongoing support through a steering group and masterclasses. Three cohorts undertook the champion and cascade programme, and this initial phase will complete in 2022. A community of practice is planned to build internal capacity. The evaluation will follow, and plans are being made to continue this partnership into 2022.

iii) Evaluation

Evaluations received continue to demonstrate impact and participants are reporting that they are learning key skills, including positive reframing; grounding; creating safe environments; and check-ins. See figure below for feedback received.

Resilience-Based Clinical Supervision

It has really made me think about Clinical Supervision differently. Using the systems to help people recognise and make sense of their own feelings is such a powerful tool, and I'm so hopeful that this programme will make a huge difference in my organisation

I learnt how to respond positively to the emotional needs of others

I feel that once people start the course they recognise that we are working alongside them rather than doing to them - which is beneficial

Didn't realise virtual meetings can be so exciting

I do feel that I now have developed/improved skills to better support my team

I feel I was supported by the facilitator and my peers during the course

Thank you for facilitating the sessions, they have been eye opening and a refreshing take on how we can adapt our current supervision templates to suit each colleague, individually rather than blanketly

We feel we have the skills to deliver this effectively and that we are becoming more resilient practitioners

I found the whole course beneficial – from looking at my own thoughts feeling and reactions to what is going on around me, to practicing techniques with colleagues and inadvertently bringing together people who you build a support network with, something that should be shared within the organisation as acknowledgement that they value their staff's emotional wellbeing

Requests for the Champion and Cascade programme have been increased steadily, resulting in recruitment of Associate Facilitators and Grace, our Lead Facilitator/Programme Manager to increase our capacity to enable us to meet demand.

Our Associate Facilitators are also Ambassadors for FoNS. Some of the applicants are alumni of our programmes and others share our values and have a desire to work with us.

Scholarships and fellowships

Richard Tompkins Scholarship

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

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



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

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

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

International Practice Development School: Developing person-centred, safe, and effective cultures through practice development

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

Due to the ongoing uncertainty of the pandemic and restrictions on face to face and indoor gatherings, the next international practice development school is scheduled for 1-5 August 2022 at Herstmonceux Castle in East Sussex. The school is currently fully booked, and we have a small waiting list of potential participants.

Sharing Knowledge and Networking

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

FoNS Alumni

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

Centre for Nursing Innovation

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

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

Top pages visited 1 Feb 2021- 31 Jan 2022

Total sessions: 97,184

Home page	10,053
IPDJ Home page	3,924
Scholarships	3,401
Programmes: Inspire Improvement	3,179
IPDJ Vol 4 No 2 Article 4	2,057
Clinical Supervision resources	2,038
IPDJ Vol 6 No 1 Article 6	1,807
Programmes: Learning Disability Fellowship	1,757
Blogs	1,675

Between 1 February 2021 and 31 January 2022, there was a 30% increase in visits to our website home page and the various sections, including programmes and the IPDJ all saw an increase in visitors.

The International Practice Development Journal (IPDJ)

<https://www.fons.org/library/journal-ipdj-home>

The International Practice Development Journal (IPDJ) is hosted by FoNS and is published by FoNS in association with the [International Practice Development Collaborative \(IPDC\)](#) and the [Person-centred Practice Research International Community of Practice \(PcP-ICoP\)](#).

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

The last 2021 issue of the IPDJ was published on 17th November containing an interesting mix of original articles, critical reflections, and book reviews. We also included a 'feature article' by Angie Titchen; someone who has been part of the IPDC and ICoP communities that support the IPDJ and at the forefront of theoretical development in the fields of person-centredness, transformational practice development and critical creativity for many years. Angie shares four stories, inviting us to think about how we might work together to create healthful cultures, using examples from outside of health and social care settings.

FoNS a Twitter account (@theIPDJ). The journal continues to grow its readership and articles have featured in social media discussions and tweet chats.

Professional Advice, Expertise and Collaboration

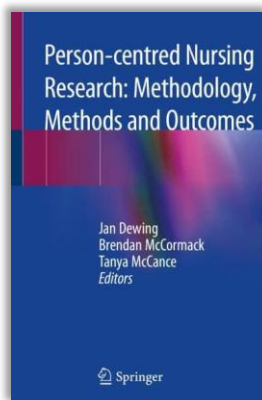
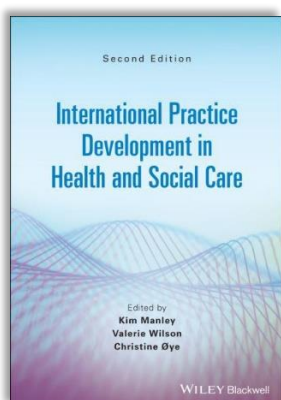
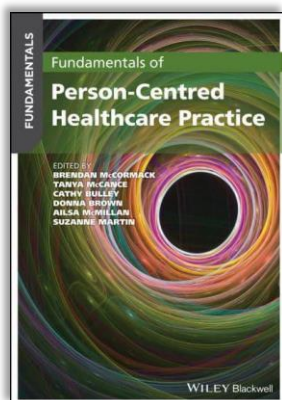
In addition to our funding partnerships, FoNS has a reputation for fostering positive collaborative relationships with organisations and people who share our commitment to supporting nurses and person-centred nursing practice. We are also keen to share our experience and expertise by offering bespoke programmes of support. During 2021/22, in line with our strategic ambitions, we strengthened existing collaborations.

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

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

FoNS continue to be active members of the IPDC and PcP-ICoP. These collaborative relationships provide FoNS with international connections and profile. We are actively engaged in knowledge generation and translation. Team members have been involved in writing articles and chapters for books led by both collaborations, published in spring 2021.

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



Financial Review

The full audited accounts for the financial year 2021-22 follow from page 27. They have been prepared in accordance with the Statement of Recommended Practice applicable to charities and in accordance with the Financial Reporting Standard FRS102.

The year ended 31st January 2022 saw an encouraging increase in income and activity despite the protracted Covid-19 pandemic across 2021. Our major programmes all recommenced, and our new commissioned resilience based clinical supervision workshops and shorter creating caring cultures programmes started to make a difference to our financial sustainability. However, the fallout from the pandemic and general nursing staff shortages in the NHS mean that our nursing teams are inevitably occupied with their patients and find it difficult to participate in professional and practice development opportunities. Once again, we had to postpone our PD School, but this has now taken place in August 2022.

Total income in 2021-22 was £350,743 compared to £301,660 in 2020-21. The average income over the preceding 5 years was £446,000 (2016-2020). However, we have many pieces of new work in the pipeline and we are confident that our budget for the forthcoming year will see income and charitable activity increase substantially.

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

Expenditure on charitable activities also increased in 2020-21 dramatically, now that the core programmes could fully resume and augmented by the shorter commissioned workshop activity and networking. Charitable expenditure was £450,274 (2020-21: £347,195). The charitable spend returned to the previous 5-year average of £443,000 (2016-2020).

Our strength of restricted programme delivery reflects our reputation for leadership, engagement, and professional development within the nursing sector. The charity will continue to develop these innovative areas but will also expand its workshops to bring its unique expertise to a wider audience. The charitable expenditure follows this theme with £261,653 (2020-21: £125,549) being spent in 2021-22 on improving practice programmes and £188,621 (2020-21: £221,646) being spent on sharing knowledge and networking within the nursing profession. Expenditure on 'improving practice' has now returned to pre-pandemic levels with the recommencement of the larger programmes. Similarly, £25,630 (2020-21: £9,924) could be paid out in bursaries to various professional nursing teams and individual nurses to improve nursing practice, now the programmes have been resumed. You can see an analysis of grants at note 8 to the accounts.

The charity made an overall deficit of £87,493 in 2021-22 (2020-21: deficit of £42,996) after a gain on investments of £14,208 but there was a surplus on our unrestricted activities of £47,320 after the gain on investments (2020-21: deficit of £82,004). All the overall charity deficit is therefore due to the washing through of expenditure from restricted funding received in advance in previous accounting periods. The 2021-22 result is a very encouraging outcome.

The charity's balance sheet on page 29, shows a decrease in total funds due to the overall deficit and a decline in reliance on up-front grant funding; total funds were £446,025 in 2021-22 compared to £533,518 in 2020-21. 2021-22 has seen a further movement in the mix of unrestricted and restricted funds, and the trustees are monitoring this. Unrestricted funds strengthened to £239,885 from £192,565 in 2020-21 but after declining from £274,569 in the previous year. We anticipate a further strengthening of unrestricted funds in forthcoming years.

The trustees monitor financial performance closely through detailed quarterly management accounts and finance report, which includes six key performance indicators.

We are fortunate that the value of our investments recorded a modest growth despite another turbulent year on the markets.

Reserves Policy

Total reserves at the year-end amounted to £446,025 (2020-21: £533,518), being £206,140 (2020-21: £340,953) in restricted funds, £34,200 (2020-21: £4,200) in designated funds and £205,685 (2020-21: £188,365) in unrestricted funds. Details of the restricted and designated funds are given in note 15 and 16 to the accounts, respectively.

To date, it has been policy to maintain sufficient reserves at any one time to cover the projected running costs of the charity for the following 6 months. The Unrestricted Funds (including Designated Funds), which in the case of the Foundation equate to the 'free reserves' of the charity, amounted to £239,885 (2020-21: £192,565). These adequately meet this criterion and represent 6.36 months (2020-21: 6.61 months) of total expenditure, despite a significant increase in charitable activity and associated costs. The statement of cash flows shows that there was an outflow of cash reserves of £26,732 (2020-21: outflow £20,581) during the year. The trustees are happy with the level of reserves and consequently regard the charity as a going concern.

Investment powers and policy

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

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

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

Principal Risks and Uncertainties

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

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

FoNS continues to be a lean charity, with 6 staff and a small but growing number of Associate Facilitators. Our challenge for 2022-23 and beyond is to develop an organisational development strategy that will attract nurses into the charity sector.

Governance, Structure and Organisation

Governing Documents

The Foundation of Nursing Studies is a charity registered with the Charity Commission and a private company limited by guarantee. It is governed by its Trust Deed dated 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 2023.

Risk Management

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

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

Income Generation

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

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

Statement of Trustees' Responsibilities to the Financial Statements

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

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

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

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

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

Disclosure of Information to Auditors

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

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

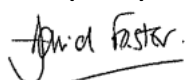
Auditors

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

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

Name: Dr DAVID FOSTER OBE (Chair)

Date: 17 October 2022:



INDEPENDENT AUDITORS' REPORT

To the Members of the Foundation of Nursing Studies

Opinion

We have audited the financial statements of the Foundation of Nursing Studies (the 'charitable company') for the year ended 31 January 2022 which comprise the Statement of Financial Activities, Statement of Financial Position, the Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 *'The Financial Reporting Standard applicable in the UK and Republic of Ireland'*.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 January 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT

To the Members of the Foundation of Nursing Studies cont.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 23, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditor that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always

detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

INDEPENDENT AUDITORS' REPORT

To the Members of the Foundation of Nursing Studies cont.

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

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

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

Dated: **October 2022**

Susan Plumb ACA (Senior Statutory Auditor)

for and on behalf of

Haines Watts Chartered Accountants & Statutory Auditors

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

Statement of Financial Activities (Incorporating an Income Statement)

Year ended 31 January 2022

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

	Notes	Unrestricted Funds	Restricted Funds	Total 2022	Total 2021 (Note 19)
Income		£	£	£	£
Donations & legacies	2	51,639	-	51,639	61,470
Income from charitable activities	3	164,643	126,840	291,483	231,068
Income from other trading activities	4	-	-	-	55
Investment income	5	7,621	-	7,621	9,067
Total income		223,903	126,840	350,743	301,660
Expenditure					
Costs of raising funds:					
Costs of generating activity income		-	-	-	73
Investment management costs		2,170	-	2,170	2,085
Expenditure on charitable activities					
Improving Practice Programmes	6 & 7	-	261,653	261,653	125,549
Sharing Knowledge and Networking	6 & 7	188,621	-	188,621	221,646
Total expenditure		190,791	261,653	452,444	349,353
Net income/(expenditure) before gains and losses on investments		33,112	(134,813)	(101,701)	(47,693)
Transfers between funds		-	-	-	-
Net gain/(loss) on investments	12	14,208	-	14,208	4,697
Net movement in funds		47,320	(134,813)	(87,493)	(42,996)
Reconciliation of funds:					
Fund balances on 1 February		192,565	340,953	533,518	576,514
Fund balances carried forward on 31st January		239,885	206,140	446,025	533,518

Summary Income and Expenditure Account

Year ended 31 January 2022

	2022 £	2021 £
Total income	350,743	301,660
Less: Total expenditure from income funds	452,444	349,353
Net income/(expenditure) for the year before gains	(101,701)	(47,693)

The summary income and expenditure account is derived from the statement of financial activities on page 27, together with the notes on pages 30 to 36, provides full information on the movement during the year on all funds of the charity.

Statement of Recognised Gains and Losses

Year ended 31 January 2022

	2022 £	2021 £
Net income/(expenditure) for the year before gains and losses on investments (page 27 & above)	(101,701)	(47,693)
Add: Realised gains/(loss) on disposal of investments	105	(2,990)
Add: Unrealised gains/(loss) on investment assets held by income funds, after costs	14,103	7,687
Net movement in funds for year (page 27)	(87,493)	(42,996)

Statement of Cash Flows

Year ended 31 January 2022

		2022 £	2021 £
Cash flows from operating activities:			
Reconciliation of net movement in funds to net cash flow from operating activities			
Net movement in funds (page 27 and above)		(87,493)	(42,996)
Add: depreciation		-	-
Deduct interest & dividend income in investing activities		(7,621)	(9,067)
Deduct (gain)/add loss on disposal of investments		(105)	2,990
Deduct (gain)/ add loss on revaluation of investments		(14,103)	(7,687)
Decrease/ (increase) in debtors		6,360	(40,949)
Increase/ (decrease) in creditors		60,042	42,303
Cash used in operating activities	A	(42,920)	(55,406)
Cash flows from investing activities:			
Income from interest & dividends		7,621	9,067
Proceeds from sales of investment assets		32,486	56,285
Purchase of investment assets		(23,919)	(30,527)
Cash provided by/ (used in) investing activities	B	16,188	34,825
Cash flows from financing activities			
	C	-	-
Increase/(Decrease) in cash and cash equivalents in the year (A+B+C)		(26,732)	(20,581)
Total cash and cash equivalents at the beginning of the year		269,680	290,261
Total cash and cash equivalents at the end of the year (page 29)		242,948	269,680

Balance Sheet (Statement of Financial Position)

Year ended 31 January 2022

	Notes	2022 £	2022 £	2021 £
Fixed assets				
Tangible Assets	11	100		100
Investments	12	309,845		304,204
Total fixed assets			309,945	304,304
Current assets				
Debtors	13	43,135		49,495
Cash at bank		242,948		269,680
Total current assets		286,083		319,175
Liabilities				
Creditors: Amounts falling due within one year	14	150,003		89,961
Total current liabilities		150,003		89,961
Net current assets			136,080	229,214
Total assets less current liabilities (net assets)			446,025	533,518
Funds				
Unrestricted income funds			205,685	188,365
Designated Income Funds	16		34,200	4,200
Total unrestricted funds			239,885	192,565
Restricted income funds	15		206,140	340,953
Total funds			446,025	533,518

The accounts were approved by the Board of Trustees on 17 October 2022 and signed on their behalf by:

DR DAVID FOSTER OBE

TIM CALLAGHAN

Trustee and Director

Trustee and Director

Company Number: 3583949

Charity Number: 1071117

Notes to the Accounts

Year ended 31 January 2022

1. Accounting policies

Basis of preparation

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

Income

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

Expenditure and irrecoverable VAT

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

Allocation of support costs

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

Notes to the Accounts

Year ended 31 January 2022

1. Accounting policies cont.

Fund accounting

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

Operating leases

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

Tangible fixed assets

- Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at a rate calculated to write off the costs less residual value of each asset over its expected useful life. Depreciation is generally provided at a rate of 33% per annum. Only assets over £1,000 are capitalised.

Investment valuation

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

Debtors & prepayments

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

Cash at bank and in hand

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

Creditors and provisions

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

Pensions

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

Currency

- These accounts are presented in British pounds.

Notes to the Accounts

Year ended 31 January 2022

2. Income from donations & legacies	Unrestricted Funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£
Tompkins Foundation	20,000	-	20,000	20,000
HM Treasury – Job Retention Scheme Grant	935	-	935	41,392
Legacy income	30,400	-	30,400	-
Other donations	304	-	304	78
	51,639	-	51,639	61,470

3. Income from charitable activities	Unrestricted Funds	Restricted Funds	Total 2022	Total 2021
Grant income:	£	£	£	£
Burdett Trust for Nursing – Inspire Improvement	-	102,016	102,016	-
Tavistock & Portman NHSFT with Burdett Trust for Nursing – Resilience Based Clinical Supervision	-	19,824	19,824	-
NHS Improvement – Learning Disability	-	-	-	149,950
Richard Tompkins Nurse Development Scholarship	-	5,000	5,000	5,000
NHS Improvement – Learning Disability Review	-	-	-	5,000
Journal of Research in Nursing	-	-	-	3,769
Queen Margaret University – Sue Pembrey Award	-	-	-	838
IPDJ members’ contributions	15,000	-	15,000	19,520
Total Grants & members’ contributions	15,000	126,840	141,840	184,077
IPDC professional development schools	-	-	-	-
Resilience Based Clinical Supervision workshops	106,980	-	106,980	45,783
Other workshops & development consultancy	42,663	-	42,663	1,208
	164,643	126,840	291,483	231,068

4. Income from other trading activities	Unrestricted Funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£
Partners’ sponsorship fees	-	-	-	-
3 rd Party Commissions & market research fees	-	-	-	5
Sales of cards and books	-	-	-	50
	-	-	-	55

5. Investment income	Unrestricted Funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£
Dividends received	7,013	-	7,013	7,880
Bank interest	608	-	608	1,187
	7,621	-	7,621	9,067

6. Analysis of expenditure on charitable activities	Activities undertaken directly	Grant Funding Activities (Note 8)	Total 2022	Total 2021
Activities				
- FoNS Improving Practice Programmes	236,023	25,630	261,653	125,549
- Sharing knowledge and networking	188,621	-	188,621	221,646
	424,644	25,630	450,274	347,195

Notes to the Accounts

Year ended 31 January 2022

7. Analysis of activities, support & governance costs

	Improving practice programmes £	Sharing knowledge & networking £	Total 2022 £	Total 2021 £
Direct cost of activities	236,023	124,968	360,991	278,259
Grants awarded (note 8)	25,630	-	25,630	9,924
Charitable support costs	-	53,898	53,898	49,243
Governance costs	-	9,755	9,755	9,769
	261,653	188,621	450,274	347,195

8. Charitable Activities

		Grants	Total
Analysis of Grants/Bursaries Awarded through FoNS' Improving Practice Programmes:			
3 co-facilitator bursaries - year 1	Inspire Improve 2017-18	3,523	
4 bursary payment – year 2 participants	Inspire Improve 2018-19	3,675	
7 bursary payments – year 3 participants	Inspire Improve 2019-21	3,700	
11 bursary payments – year 4 participants	Inspire Improve 2021-22	<u>5,500</u>	
Total of 25 bursaries for Inspire Improve – years 1 to 4	Inspire Improve		16,398
Analysis of Grants/ Bursaries Awarded through FoNS' Learning Disabilities Programme:			
30 bursary payments for Learning Disabilities cohorts 1 and 2			9,232
Total Grants			25,630

9. Employees, trustees' expenses & related parties

	2022	2021
	No	No
Number of employees: average number of employees was		
Engaged in charitable work	4.5	4
Administrative support	1	1
	5.5	5
Employment costs	2022	2021
	£	£
Wages and Salaries	216,514	210,076
Pension Costs	20,816	17,116
Social security costs	24,314	20,832
Less: Employment allow	(4,000)	(4,000)
Total Costs	257,644	244,024

One employee earned over £60,000 and within the band £80-£90,000 (2021 – one in band £70-80,000). The Chief Executive is considered to represent the key management of the charity and the remuneration in 2021-22 of key management, including pension contributions and employer's NIC costs, totalled £90,282 (2020-21: £80,680).

None of the trustees received any remuneration during the year. Trustees were reimbursed £0 (2021 - £0) for refreshments at and travel expenses to board meetings. £750 was spent on trustee training and development in 2021-22. There were no related party transactions.

Notes to the Accounts

Year ended 31 January 2022

10. Auditor's remuneration	2022	2021
	£	£
Audit fee	3,240	2,970
Other services paid by auditors	-	-
Total fees	3,240	2,970

11. Tangible assets	Computers & Office equipment £
Cost as of 1 February 2021	2,000
Disposals	-
Cost as of 31 January 2022	2,000
Depreciation as of 1 February 2021	1,900
Disposals	-
Depreciation for the year	-
Depreciation as of 31 January 2022	1,900
Net book value as of 31 January 2022 (& 2021)	100

12. Investments	2022	2021
	£	£
Carrying value (market value) 1 February	304,204	325,265
Additions to Brewin Dolphin portfolio at cost	23,919	30,527
Addition of COIF Charities Ethical Investment Fund, at cost	-	-
Disposals at carrying value	(32,381)	(59,275)
Net unrealised gain/(loss) on revaluation on 31 January	14,103	7,687
Market Value 31 January	309,845	304,204

<u>Historical cost of Investments</u>	£	£
Opening book cost on 1 st February	239,908	268,036
Additions at cost	23,919	30,527
Disposals at cost	(24,786)	(58,655)
Closing book cost on 31st January	239,041	239,908

<u>Gains/(losses) in year:</u>	£	£
Unrealised gains/(losses) on revaluation of investments to market value	14,103	7,687
Realised gains/(losses) on disposal of investments during the year	105	(2,990)
Overall gains/(losses) for year	14,208	4,697

13. Debtors	2022	2021
	£	£
Other debtors	33,032	42,327
Prepayments & accrued income	10,103	7,168
	43,135	49,495

Income is accrued when work has been carried out in connection with practice development or other areas, but the costs are not billed until after the year end. An appropriate level of income is therefore accrued.

14. Creditors	2022	2021
	£	£
Tax and social security costs	7,007	5,857
Other creditors	6,498	6,684
Accrued charges & deferred income	136,498	77,420
	150,003	89,961

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

Notes to the Accounts

Year ended 31 January 2022

15. Restricted funds

	Balance at 1 Feb 2021 £	Grants & other Income £	Expenditure £	Funds Transfers £	Balance at 31 Jan 2022 £
FoNS Improving Practice Programmes*					
Inspire Improvement (Burdett Trust for Nursing)	94,731	102,016	88,729	-	108,018
Learning Disability (Burdett Trust & NHS Improvement)	208,934	-	125,684	-	83,250
Teaching Care Homes Practice Development Programme (Care England)	9,053	-	9,053	-	-
Journal of Research in Nursing	3,191	-	464	-	2,727
Learning Disability Review (NHS Improvement)	5,000	-	5,000	-	-
Practice Development (Barking, Havering & Redbridge UH)	5,794	-	5,794	-	-
Resilience Based Clinical Supervision (Portman & Tavistock NHSFT & Burdett)	-	19,824	19,824	-	-
Resilience Based Clinical Supervision Resources (Nottingham University)	6,282	-	1,567	-	4,715
Richard Tompkins Scholarship	7,968	5,000	5,538	-	7,430
	340,953	126,840	261,653		206,140

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

16. Designated funds

	Balance at 1 Feb 2021	Incoming Funds	Charitable Expenditure	Funds Transfers	Balance at 31 Jan 2022
1) Estate of Kathleen Jacques	4,200	-	-	(4,200)	-
2) IPDJ/iCOP contributions	-	15,000	15,000	-	-
3) FoNS Development Fund	-	-	-	34,200	34,200
	4,200	15,000	15,000	30,000	34,200

Designated Funds:

- 1) FoNS received a legacy from the late Kathleen Jacques. The board decided that the small remaining balance on this fund should be transferred to the new Development fund.
- 2) Contributions are received to produce the International Professional Development Journal and these and the associated costs are shown separately in a designated fund.
- 3) The FoNS Development Fund, funded by legacies to FoNS, was established by the trustees to provide seed funding to develop future programmes and other charity projects such as I.T. and website development.

17. Analysis of net Assets between funds

	Restricted Funds £	Designated Funds £	Unrestricted Funds £	Total 2022 £
Fund balances on 31 January 2021 are represented by:				
Fixed assets	-	-	309,945	309,945
Cash at bank and in hand	208,098	34,700	150	242,948
Other current assets	9,017	-	34,118	43,135
Creditors: amounts falling due within one year	(10,975)	(500)	(138,528)	(150,003)
	206,140	34,200	205,685	446,025

Notes to the Accounts

Year ended 31 January 2022

18. Operating Leases

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

	2022	2021
Operating leases which expire:	£	£
Within one year	-	17,768
Between two and five years	-	-
	-	17,768

19. Analysis of restricted & unrestricted funds in comparative year (2021)

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Income				
Donations & legacies	2	61,470	-	61,470
Income from charitable activities	3	66,511	164,557	231,068
Income from other trading activities	4	55	-	55
Investment income	5	9,067	-	9,067
Total Income		137,103	164,557	301,660
Expenditure				
Costs of raising funds:				
Costs of generating activity income		1,027	-	73
Investment management costs		2,262	-	2,085
Expenditure on charitable activities				
Improving Practice Programmes	6 & 7	-	125,549	125,549
Sharing Knowledge and Networking	6 & 7	221,646	-	221,646
Total expenditure		223,804	125,549	349,353
Net income/(expenditure) before gains and losses on investments		(86,701)	39,008	(47,693)
Transfers between funds		-	-	-
Net (loss)/gain on investments	12	4,697	-	4,697
Net movement in funds		(82,004)	39,008	(42,996)
Reconciliation of funds:				
Fund balances on 1 February		274,569	301,945	576,514
Fund balances carried forward on 31st January 2021		192,565	340,953	533,518

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.