

# The Foundation of Nursing Studies

(A registered charity and private company limited by guarantee)



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## Trustees' Annual Report and Accounts

**For the year ended 31 January 2025**

Company Number: 3583949  
Registered Charity Number 1071117

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## **Reference and Administrative Information**

**Year ended 31 January 2025**

**Charity Number:** 1071117

**Company Number:** 3583949

### **Charity Address**

11-13 Cavendish Square, London W1G 0AN

### **Trustees\***

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

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

### **President**

Dr James Bevan MB, MRCP

### **Vice President**

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

### **Patrons**

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

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

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

### **Main Bankers**

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

### **Investment Managers**

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

### **Auditors**

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

**Year ended 31 January 2025**

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

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

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

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

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

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

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

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

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

**Professor Jo Pritchard OBE, RN**  
**Chair**

**Joanne Bosanquet MBE, RGN**  
**Chief Executive**

## **Trustees' Annual Report**

### **Year ended 31 January 2025**

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

## **Objectives and Activities**

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

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

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

### **Our vision**

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

### **Our mission**

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

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

### **Our ways of working**

The work of FoNS is underpinned by the following principles:

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

### **Our focus**

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

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

### **Our community**

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

## Trustees' Annual Report Year ended 31 January 2025

### Delivering Public Benefit

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

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

## Strategic Report

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

### Achievements and Performance

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

### Celebrating our programmes throughout 2024-25

#### Improving Practice Programmes

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

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

#### Inspire Improvement Fellowship and Programme



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

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

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





## Trustees' Annual Report Year ended 31 January 2025

### FoNS Alumni

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

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

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

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



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

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

### 1. Co-production

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



## Trustees' Annual Report Year ended 31 January 2025

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

### 2. Programme delivery

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

## **Person-centred Practice Fellowship**

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

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

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

Evaluation of the programme is ongoing process through:

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

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

## Trustees' Annual Report Year ended 31 January 2025

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



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

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

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

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

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

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

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



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

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

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

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

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

## UK HSA Facilitation programme for PNAs

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

The workshops focussed on three areas of development:

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

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

## Trustees' Annual Report Year ended 31 January 2025

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

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

## Commissioned programmes

### Creating Caring Cultures

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

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

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

### Resilience Based Clinical Supervision (RBCS)

#### Lead Facilitator: Grace Cook

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

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

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

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

## Trustees' Annual Report Year ended 31 January 2025

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

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

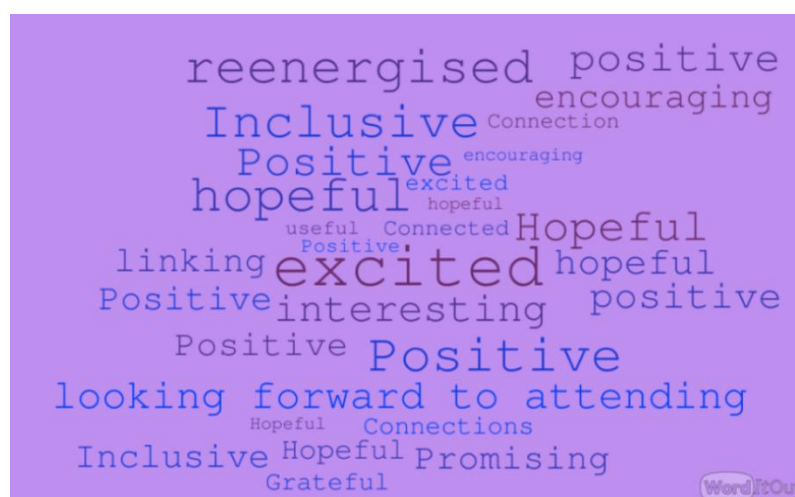
*"Absolutely YES - such a great course, and provides a valuable toolbox of skills to facilitate supervision. The understanding of the 3 emotional systems plays a key role in understanding ourselves and others, and supports that emotional intelligence awareness again within ourselves and others."*

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

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

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

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



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

## Trustees' Annual Report Year ended 31 January 2025

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

## Scholarships and fellowships

### **Richard Tompkins Scholarship**

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

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



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

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

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

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

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



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

27 participants from across England, Northern Ireland and Australia engaged in participatory learning approaches, exploring the key concepts underpinning the development of person-centred cultures. Using the Person-centred Practice Framework (McCance and McCormack, 2021) as the thread throughout the week, facilitators enabled participants to learn

from their experiences from practice, using creativity, individual and group reflection and dialogue, supported by relevant theories, models and tools.



## Trustees' Annual Report Year ended 31 January 2025

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

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

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

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

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

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

## Sharing Knowledge and Networking

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

### FoNS Alumni

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



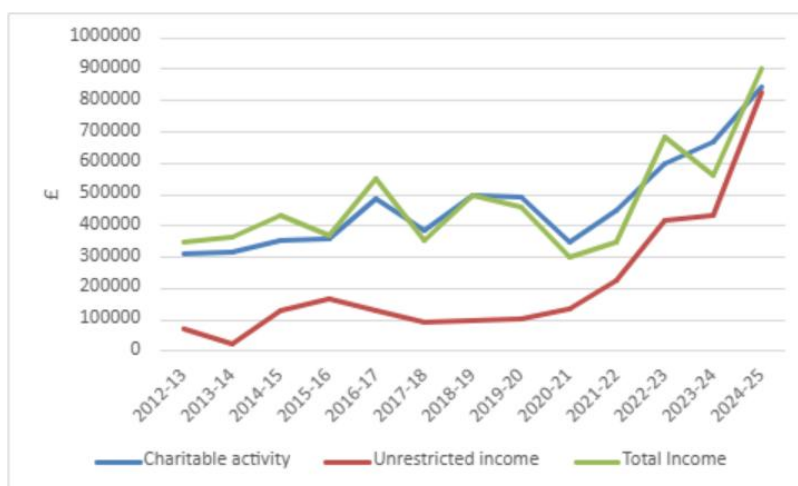
## Trustees' Annual Report Year ended 31 January 2025

### Financial Review

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

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

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



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

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

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

## **Trustees' Annual Report**

### **Year ended 31 January 2025**

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

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

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

### **Reserves Policy**

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

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

### **Investment powers and policy**

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

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

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

### **Principal Risks and Uncertainties**

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

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

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

#### **Governing Documents**

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

#### **Organisational Structure**

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

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

#### **Appointment of Trustees**

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

#### **Risk Management**

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

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

#### **Income Generation**

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

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

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

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

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

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

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

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

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

**Disclosure of Information to Auditors**

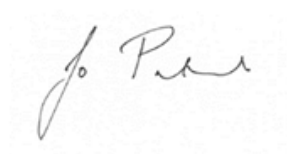
In so far as the trustees are aware at the time of approving our trustees' annual report:

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

**Auditors**

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

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



**Name: Professor Jo Pritchard OBE, RN (Chair)**  
**Date: 22nd September 2025**

## **INDEPENDENT AUDITORS' REPORT**

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

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#### **Opinion**

We have audited the financial statements of the Foundation of Nursing Studies (the 'charitable company') for the year ended 31 January 2025, which comprise the Statement of Financial Activities, Statement of Financial Position, the Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 *'The Financial Reporting Standard applicable in the UK and Republic of Ireland'*.

In our opinion the financial statements:

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

#### **Basis for opinion**

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

#### **Conclusions relating to going concern**

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

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

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

#### **Other information**

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

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

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

## **INDEPENDENT AUDITORS' REPORT**

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

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

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

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

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

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

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

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

#### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 19, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

## INDEPENDENT AUDITORS' REPORT

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

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

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

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

#### Use of our report

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



Signed: MARTIN GURNEY

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

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

**for and on behalf of**

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

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



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

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

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

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

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

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

## Statement of Recognised Gains and Losses

Year ended 31 January 2025

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

## Statement of Cash Flows

Year ended 31 January 2025

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

## Balance Sheet (Statement of Financial Position)

### Year ended 31 January 2025

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

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



PROFESSOR JO PRITCHARD OBE, RN  
Trustee and Director



TIM CALLAGHAN ACMA, CGMA  
Trustee and Director

Company Number: 3583949  
Charity Number: 1071117

## Notes to the Accounts

### Year ended 31 January 2025

#### 1. Accounting policies

##### Basis of preparation

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

##### Income

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

##### Expenditure and irrecoverable VAT

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

##### Allocation of support costs

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

## Notes to the Accounts

### Year ended 31 January 2025

#### 1. Accounting policies cont.

##### Fund accounting

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

##### Operating leases

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

##### Tangible fixed assets

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

##### Investment valuation

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

##### Debtors & prepayments

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

##### Cash at bank and in hand

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

##### Creditors and provisions

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

##### Pensions

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

##### Currency

- These accounts are presented in British pounds.

## Notes to the Accounts

### Year ended 31 January 2025

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

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

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

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

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

## Notes to the Accounts

### Year ended 31 January 2025

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

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

#### 8. Grant Funding Activities

2025

2024

##### Bursaries awarded through FoNS' Improving Practice Programmes:

6 co-facilitator bursaries	Inspire Improve	6,500	5,737
11 participant bursaries – year 6	Inspire Improve	4,338	8,767
Total of 17 bursaries	Inspire Improve	10,838	14,504

##### Long Covid Study honoraria

Long Covid research

600

750

##### Jan Dewing prize fund

General funds

1,000

-

##### Bursaries awarded through FoNS' Mental Health Ward Manager Programme:

3 participant bursaries	General funds	750	-
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##### Bursaries awarded through FoNS' Learning Disabilities Programme:

2 participant bursaries	General funds	650	8,669
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<b>Total Grants</b>		<b>13,838</b>	<b>23,923</b>
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#### 9. Employees, trustees' expenses & related parties

2025

2024

No

No

Number of employees: average number of employees was

Engaged in charitable work	6.2	4.6
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Administrative support	1.8	1.8
------------------------	-----	-----

8.0

6.4

#### Employment costs

2025

2024

£

£

Wages and Salaries	353,645	327,597
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Pension Costs	29,870	32,082
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Social security costs	38,329	34,791
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Less: Employment allowance	(5,000)	(5,000)
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<b>Total Costs</b>	<b>416,844</b>	<b>389,470</b>
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One employee earned over £60,000 and within the band £90-£100,000 excluding employer pension contributions (2024 – one in band £80-90,000). The Chief Executive is considered to represent the key management of the charity. Key management remuneration in 2024-25, set at market rates and including pension contributions and employer's NIC costs, totalled £111,483 (2023-24: £107,147).

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

#### 10. Auditor's remuneration

2025

2024

£

£

Audit fee	4,410	4,200
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Under-accrued from previous year	390	600
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<b>Total fees</b>	<b>4,800</b>	<b>4,800</b>
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## Notes to the Accounts

### Year ended 31 January 2025

#### 11. Tangible assets

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

#### 12. Investments

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

#### 13. Debtors

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

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

#### 14. Creditors

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

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

## Notes to the Accounts

### Year ended 31 January 2025

#### 15. Restricted funds

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

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

#### 16. Designated funds

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

#### Designated Funds:

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

#### 17. Analysis of net assets between funds

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

## Notes to the Accounts

### Year ended 31 January 2025

#### 18. Operating Leases

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

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

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

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

#### 20. Legal status of the Foundation

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

#### 21. Corporation taxation

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