

The Foundation of Nursing Studies

(A registered charity and private company limited by guarantee)



Trustees' Report and Accounts

For the year ended 31 January 2015

Company Number: 3583949
Registered Charity Number 1071117

Trustees' Report and Accounts
For the year ended 31 January 2015

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**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

Trustees' Annual Report

Year ended 31 January 2015

1. ADMINISTRATIVE INFORMATION

1.1 Charity Address

11-13 Cavendish Square, London W1G 0AN

1.2 Trustees

Dr Lisa Bayliss-Pratt DClinP MSc, RN, Appointed 8th December 2014

Dr Loretta Bellman PhD, BSc (Hons), RN, RCNT, RNT, CertEd

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

Mr Tim Callaghan (Treasurer)

Mrs Philomena Corrigan MSc, BSc (Hons) Dip. N, RN, Appointed 9th March 2015

Mrs Jill Down Adv.Dip.Mgmt, BA (Hons) Nursing, Dip.CC; RGN Resigned 8th December 2014

Mr J Peter Gadd BSc (Hons)

Mr Anthony Impey BA (Hons)

Dr Ann McMahon PhD MSc BSc PGDiploma CMS, RMN RGN, Appointed 8th December 2014

Professor Janice Sigsworth, MSc, BSc, DipN, RGN Resigned 8th December 2014

Dr Caroline Shuldham PhD, MSc, RGN, RNT, RCNT, PGCEA Dip N (Lond)

Ms Deborah Sturdy MSc, RGN

President

Dr James Bevan MB, MRCP

Patrons

Mrs Elizabeth Tompkins

Baroness Cumberlege CBE, DL

Mrs Elizabeth Stallwood RGN, RM

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

Sir Ron De Witt KB, MA, BA (Hons), DipN, RN

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

1.3 Chief Executive Officer & Company Secretary

Dr Theresa Shaw NursD, BA (Hons), RNT, RGN

1.4 Main Bank Account & Investment Account

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

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

1.5 Auditors

H.W Fisher & Company, Chartered Accountants, Acre House, 11/15 William Road, London, NW1 3ER

2. GOVERNANCE, STRUCTURE AND ORGANISATION

2.1 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.

2.2 Organisational Structure

The Board of Trustees meet quarterly to administer the charity. The Chief Executive Officer (CEO) was appointed by the Trustees to manage the day-to-day operations.

2.3 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. On appointment, all new Trustees meet the CEO and are given an information pack, which includes the code of conduct, annual accounts and board papers including reports and minutes from the last year.

2.4 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. With regard to 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.

3. OBJECTS, AIMS AND ACTIVITIES

3.1 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 practice and promotion of improvement of nursing care
- 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

In 2014, the Board of Trustees and staff worked together to review the strategic plan 2011-14. The use of a collaborative and structured approach resulted in a refocussing of our vision and mission and agreement of five new strategic ambitions and objectives for 2014-2017.

Our Vision

To inspire and enable a culture across health and social care that values people, where patients 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.

FoNS' Approach

FoNS is a small but highly skilled and productive organisation. We have worked with nurse-led teams over two decades, more than 100 in the last 10 years, to lead innovation, improvement and culture change in practice. The way FoNS works is underpinned by the principles of emancipatory practice development 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

Our Central Commitments for the Future

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 patients 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
 - By being the organisation of choice for those seeking support to improve health and social care
 - By providing facilitated programmes and bespoke solutions to support improvement and culture change in practice across health and social care
 - By providing expert facilitators skilled in enabling people to change how they work

- By valuing, supporting and inspiring nurses and the teams they lead to be the best they can be
- By influencing policy and decision making nationally, regionally and locally
- To generate and share knowledge on practice improvement, innovation and transformation
 - By undertaking research and evaluation to increase knowledge and understanding of practice improvement, innovation and transformation activity
 - By writing, publishing and sharing widely examples of innovation activities demonstrating the processes and outcomes for health and social care practice
 - By maintaining a vibrant virtual Centre for Nursing Innovation that inspires and enables nurses to seek out ways of improving nursing practice and patient care
 - By extending further submissions to and readership of the International Practice Development Journal (IPDJ)
 - By connecting nurses so that they can network and share experiences and transfer knowledge via the Centre for Nursing Innovation and social media
- To raise awareness of FoNS' work and maximise its wider impact
 - By implementing a FoNS Honorary Associate Scheme to recruit nurses who have benefitted from our work to take on an ambassadorial role for FoNS in their locality
 - By proactively seeking publicity opportunities through nursing media
 - By expanding activity to spread FoNS' work through social media
 - By promoting FoNS through conferences and events
 - By updating promotional materials
- To maximise FoNS' potential by strengthening and expanding partnerships and collaborations
 - By taking active steps to strengthen relationships with existing support and funding partners
 - By expanding the FoNS Partners Programme
 - By exploring the development of relationships with other key/related organisations (for example, Queen's Nursing Institute, Florence Nightingale Foundation, Royal College of Nursing)
 - By establishing partnerships with other related organisations including charities, nurse education and health and social care providers
- To maintain good governance and sustain steady growth
 - By supporting Trustees to participate fully
 - By increasing funding partnerships
 - By developing new income streams through service delivery and consultancy
 - By enabling staff to develop and flourish
 - By evaluating our success against our objectives

3.1.1 Public Benefit

The 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.

3.2 Overview of the Year

FoNS' charitable objects are realised through three interlinked activities:

- **Improving Practice Programmes** which support individual practitioners and teams to focus on improving patient care, through our developing practice programmes, scholarships and schools
- **Sharing Knowledge and Networking** which actively encourages practitioners to share the development and research work they are engaged in through the FoNS website, electronic newsletter and the Developing Practice Improving Care Dissemination Series 'Improvement Insights'. Additionally, FoNS published the International Practice Development Journal (IPDJ)
- **Professional Advice, Expertise, Collaboration and Consultancy** which offers direct expertise and help to nurses and organisations wanting to improve patient care and fosters partnership with others to increase effectiveness and value

3.2.1 FoNS Improving Practice Programmes

FoNS believes that all patients should experience care that is high quality and patient-focused. Whilst the responsibility for continuously improving the quality of care lies with all healthcare professionals, nurses as direct care givers have a key role in leading and facilitating change. In FoNS' experience, identifying, understanding and responding to practice problems can be challenging and complex. Our improving practice programmes are therefore designed to inspire and help nurse-led teams to work through such complexities by:

- Supporting and developing practitioners
- Listening to the voices of patients/service users
- Creating networking opportunities to learn with and from others
- Utilising a wide range of evidence (including research, staff experience, patient/service user experience)
- Integrating critical reflection and evaluation into practice
- Using systematic approaches to development and research

FoNS also believes skilled facilitation is central to enabling others to lead change and achieve excellence in practice and so our programmes offers both funding and expertise in facilitating practice development and change. During 2014-15, FoNS has continued to deliver three programmes involving support to nurse-led teams leading improvements to patient care:

- Patients First: Supporting Nurse-led Innovation in Practice in partnership with the Burdett Trust for Nursing
- Practice Based Development and Research Programme in partnership with the General Nursing Council for England & Wales Trust
- Creating Caring Cultures supported by NHS London

Details of all the active programmes are available via <http://fons.org/programmes/programmes.aspx>

3.2.1.1 Patients First: Supporting Nurse-led Innovation in Practice

<http://www.fons.org/programmes/patients-first.aspx>

FoNS launched this very successful programme in partnership with the Burdett Trust for Nursing in 2009. Now in its sixth year, 'Patients First' has supported over 70 initiatives across the UK with the explicit purpose of improving patient care (Table 1 shows the spread across the UK and the range of clinical settings the programme has reached). The programme is an excellent opportunity for nurse, midwife and health visitor led teams working in frontline practice. These practitioners see areas of practice and services that could be better; more person-centred, caring, safe and effective. However, they often feel unsure how to solve the problem or lack confidence in the skills needed to work with others to change practice. This is where FoNS comes in with its proven track record of enabling successful innovations and professional development.

Table 1

Geographical Spread			
England	Wales	Scotland	Northern Ireland
47	4	6	13
Range of Clinical Settings			
<ul style="list-style-type: none"> • Respiratory care • Day care • Stroke Care • Critical care • Dementia Care • Children and young people • Residential and Nursing care home 	<ul style="list-style-type: none"> • Orthopaedics • Cancer care • Forensic services • Nephrology • Primary care • CAMHS • Midwifery • Older Persons Mental Health 	<ul style="list-style-type: none"> • Rehabilitation • Surgery • Prison Services • Learning Disability • Cardiothoracic surgery • Adult Mental Health • Cardiac rehabilitation 	<ul style="list-style-type: none"> • Pain management • End of Life • Infectious diseases • Hospice • Health Visiting • Acute care • Community care • Eating disorder services

The programme offers support and facilitation to clinically based nurse-led teams to help them to develop, implement and evaluate locally focused innovations that improve patient care in any health and social care setting across the UK. Teams work with FoNS for 12-18 months with a central focus on the patient and the issues that matter to them the most. Each team is offered a grant of £5000 to help support their involvement in the programme and the projects they wish to lead. However, experience has shown that it is the direct support FoNS offers that makes the most significant difference to the outcomes of the programme. This support includes:

- The application process: Interested nurses contact FoNS to discuss their applications prior to submission. This enables exploration of their ideas, methods and approaches to ensure their project includes the patient voice and is realistic in terms of its aims
- Workshop days: The learning and development of individuals and teams is nurtured through six workshop days where FoNS brings the nurse-led teams together to share experiences, develop and refine skills in leadership and facilitation and evaluate their ongoing journey of changing how they work and care for people

- Working with patients: The teams are encouraged and supported to develop partnerships with patients to ensure their voice and experiences are the foundation to every project. This includes listening to patient stories, conducting focus groups and interviewing using emotional touchpoints
- Working with teams in the workplace: Each nurse-led team is supported by our dedicated experienced Practice Development Facilitator. This includes face to face on-site work along with telephone and email supervision. The Facilitator is pro-active in keeping in contact with the teams; visiting in practice, observing, role modelling expert facilitation and offering constructive feedback and critique. FoNS' experience has shown that this is a vitally important part of enabling practice development and is the most valued aspect of the programme
- Reporting and disseminating: Team leaders are given extensive support with report writing to ensure the excellent work they have undertaken can be widely shared and published

During 2014-15, teams in 10 healthcare organisations (recruited at the end of 2013), were supported to undertake an improving practice project through the Patients First Programme:

- NHS Greater Glasgow & Clyde, Scotland: Person and family centre care in intensive care
- University College London Hospitals NHS Foundation Trust, London: Develop and evaluate the information needs and quality of life impact a treatment has on people with severe lower limb spasticity, a long term neurological condition
- Northern Health & Social Care Trust, Dalriada Hospital, Northern Ireland: Making meal times matter: Promoting good nutrition for patients in NHSCCT community hospitals
- Compton Hospice, Wolverhampton: 'Putting patients first' A drive to improve efficiency by utilising health care assistants as second checkers in the delivery and administration of controlled drugs for timely symptom management
- Dorothy House Hospice, Bradford upon Avon: Action research project aimed at developing, evaluation and implementing a nutritional screening tool for palliative care patients
- South Eastern Health & Social Care Trust, Ulster Hospital, Belfast: Improving the experiences of intensive care patients post discharge by exploring the perceived value of patient diaries
- St Gemma's Hospice, Leeds: Assessing pain and distress in hospice patients with a cognitive impairment
- Royal Brompton & Harefield NHS Foundation Trust, Harefield Hospital, Middlesex: An exploration of the patient's experience following an acute myocardial infarction and participation in a clinical research trial
- Western Health & Social Care Trust, Altnagelvin Area Hospital, Northern Ireland: Evidencing care through nursing records
- University Hospitals, Coventry & Warwickshire NHS Trust, Community Nursing, Coventry: RIPPLE - Respiratory innovation: promoting a positive life experience for those living with chronic respiratory disease

This high quality programme achieves key benefits for patient care and the public with several individuals and teams being nominated for and/or winning awards for their innovations and improvement to healthcare and nursing practice. Here is what participants have told us about the benefit and impact of working with FoNS:

'Patients thoughts, feelings, emotions have been listened to and used to develop practice.'

'It's totally transformed practice, certainly what we did with the project has just embedded into practice, and it's actually helped us to achieve quality targets.'

'There wouldn't be a service if FoNS hadn't funded it. It probably wouldn't have happened.'

'It actually changed the way that I feel about nursing after being in nursing for several years and becoming a little bit cynical and disillusioned, it actually renewed my enthusiasm for making things better and making positive changes. And I think the biggest thing it did for me was it gave me the skills to go out there and make those changes, and to do them constructively and with the support of other people.'

'The support of the external [FoNS] facilitator has been invaluable in keeping the project going - I would have probably given up without her support.'

'Support of the external [FoNS] facilitator was vital in building confidence, supporting us to work through challenging situations and advising on managing workload and liaising with stakeholders.'

At the end of 2014, a further 11 teams were recruited to form Year 6 of the programme. FoNS will work with these teams during 2015-16.

3.2.1.2 Practice Based Development and Research Programme

<http://www.fons.org/programmes/development-research.aspx>

FoNS and the General Nursing Council for England and Wales Trust (GNCEWT) formed a partnership in October 2006 to support a much needed programme to enable nurses to undertake practice based research with the explicit purpose of developing practice and improving patient care. The programme supports nurse-led healthcare teams who identify an aspect of care that needs improving and are committed to working in a systematic way to develop and change practice through research. It offers:

- Advice on the development of an effective project proposal
- Help to identify and make links with people who may be able to offer support locally
- Facilitation and support in the workplace
- Opportunities to learn with and from others at masterclasses and through ongoing networking
- Funding
- Support with sharing and publication

Applications are assessed against the following criteria by members of the FoNS team, Board of Trustees and an external advisor:

- Demonstrates an explicit purpose of developing practice and improving patient care
- Provides an opportunity to understand more about care
- Provides an opportunity to understand more about the experiences of patients
- Identifies how solutions to patients' problems can be identified and met
- Identifies an appropriate practice orientated research methodology
- Demonstrates how the participation of stakeholders will be enabled
- Demonstrates a commitment to work in a systematic way to change practice through research
- Shows a clear intention to realise improvement to nursing practice and patient care

A FoNS Practice Development Facilitator/Programme Leader provides ongoing support to all the project teams and is in regular contact with them via face-to-face workplace visits, email and teleconferencing over two years. Each project team is also awarded a grant of £5000. The biannual master-classes continue to add value to the programme by providing an excellent opportunity to expand knowledge and skills regarding the conduct and use of research and practice development; they also create a space that enables practitioners to learn from and with others. Here is what some of the nurses who have taken part in the programme have to say about the support FoNS has offered:

'FoNS made a huge impact on the project. From the start they supported us all with ideas and excellent advice about the way we developed the project. At every stage they were available by telephone and were always happy to give guidance regarding the study, sometimes at very short notice. They facilitated some of our meetings and study days, and were excellent at engaging staff.'

'Working with a FoNS facilitator, provided me with a sounding board to reflect on my practice and ways of being, enabling to me to acknowledge, handle and move on with the project I'm committed to. This line of facilitative support has supported me to be resilient and inspired me to look at issues more holistically to see the bigger picture.'

There have also been many direct benefits to patient care as a result of the research projects the nurses have led. For example:

Building on a positive experience: developing, implementing and evaluating a model for a self-harm clinic
The development of a new clinic to offer additional support to people who frequently attend A&E following self-harm reduced attendance during a six-month pilot from 3.5 to .075. The BIRSH clinic has been used as a case study in the Annual Report of the Chief Medical Officer (2014) Public Mental Health Priorities: Investing in the Evidence. London: HMSO. Page 244. To view, go to:

<https://www.gov.uk/government/publications/chief-medical-officer-cmo-annual-report-public-mental-health>

Knowing why we do what we do' - Establishing a Unit Practice Council to Improve Evidence Based Nursing Practice in Acute Medicine using Appreciative Inquiry

This initiative introduced a shared governance structure to enable the establishment of Unit Practice Councils and Specialist Practice Councils. These give staff at the frontline of care the power and responsibility to lead and make decisions about quality and improvement. Trust-wide, the councils have worked on numerous projects that have improved practice and benefitted patient care. For example, one council on a ward felt that too often critical medications such as those for Parkinson's or intravenous antibiotics were not being administered in a timely

manner - leading to reported drug errors. Through the Unit Practice Council, medication timers were introduced which would sit with the patient or by their bedside and go off to remind the staff nurse a medication was due. Evaluating the impact staff found that the average time patients waited to receive their Parkinson's medication was reduced from 27 minutes to 6 minutes when the timers were used. For further information about this work go to: <http://www.fons.org/library/report-details.aspx?nstd=59959>

In 2014-15, FoNS continued to support the following projects:

- East Kent Hospitals University NHS Foundation Trust: Implementing and evaluating 'My Healthcare Passport' in practice for people with learning disabilities
- University Hospitals Coventry & Warwickshire NHS Trust: Development and delivery of a diverse peer support programme for renal service users, their family and carers: an action research collaboration
- University Hospital Southampton NHS Foundation Trust: Improving the patient experience of toileting and management of post-operative urinary retention following elective hip and knee replacement surgery
- Royal Brompton and Harefield NHS Foundation Trust: Non medical management of breathlessness
- Prison Health, Public Health Wales: Exploring the health concerns of adult male convicted prisoners and improving nursing care in the areas identified
- East Sussex Healthcare NHS Trust: The development of evidence based care for emergency neonatal intubation practice
- East Kent Hospitals University NHS Foundation Trust: Evaluating and improving a nurse led advice line for rheumatology patients and relevant healthcare professional
- King's Lynn NHS Foundation Trust: Developing a person-centred respiratory ward
- Nottingham University Hospitals NHS Trust: 'Caring Around the Clock' in the Emergency Department
- Royal United Hospital Bath NHS Trust: Exploring how the introduction of a Catheter Passport in the acute sector can affect the experiences of patients leaving hospital with a urethral catheter
- University London College Hospitals NHS Foundation Trust: The STEER project: engaging service users in a nurse led ambulatory teenage and young adult cancer service

3.2.1.3 Creating Caring Cultures

<http://www.fons.org/programmes/creating-caring-cultures.aspx>

FoNS' commitment to build on and use its expertise to respond to the need to ensure nursing practice was caring, safe and effective resulted in the launch of a new pilot programme 'Creating Caring Cultures'. In November 2012, following a nomination process we commenced work in two practice areas; Osterley 2, a medical ward at the West Middlesex Hospital and the Medical Assessment Unit at Queen's Hospital, Romford.

The programme (with support from NHS London) had a simple purpose; helping nurse-led teams to create healthcare workplaces that are conducive to the delivery of high quality care and that provide a supportive place for staff to work. In caring cultures, staff feel valued and are more able to take responsibility for what happens in practice. Patients and families experience services that are caring, effective, safe and clearly centred on their needs. Whilst the purpose is a simple one, achieving a successful outcome is more complex. The intention of the programme is not to work at scale across whole organisations but rather to work at ward/clinic/unit level where the need for change is acknowledged and a commitment to working differently is demonstrated.

Our approach was to work collaboratively enabling staff to initiate action rather than simply 'telling' them what to do. This has involved helping staff re-focus their attention on caring for all, for example, working closely with staff from health care assistants and ward clerks to ward sisters/managers and matrons in the workplace to:

- Explore values and attitudes with all staff and agree a shared purpose
- Look at what is happening in practice and identify the gaps between 'what we say and what we do'
- Develop action areas through shared decision-making and implement change
- Enable team-working and staff wellbeing
- Commit to learning in and from practice
- Celebrate success and continue momentum

During the second year of this work (2014), the teams have continued to experience ongoing organisational challenges. However, both have committed to taking steps to work differently, strengthen team-working and explore different ways of understanding patient experiences in order to identify and make improvements to care.

Drawing on all our experience to date, outcomes from our 10 year review undertaken in 2013 and the learning from the pilot programme we developed a proposal for creating practical resources for culture change which could be spread widely. These include:

- A short animation to share, in an accessible and powerful way, key messages about how to get started with culture change
- A guidance booklet aimed at those leading at the front line across health and social care
- A range of web-based, downloadable resources to support individuals and teams to create caring cultures that are compassionate, safe and effective

The proposal was approved and funded by the Department of Health in September 2014.

3.2.1.4 Richard Tompkins Scholarship

<http://www.fons.org/programmes/scholarships.aspx>

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 healthcare setting UK-wide, and is targeting in particular, those at ward sister level or equivalent. The late Richard Tompkins saw the potential of FoNS to enable nurses to develop knowledge and skills that benefit patients. The Tompkins Foundation remains a valuable supporter of FoNS and we are delighted that Mrs Elizabeth Tompkins is supporting this scholarship opportunity. 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
- Honorary FoNS Associate registration for 12 months

Chris Benson our first scholar, undertook the residential practice development school and then benefited from a year of mentorship from a FoNS facilitator. To encourage others to apply in 2014, Chris wrote a short news article about her experiences, see Box 1.

Box 1: Personal view of the benefits of the Scholarship

'The scholarship began for me with a residential week at the 'international practice development school' run in association with Canterbury Christ Church University. This experience allowed me to totally immerse myself in a new, more creative way of working, connect with why I was passionate about nursing, and reflect on where I was 'now' as a practitioner. Mixing with other staff in varied roles was key to its success, and whilst I had no experience in relation to the role of a practice developer (I was a Day Services Manager in a charitably run adult hospice), I realised practice development wasn't about words, but a belief system, and a way of collaborative working.

The second and most important part of the scholarship for me is the ongoing mentorship from FoNS. I have been fortunate enough to be able to continue my learning and put it into practice with the support of Kate Sanders from FoNS. Kate and I communicate by email, and we have met up approximately every six weeks to discuss how I am integrating my new learning into my every day work. The learning from the Scholarship has without doubt supported me in getting a new role as Clinical Services Manager within the same hospice, and Kate's expertise has enabled me to work with the nursing teams in a more creative and integrated way; much of my learning has been about my facilitation styles, engaging and developing staff, and supporting a positive, person-centred culture.

It is, and has been hard work, a lot of reflecting on my own practice and style, but truly invaluable, and is supporting me in becoming the manager I want to be.'

Chris Benson, March 2014

Chris has subsequently published a paper in the International Practice Development Journal, further highlighting the tremendous impact these scholarships have on the individual recipients and the people they work with. More importantly, it is evidence of wider public benefit as a result of improvements to the quality of care delivered. To read Chris Benson's journal paper, go to: <http://www.fons.org/library/journal/volume5-issue1/article10>

In 2014, following a competitive application process, John Lansdell, Practice Development Facilitator, Princess Alice Hospice, Surrey was announced as the new Richard Tompkins Scholar.

3.2.1.5 International Practice Development School – Fostering a Culture of Effectiveness through Practice Development

<http://www.fons.org/programmes/schools.aspx>

In 2014, the opportunity arose for FoNS to host its first International Practice Development Collaborative (IPDC) foundation practice development school. The schools help health and social care practitioners to develop skills and confidence in leading and facilitating culture change to create person-centred, safe and effective workplaces and services. As a founding member of the IPDC, FoNS has had a long association with the schools. Hosting them will enable FoNS to expand further its reach in supporting the improvement of patient care in practice by developing and advancing the skills of nurses to lead and facilitate change. Additionally, the schools will contribute to income generation to support ongoing charitable activity.

3.2.2 Sharing Knowledge and Networking

In line with our strategic ambitions, this work stream focuses on the range of ways FoNS can actively encourage practitioners to share the development and research work they are engaged in through the website, the electronic newsletter, our International Practice Development Journal and our long term Developing Practice Improving Care Dissemination Series 'Improvement Insights'.

3.2.2.1 Centre for Nursing Innovation

www.fons.org

The FoNS virtual Centre for Nursing Innovation continues to be highly regarded and offers a very valuable resource for anyone in nursing (or related fields) interested in changing and developing practice. The number of Friends and Associates is now 7142 and increase of just under 200 over the year. Whilst this is a slower increase than 2013-14, we are seeing a growth in contacts through social media with followers now over 2000.

In 2014, we launched a new scheme for Honorary Associates. The purpose of the scheme is to:

- Raise awareness of the work carried out and supported by FoNS in order to further its charitable objectives by helping nurses and nurse-led health and social care teams to develop and share innovative ways of improving practice; thereby enabling them to provide care that is high quality, evidence based and meets the needs of patients
- Further develop the skills and knowledge of the Honorary Associates by encouraging networking and sharing and by giving continued access to FoNS' expertise
- Create a cadre of informal ambassador for FoNS

Twenty new Honorary Associate were recruited in 2014.

Web statistics

We continue to monitor the following website statistics:

- Users - number of individual visitors to our site in a specific timeframe
- Sessions - number of visits to the site in a specific timeframe
- New Sessions - number of first time visits to the site
- Unique Page Views - number of visits during which the specified page was viewed at least once
- Pages/session - average number of pages viewed per visit
- Average Time on Site
- Bounce Rate - visits in which the person left from the same page they entered

Table 2 offers a longer term overview of the web statistics.

Table 2

	1/1/2012 - 31/12/2012	1/1/2013 - 31/12/2013	Change (2012-13)	1/1/2014- 31/12/2014	Change (2013-14)
Sessions	25,472	30,982	+22%	39,705	+28%
% new sessions	62.83%	62.82%	same	64.03	+ 1.2%
Users	17,141	20,697	+21%	26,691	+29%
Unique page views	67,978	77,467	+14%	87,463	+13%
Pages/session	3.88	3.63	-6%	3.00	-17%
Av. time on site	3.11	2.54	-9%	2.32	-9%
Total events/downloads	7,370	7,842	+6%	11,950	+52%

As reported last year, the proportion of new to returning visitors has stayed fairly constant. The average number of pages per visit is good with visitors spending an average of two and a half minutes which in browsing terms is considered to be very good.

In terms of pages visited, it is not surprising that popular pages are those relating to our programmes, the library and the learning zone. These are the 'top 10' 1st Jan 2014 – 31st Dec 2014:

1. Homepage
2. Library - Journal Homepage
3. Programmes - Patients First Programme
4. FoNS Blog
5. Library – Home page
6. Programmes – about
7. About FoNS
8. Library - Project Reports
9. Learning Zone
10. News

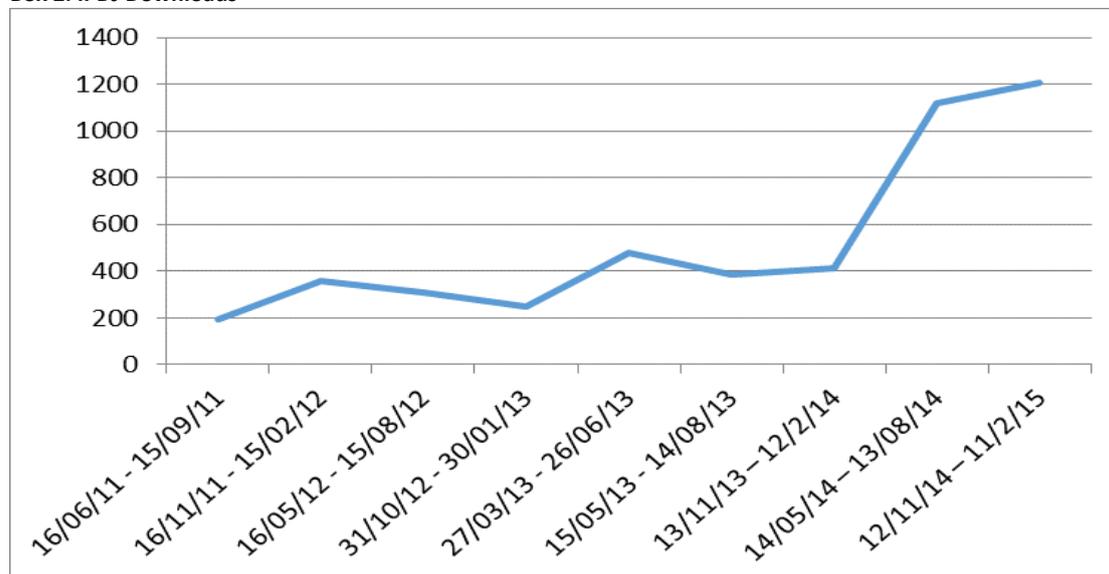
3.2.2.2 The International Practice Development Journal

<http://www.fons.org/library/journal.aspx>

The International Practice Development Journal (IPDJ) launched in June 2011 in association with the International Practice Development Collaborative (IPDC) is becoming a well-established part of FoNS' work. The ambitious five year target for the journal to become the first choice publication for academics and practitioners working in the practice development field internationally continues to move in a positive direction. Our commitment remains to publish two issues annually and to make freely accessible, scholarly inquiry into practice development and related fields. We also believe the journal can expand the international community of practitioners, educators and academics working in the area of practice development.

Over the past year, we have proactively marketed the journal at events and also via our own weekly electronic newsletter by profiling papers. The result has been a significant increase in the downloading of papers, as the graph in Box 2 highlights.

Box 2: IPDJ Downloads



FoNS is very pleased to have the ongoing support of our associate member groups from the IPDC, who have continued to make an annual contribution to support the journal. Over the next year, the editorial board have made a commitment to help support and encourage submission of papers from a wider range of international authors.

3.2.2.3 Developing Practice Improving Care Dissemination Series 'Improvement Insights'

<http://www.fons.org/library/dissemination-series.aspx>

To ensure the spread of proven developments and frameworks for change and innovation that help reduce the geographical variations in care, FoNS actively disseminates the projects it supports to healthcare settings across

the UK. In 2014, volume 10, issues 1-5 have been published via the website and issues 6-10 are expected to be published early in the new financial year. We continue to send printed copies free of charge to all nursing and healthcare libraries. All electronic copies remain free access.

3.2.3 Professional Advice, Expertise, Collaboration and Consultancy

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 nursing practice. We are also keen to share our experience and expertise through consultancy (see 3.3). During 2014, in line with our strategic ambitions we strengthened existing collaborations:

- **England Centre for Practice Development, Canterbury Christ Church University (CCCU)**
FoNS continues to support the England Practice Development Centre at CCCU with publicity and advice as needed. Two members of FoNS staff continue to hold honorary positions and as part of these roles, offer their expertise as practice development facilitators and researchers
- **International Practice Development Collaborative (IPDC)**
FoNS continues to be an active member
- **The Academy of Nursing, Midwifery and Health Visiting Research**
FoNS continues to support the Academy and its activities to strengthen research across the field of nursing and midwifery
- **Dementia UK**
In 2014, FoNS has continued to offer support to the Nursing Directorate
- **Winston Churchill Memorial Trust Fellowships**
FoNS is supporting the sharing and dissemination of these fellowships
- **Appraisal Toolkit for Nurses**
Working with our new partners Clarity Informatics along with Cumberlege Eden, FoNS hosted the launch of a new 'Appraisal Toolkit for Nurses'. FoNS will continue to support the development of this online resource over the next 3 years

FoNS continues to be approached to speak at conferences and events on the subject of practice development, improvement and innovation.

3.3 Fundraising and Income Generation

FoNS remains most appreciative to Mrs Elizabeth Tompkins our long-term donor and to the Burdett Trust for Nursing and the General Nursing Council for England and Wales Trust for their commitment to our successful funding partnerships. In the previous financial year, the Board made a commitment to look to new ways of generating income including the launch of a Funding 'Partners Programme'. The FoNS Partners Programme: Prioritising Compassionate Nursing – Implementing Innovation in Nursing Practice, is a unique opportunity for individuals, healthcare providers and businesses in the corporate sector to both support and benefit directly from the work-streams and networks of the only independent not for profit organisation supporting nurses to improve care for people within health and social care UK-wide. During 2014, our partnership with Clarity Informatics has continued to flourish. Potential new partnerships are in negotiation and it is hoped these will be confirmed in 2015.

We have also placed greater emphasis on 'marketing' FoNS' skills and expertise in innovation and improvement in order to expand income through consultancy. As a result, in 2014, we have provided consultancy services to:

- **Central London, West London, Hammersmith and Fulham, Clinical Commissioning Group (CCG)**
FoNS was commissioned to provide external facilitation and support to enable the development of a strategy for engaging the public and service users with the work of the CCG
- **Care UK**
FoNS provided a facilitator on a consultancy basis to establish a programme of work to support clinical supervision in 2014
- **Dementia UK**
FoNS provided facilitation and support for the Nursing Directorate 'Away Days'
- **Nurse Leadership in Hampshire**
FoNS provided a facilitator on a consultancy basis to deliver group clinical supervision for nurse leads in Hampshire
- **Southern Health Hampshire**
FoNS was commissioned to offer clinical supervision to the safe-guarding team
- **Department of Health**
FoNS was commissioned to deliver a series of four Positive and Safe Culture Change Workshops across England

3.4 Thanks to Our Supporters and Partners

To conclude this part of the report, the FoNS Board of Trustees wishes to offer very grateful thanks to all our supporters in 2014:

- The Tompkins Foundation
- The Burdett Trust for Nursing
- The General Nursing Council for England and Wales Trust
- NHS England (London Region)
- Clarity Informatics
- Department of Health

4. FINANCIAL REVIEW

The full audited accounts for the financial year 2014-15 follow from page 16.

4.1 Statement of Trustees' Responsibilities

The Trustees, who are also the Directors of the Foundation of Nursing Studies for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare accounts for each financial year, which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, 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
- Prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

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

4.2 Investment Policy

The careful monitoring of the portfolio continues to strengthen returns and reduce risk. The investment managers provide quarterly reports and attend at least one board meeting per year.

4.3 Reserves Policy

To date it has been policy to maintain sufficient reserves at any one time to cover the projected running costs of the company/charity for the following 6 months. The Unrestricted Funds (including Designated Funds), carried forward balance of £165,476 adequately meets this criterion.

4.4 Disclosure of information to auditors

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

4.5 Auditors

H W Fisher were appointed auditors during the year and a resolution proposing that H W Fisher & Company be reappointed for the following year will be put to the Annual General Meeting.

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

Signed:..... Date: 15th July 2015

Professor Charles A Butterworth
Chairman/Trustee & Company Director

INDEPENDENT AUDITORS' REPORT

To the Members of the Foundation of Nursing Studies

We have audited the accounts of Foundation of Nursing Studies for the year ended 31 January 2015 set out on pages 16 to 24. 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).

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 its members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the Trustees Annual Report on page 14, the trustees are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the accounts in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the accounts

An audit involves obtaining evidence about the amounts and disclosures in the accounts sufficient to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the accounts. In addition, we read all the financial and non-financial information in the Trustees Report to identify material inconsistencies with the audited accounts. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on accounts

In our opinion the accounts:

- give a true and fair view of the state of the charity's affairs as at 31 January 2015, 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; and
- have been prepared in accordance with the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees Report for the financial year for which the accounts are prepared is consistent with the accounts.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where 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 accounts are not in agreement with the accounting records and returns; or
- certain disclosures of Council of Management remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Signed:..... **Dated: 20th July 2015**

Andrew Rich (Senior Statutory Auditor)
for and on behalf of H W Fisher & Company
Chartered Accountants

Statutory Auditor
Acre House, 11-15 William Road
London NW1 3ER
United Kingdom

Statement of Financial Activities

Year ended 31 January 2015

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2015 £	Total 2014 £
Incoming resources					
Incoming resources from generated funds					
Voluntary income:					
Gifts and Donations	2	55,001	-	55,001	76,620
Sponsorship and Project Grants	3	10,000	305,386	315,386	247,404
Activities for generating funds	4	136	-	136	86
Investment income	5	7,415	-	7,415	7,484
Incoming resources from charitable activities	6	57,926	-	57,926	34,348
Total incoming resources		130,478	305,386	435,864	365,942
Resources expended					
Costs of generating funds:					
Costs of generating voluntary income		1,325	-	1,325	4,724
Investment management costs		1,508	-	1,508	1,244
Charitable activities					
FoNS Improving Practice Programmes	7	-	281,793	281,793	284,309
Sharing Knowledge and Networking	7	66,676	-	66,676	29,271
Governance costs		5,390	122	5,512	4,747
Total resources expended		74,899	281,915	356,814	324,295
Net income resources before other					
Recognised gains or losses		55,579	23,471	79,050	41,647
Transfers between funds		(378)	378	-	-
Gain/(loss) on investment assets	12	16,188	-	16,188	4,037
Cost of investment disposals		(507)	-	(507)	-
Net movement in funds		70,882	23,849	94,731	45,684
Fund balances at 1 February 2014		165,476	254,848	420,324	374,640
Fund balances carried forward		236,358	278,697	515,055	420,324

Summary Income and Expenditure Account

Year ended 31 January 2015

	2015	2014
	£	£
Total income	435,864	365,942
Less: Total expenditure from income funds	356,814	324,294
Less: Loss on disposal of investment assets	507	-
Net income/(expenditure) for the year	78,543	41,648

The summary income and expenditure account is derived from the statement of financial activities on page 16, together with the notes on 19 to 24, 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 2015

	2015	2014
	£	£
Net income/(expenditure) for the year	78,543	41,648
Add: Unrealised gains on investment assets held by income funds, after costs	16,188	4,036
	94,731	45,684

Balance Sheet

Year ended 31 January 2015

	Notes	2015 £	2015 £	2014 £
Fixed assets				
Tangible Assets	11	100		100
Investments	12	191,161		180,095
Total fixed assets			191,261	180,195
Current assets				
Debtors	13	27,384		36,742
Cash at bank		336,251		231,824
Total current assets		363,635		268,566
Liabilities				
Creditors: Amounts falling due within one year	14	39,841		28,437
Total current liabilities		39,841		28,437
Net current assets			323,794	240,129
Total assets less current liabilities			515,055	420,324
Funds				
Restricted income funds	15		278,697	254,848
Unrestricted income funds			219,884	149,002
Designated Income Funds	16		16,474	16,474
Total funds			515,055	420,324

The accounts were approved by the Board of Trustees on 15th July 2015 and signed on their behalf by:

Signed:.....

Name: Professor Charles A Butterworth
 Chairman/Trustee and Company Director

Company Number: 3583949
 Charity Number: 1071117

Notes to the Accounts

Year ended 31 January 2015

1. Accounting policies

Basis of preparation

- The accounts are prepared under the historical cost convention and comply with the Companies Act 2006.
- The financial statements have been prepared in accordance with the Financial Reporting Standard for Smaller Entities (FRSSE); the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities: Statement of recommended practice' published in March 2005 and applicable accounting standards.

Incoming resources

- Donations, grants and other forms of voluntary income are recognised as incoming resources when receivable
- Investment income is accounted for when received and includes the related tax recoverable

Resources expended

- Costs of generating funds include both direct and apportioned costs

Restricted funds

- Restricted funds represent grants received which are allocated by the donor to project specific purposes

Unrestricted funds

- Designated funds are amounts which have been put aside at the discretion of the Trustees
- General unrestricted funds represent funds which are expendable at the discretion of the Trustees in the furtherance of the Charity's objectives

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.

Investment valuation

- Investments are quoted at the market mid-price value

Leasing Commitments

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

Notes to the Accounts

Year ended 31 January 2015

	Unrestricted Funds £	Restricted Funds £	Total 2015 £	Total 2014 £
2. Gifts and Donations				
Tompkins Foundation	25,000	-	25,000	50,000
Clarity Informatics	30,000	-	30,000	25,000
Other	1	-	1	1,620
	55,001	-	55,001	76,620
3. Sponsorship and Project grants				
ANM&HVR Project	-	-	-	200
Partnership Program	10,000	-	10,000	4,167
Richard Tompkins Nurse Development Scholarship	-	5,000	5,000	5,000
Department of Health	-	60,000	60,000	-
General Nursing Council for England and Wales	-	45,000	45,000	45,000
Burdett Trust for Nursing	-	195,386	195,386	193,037
	10,000	305,386	315,386	247,404
4. Activities for generating funds				
3 rd Party Commissions	86	-	86	86
Market research fee	50	-	50	-
	136	-	136	86
5. Investment income				
Dividends received	6,914	-	6,914	6,955
Bank interest	501	-	501	529
	7,415	-	7,415	7,484
6. Incoming resources from charitable activities				
Consultancy, Training & Publishing	45,506	-	45,506	22,018
Subscriptions	2,920	-	2,920	1,080
IPD Journal membership	9,500	-	9,500	11,250
	57,926	-	57,926	34,348

Notes to the Accounts

Year ended 31 January 2015

7. Breakdown of cost of charitable activities

Activities	Activities undertaken directly	Grant Funding Activities	Total
FoNS Improving Practice Programmes	190,691	91,102	281,793
Sharing knowledge and networking	66,676	-	66,676
	257,367	91,102	348,469

* Included in charitable activities undertaken directly are support costs of £23,874

8. Charitable Activities

		Grants	Total
<u>Analysis of Grants Awarded through FoNS' Improving Practice Programmes</u>			
Royal Brompton & Harefield NHS Foundation Trust	Practice Based D&R	4,955	4,955
Southampton University Hospitals NHS Foundation Trust	Practice Based D&R	5,000	5,000
University Hospitals, Coventry & Warwickshire NHS Trust	Practice Based D&R	5,000	5,000
East Sussex Healthcare NHS Trust	Practice Based D&R	5,000	5,000
Queen Elizabeth Hospital King's Lynn NHS Foundation Trust	Practice Based D&R	5,000	5,000
University College London Hospitals NHS Foundation Trust	Practice Based D&R	5,000	5,000
Nottingham University Hospitals NHS Trust	Practice Based D&R	4,981	4,981
Royal United Hospital Bath NHS Foundation Trust	Practice Based D&R	5,000	5,000
Public Health Wales	Practice Based D&R	5,000	5,000
South Eastern Health & Social Care Trust	Patients First 13-14	2,500	2,500
Western Health & Social Care Trust	Patients First 13-14	5,000	5,000
Northern Health & Social Care Trust	Patients First 13-14	4,000	4,000
St Gemma's Hospice	Patients First 13-14	2,500	2,500
Royal Brompton & Harefield NHS Foundation Trust	Patients First 13-14	2,500	2,500
NHS Greater Glasgow & Clyde	Patients First 13-14	2,500	2,500
University College London Hospitals NHS Foundation Trust	Patients First 13-14	2,500	2,500
Compton Hospice	Patients First 13-14	2,500	2,500
North Staffordshire Combined Healthcare NHS Trust	Patients First 13-14	2,500	2,500
North Devon Hospice	Patients First 14-15	2,500	2,500
Portsmouth Hospitals NHS Trust	Patients First 14-15	2,500	2,500
Poole Hospital NHS Foundation Trust	Patients First 14-15	2,500	2,500
Parent Action	Patients First 14-15	2,500	2,500
Northern Health and Social Care Trust I	Patients First 14-15	2,500	2,500
Northern Health and Social Care Trust II	Patients First 14-15	2,500	2,500
Marlborough Court Care Home	Patients First 14-15	2,500	2,500
Hywel Dda University Health Board	Patients First 14-15	2,500	2,500
NHS Borders Health Board	Patients First 14-15	2,500	2,500
Grants returned	Patients First prior years	(3,809)	(3,809)
Canterbury Christ Church University	RTS scholarship	975	975
Total Grants		91,102	91,102

Notes to the Accounts

Year ended 31 January 2015

	2015	2014
9. Employees	No	No
Number of employees		
Average number of employees was:	4	4
	4	4
Employment costs	£	£
Wages and Salaries	147,250	141,472
Social security costs	13,953	15,272
Pension Costs	8,925	8,893
Total Costs	170,128	165,637
There were no employees earning over £60,000		
None of the trustees received any remuneration during the year		
10. Auditors remuneration	2015	2014
Audit	3,232	2,508
Other services	-	-
11. Tangible assets		
		Computers & Office equipment
Cost as at 1 February 2014		2,000
Disposals		-
Cost as at 31 January 2015		2,000
Depreciation as at 1 February 2014		1,900
Disposals		-
Depreciation for the year		-
Depreciation as at 31 January 2015		1,900
Net book value as at 31 January 2015		100
12. Investments	2015	2014
Carrying value (market value) 1 February 2014	180,095	180,495
Additions at cost	0	35,955
Disposals at carrying value	(5,122)	(40,391)
Net gain/(loss) on revaluation	16,188	4,036
Market Value 31 January 2015	191,161	180,095
<u>Historical cost of Investments</u>		
Opening value	152,960	156,381
Closing Value	147,955	152,960

Notes to the Accounts

Year ended 31 January 2015

13. Debtors	2015	2014
Other debtors	27,384	6,976
Prepayments & accrued income	-	29,766
	27,384	36,742

14. Creditors	2015	2014
Tax and social security costs	4,125	4,166
Other creditors	11,248	9,189
Accrued charges & deferred income	24,468	15,082
	39,841	28,437

15. Restricted funds	Balance at 1 February 2014	Grants & other Income	Expenditure	Transfers between funds	Balance at 31 January 2015
<u>FoNS Improving Practice Programmes*</u>					
Practice Based Development and Research (General Nursing Council for England and Wales)	81,175	45,000	(63,755)	-	62,420
Patients First (Burdett Trust for Nursing)	160,738	195,386	(175,679)	-	180,445
Creating Caring Cultures	11,037	-	(11,415)	378	-
Compassion in health (Dept. of Health)	-	60,000	(26,235)	-	33,765
ANM&HVR Project Fund	200	-	-	-	200
Richard Tompkins Scholarship	1,698	5,000	(4,831)	-	1,867
	254,848	305,386	(281,915)	378	278,697

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

16. Designated funds	Balance at 1 February 2014	Incoming Funds	Charitable Expenditure	Transfers between funds	Balance at 31 January 2015
Estate of Kathleen Jacques	16,474	-	-	-	16,474

Designated Funds: FoNS received a legacy from the late Kathleen Jaques. After careful consideration, The Board decided that this fund should contribute to new developments such as web-based Centre of Nursing Innovation which would enable greater use of FoNS support, education and resources among nurses and nurse led teams.

Notes to the Accounts

Year ended 31 January 2015

	Restricted Funds £	Designated Funds £	Unrestricted Funds £	Total 2015 £
17. Analysis of net Assets between funds				
Fund balances at 31 January 2015 are represented by:				
Fixed assets	191,261	-	-	191,261
Current assets	90,275	16,474	256,886	363,635
Creditors: amounts falling due within one year	(2,839)	-	(37,002)	(39,841)
	278,697	16,474	219,884	515,055
18. Operating Leases				
On 31 January 2015 the charity was committed to making the following annual payment under a non-cancellable operating leases in the year to 31 January 2016				
Operating leases which expire:				
Within one year			9,169	-
Between two and five years			-	22,008
			9,169	22,008