

The Foundation of Nursing Studies

(A registered charity and private company limited by guarantee)



Trustees' Annual Report and Accounts

For the year ended 31 January 2016

Company Number: 3583949
Registered Charity Number 1071117

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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 2016

The FoNS Board of Trustees present their annual report, including the strategic report and the audited financial statements for the year ended January 2016. The reference and administrative information is set out on page 26 of this report.

Objectives and Activities

The Objects and Aims of the FoNS

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 the previous year (2014 - 15), the Board of Trustees and staff worked together to review the strategic direction of the charity. Using a collaborative and structured approach enabled a refocussing of both the vision and mission statements and agreement of five new strategic ambitions and objectives for 2014-2017. These ambitions and objectives have continued to provide direction for the work of the charity during 2015.

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.

Our Central Commitments

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

- Advancing the nursing profession for the ultimate benefit of 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

FoNS' Approach

Our approach and the way we work is underpinned by a number of key principles including:

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

Delivering Public Benefit

All our activities focus ultimately on advancing nursing for the ultimate purpose of ensuring patient care is the best it can be. Whatever the activity, be it direct as in our 'Improving Practice Programmes' or indirect as in our virtual 'Centre for Nursing Innovation', it involves and reaches nurses in practice with a view to enabling them to deliver care and services that are person-centred, safe and effective. 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.

Strategic Report

Year ended 31st January 2016

Achievements and Performance

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

- **Improving Practice Programmes** which support individual practitioners and teams to focus on improving 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 'virtual' Centre for Nursing Innovation (website), electronic weekly news bulletin and the Developing Practice Improving Care Dissemination Series 'Improvement Insights'. Additionally, FoNS published the International Practice Development Journal (IPDJ)
- **Bespoke Facilitation and Support, Professional Advice, Expertise and Collaboration** 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

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 2015-16, 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

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

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 seventh year, 'Patients First' has supported over 80 initiatives across the UK with the explicit purpose of improving patient care. 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. With support from FoNS and our proven track record of enabling successful innovations and professional development these individuals and teams of practitioners are able to transform care and services.

The programme offers support and facilitation for 12-18 months to clinically based nurse-led teams to help them to develop, implement and evaluate locally focused innovations. Each team is offered a bursary up to £5000 to help support their involvement in the programme and the implementation of their projects. However, year on year, it has been evident that it is the direct support FoNS offers that makes the most significant difference to the outcomes and benefits for the teams and patient care. This support includes:

- The application process: All applicants have the opportunity prior to submission to discuss their ideas and the application process

- 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. Our evaluations have 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

In addition, FoNS has created the opportunity for participants to link their learning on the programme to an optional academic accreditation with Canterbury Christ Church University.

During 2015-16, teams in 11 healthcare organisations (recruited at the end of 2014), were supported to undertake an improving practice project through the Patients First Programme:

- Antrim Area Hospital, Northern Ireland: Development of a falls pathway for patients attending Emergency Department
- Borders General Hospital, Scotland: Person and family centred care in paediatric care in NHS Borders
- Downpatrick, Northern Ireland: Enabling, Advocacy, Empowering – Parent Action
- Harplands Hospital, Stoke on Trent: Developing and introducing a semi structured interview based on the psychotherapeutic principles of motivational interviewing
- Hollywell Hospital, Antrim, Northern Ireland: The development of a more person-centred approach to medication rounds in a psychiatric admission ward for older people (over 65 years)
- Llanelli, Wales: The school nurse's "rucksack" – Developing a pro-active, visible, young person-centred school nursing service
- Marlborough Court Care Home, London: Yoga based interventions for dementia patients in residential care settings
- North Devon Hospice, Devon: The effectiveness of spikenard for the management of terminal agitation and restlessness
- Queen Alexander Hospital, Portsmouth: Improving the patient experience of ambulatory care in the Surgical Assessment Unit
- St Johns Hospice, Lancaster: Food and nutrition support workers programme
- St Marys Maternity Hospital, Dorset: Preparing for life with your baby – from birth to beyond

This well regarded programme achieves key benefits for patient care and the public because of the focus on achieving high quality care and services. The nursing profession, health and social care also benefit from the learning that is widely shared. Each year, several individuals and teams are nominated for and/or win awards for their work. Here are some examples of what participants have told us about the benefit and impact of working with FoNS this year:

"Patient first programme provided a great opportunity for our team and had a significant impact on clinical nurse specialist and the physiotherapist who attended all the study days"

"The impact the programme had on my project was great, provided and shaped direction for the spasticity team allowing us to improve our teaching resources, set up a patient and carer email support forum and shape the pathway on the ward. These changes were shaped by the spasticity team, the ward staff and the patient and users of our service"

"We would highly recommend the programme as many of the practice development tools used in clinical practice can be utilised over and over again and can help engage staff in a process of change. I would encourage anyone to apply"

"It has encouraged further innovation within the team. Numerous other projects initiated"

"The support of a facilitator has helped with developing my confidence in facilitation skills and provided a greater focus on things that went well, rather than those that didn't. The protected 1:1 time provided me with an opportunity for reflective practice. To be able to participate in reflective practice was a

fundamental part of my learning and professional development, particularly during challenging times. During these planned sessions I was supported to seek alternative ways of successfully overcoming barriers and challenges, in addition to keeping focussed on a project plan. As a result, I have endeavoured to build reflective practice in to the working day, despite the challenges faced in today's NHS. The input of an experienced facilitator helped in keeping me motivated and provided me with energy to continue, during demanding times due to a lack of staff and resource within the service. The support available on the end of the phone and via an e-mail was also valued"

"I have gained so much knowledge and skills that will be transferable in all areas of my work"

"I would say it was an excellent opportunity and thank FoNS staff for their kindness and support. The skills I have gained will positively impact in any practice development work and most importantly sustain positive development. If you want to apply you need to have the dedication and support from your project team. FONS are very dedicated to assist in anyway"

At the end of 2015, a further 10 teams were recruited to form Year 7 of the programme. FoNS will work with these teams during 2016-17.

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.

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. Master-classes add additional value to the programme by providing an excellent opportunity to expand knowledge and skills regarding the conduct and use of research and practice development.

The programme gives a wide range of clinically based practitioners the opportunity to explore their practice in systematic ways, and use this evidence to inform the improvement and development of nursing practice. In 2015-16, FoNS continued to support the following projects:

- Cardiff & Vale UHB: Developing the Integrated delivery of family intervention within community mental health teams for people with psychosis: a pilot project
- East Kent Hospitals University NHS Foundation Trust: Implementing and evaluating 'My Healthcare Passport' in practice for people with learning disabilities
- East Kent Hospitals University NHS Foundation Trust: Evaluating and improving a nurse led advice line for rheumatology patients and relevant healthcare professional
- East Sussex Healthcare NHS Trust: The development of evidence based care for emergency neonatal intubation practice
- King's Lynn NHS Foundation Trust: Developing a person-centred respiratory ward 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
- Nottingham University Hospitals NHS Trust: 'Caring Around the Clock' in the emergency department
- Prison Health, Public Health Wales: Exploring the health concerns of adult male convicted prisoners and improving nursing care in the areas identified
- 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 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
- University London College Hospitals NHS Foundation Trust: The STEER project: engaging service users in a nurse led ambulatory teenage and young adult cancer service

Creating Caring Cultures

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

FoNS launched a 2-year pilot programme 'Creating Caring Cultures' in 2012 to explore ways of enabling culture change in practice. This work along with an independent review of our work over 10 years helped us to draw together a range of practical resources to support the promotion of caring cultures across health and social care. With funding from the Department of Health, in 2015 we were delighted to launch the following 'free access' resources:

- 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 resources are aimed at those working in frontline leadership roles across health and social care settings (e.g. ward managers, community team leaders, care home managers). They offer practical help with starting conversations with staff, patients, residents and relatives about culture in the workplace or care setting.

Here is one example of the feedback we have received:

‘Just wanted to say that I have used the animation and many of the downloadable resources that accompany it. The animation and resources are great. I used these as part of a workshop I was delivering to a group of Ward Sisters to facilitate reflection and discussion about what is culture, what we can all do to look at our culture, begin to improve our culture, the impact of poor culture etc. Initial feedback from the workshop was very positive. Having access to the animation and the resources certainly enabled me as a facilitator.’

Maria Loughran, Northern Ireland

The animation and resources have generated significant interest in the work of FoNS, including enquiries from NHS Trusts who would like FoNS to work with them and their staff to explore ways of strengthening more person-centred ways of working and caring workplaces. In 2015, FoNS was commissioned by South Tyneside NHS Foundation Trust to work with 26 team leaders (ward managers and community leaders) from across this integrated trust. The purpose of the Creating Caring Culture Programme is to help nurse-led teams to create healthcare workplaces that are person-centred, conducive to the delivery of high quality care and that provide a supportive place for staff to work.

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. Each year, the scholarship offers:

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

John Lansdell, Practice Development Facilitator, Princess Alice Hospice, Surrey, Richard Tompkins Scholar 2014 completed his scholarship in 2015 and offered the following feedback on his experience of the mentorship offered by a FoNS facilitator:

‘Can I take this opportunity to thank you for all your help and support through the scholarship? I have very much appreciated your style and ability to ‘handle’ my ramblings as I talked things out. Your questioning and critique has been a source of both challenge and support, enabling me to progress elements of the holistic assessment project more successfully than I would have achieved alone. (This includes discussion as to knowing when to put things on hold to ensure collaboration, inclusion and participation are optimised!) I also feel that the nature of the mentoring relationship we developed has facilitated personal growth for me, not least modelling a critical approach to improving practice that enriches person-centred care. The benefits of this have proved invaluable so far and will, I am sure, continue to do so. (Interestingly, [partly] on the back of this, I have just been offered a Nurse Consultant role in the hospice with a view to implementing a new model of care – a project which will rely on everything I have learnt over the past year or so!) Thank you.’

In 2015, the competition for the scholarship was particularly strong and therefore FoNS was decided to match the funding provided by the Tompkins Foundation in order to support an additional award. The two exceptional recipients were:

- Karen Birch is the lead nurse for practice development at Kettering General Hospital and has a clear vision for how she wants to work with others across the trust. She has only been in post a short time but has already established networks and identified funding to enable other team members to attend the practice development school with her
- Giselle Cope is an advanced nurse practitioner at St Andrews in Nottingham which provides low secure mental health care. She is involved in work in the organisation to implement the Positive and Safe guidance and will use the scholarship to move forward with this

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

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

FoNS hosted two very successful International Practice Development Collaborative (IPDC) foundation practice development schools in April and October 2015 at Herstmonceux Castle in East Sussex. A total of 41 participants attended the week long residential schools that 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 enables us to expand further our reach in supporting the improvement of patient care in practice by advancing the skills of nurses to lead and facilitate change. Additionally, the schools contribute to income generation to support ongoing charitable activity. Here are some of the comments participants made 6 months after attending the schools:

‘The biggest success is supporting a ‘failing’ ward to take ownership and be responsible for and to lead changes in practice and its development for themselves.’

‘I’ve grown and increased my confidence and job satisfaction.’

‘A happier and more productive workforce who provide consistency high standards of care.’

The Sue Pembrey Award

This award has been established to celebrate the life of Sue Pembrey (1942-2013) who is probably best known for her theoretical and practical work which was published by the Royal College of Nursing in 1980, *‘The Ward Sister – Key to Nursing: A Study of the Organisation of Individualised Nursing’*. Sue also played a leading role in the Oxford Nursing Development unit at the Radcliffe Infirmary, where opportunities were created for nurses to practice in innovative ways that placed the patient at the centre of care. In 1989, Sue established the Institute of Nursing in Oxford to promote innovation and the rigorous evaluation of practice. She also forged alliances with both universities in Oxford, the RCN and the King’s Fund. Throughout her career she was a mentor to many, encouraging nurses to question with sensitivity and intelligence. She was made a fellow of the RCN in 1979 and appointed OBE in 1990. This new award is supported by the Pembrey Family and the funding is held by Queen Margaret University. The award is administered by FoNS in collaboration with Professor Angie Titchen, University of Ulster, Professor Brendan McCormack, Queen Margaret University, Edinburgh and Professor Steve Ersser, University of Leeds. The award winners were the ‘Compton Hospice Team’ for their work ‘Improving the timeliness of symptom management through enabling healthcare assistants to become second checkers for controlled medication.’ Commenting on the award, Angela Ives, Ward Manager said:

“It was an honour to win the inaugural Sue Pembrey Award on behalf of our staff and patients at Compton Hospice. To be recognised for innovation where we strive to continuously improve our care has been inspiring and motivating for the whole team. Staff that are engaged, empowered and motivated will always give better care.”

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’.

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 7340. Whilst the annual growth has been slower in more recent years we are continuing to see faster growth in contacts through social media, for example on Twitter followers increased by 20%.

The new scheme for Honorary Associates launched in 2014 remains popular and we now have twenty-five 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

Web statistics

We continue to monitor the following website statistics:

- Users – the number of individual visitors to our site in a specific timeframe
- Sessions - the number of visits to the site in a specific timeframe
- New Sessions - the number of first time visits to the site
- Unique Page Views – the 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 1 offers a longer term overview of the web statistics.

Table 1

	2014	Change (2013 to 2014)	2015	Change (2014 to 2015)
Sessions	39,705	+28%	51,907	+31%
Percentage new sessions	64.03	+ 1.2%	66.85	+2.8%
Users	26,691	+29%	36,044	+35%
Unique page views	87,463	+13%	106,572	+22%
Pages/session	3.00	-17%	2.7	-10%
Average time on site	2.32	-9%	2.25	-3%
Bounce rate	52.44%		55.51%	
Total events/downloads	11,950	+52%	17,410	+46%

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 (table 2), we have seen a growth in interest in our blog pages, where along with opinion pieces from the FoNS team, guest blogs highlight topics of interest for contemporary nursing, health and social care practice. Users also are visiting to access information and resources that can support them including the culture changes resources, programme and scholarship pages. This is very pleasing as all are areas we are investing in for the benefit of nurses and patients.

Table 2: Top 8 pages visited 1st Jan 2015 – 31st Dec 2015:

	Total Sessions: 51,907
Homepage	12,169
Journal homepage	3,308
Blogs	3,157
Culture Change Resources	2,112
Patients First Programme	2,076
PD School	2,022
Scholarships	1,629
News	1,225

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) has become a well-established part of FoNS' work. Our ambitions for the growth of the journal are progressing well as highlighted by the web statistics shown in table 3. 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.

During 2015, we have continued to proactively market the journal at events and also via our own weekly electronic newsletter by profiling papers. Alongside the two regular issues a special Issue on person-centredness was published. The issue contained 11 papers written by members of the International Community of Practice for Person-centredness and the issue has been funded by the member organisations.

Table 3

	2011	2012	2013	2014	2015
January		88	73	105	273
February		86	53	191	258
March		89	94	103	411
April		67	116	85	349
May		179	249	300	673
June		92	104	240	337
July	53	61	61	308	285
August	47	48	58	577	356
September	19	59	64	396	809
October	38	61	72	343	505
November	196	134	242	641	676
December	99	38	56	278	343
Total downloads per year	548	1002	1242	3567	5275
Average download per month	78	83	103	190	440

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.

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. We continue to send printed copies free of charge to all nursing and healthcare libraries. All electronic copies remain free access.

Bespoke Facilitation and Support, 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 nursing practice. We are also keen to share our experience and expertise by offering bespoke programmes of support. During 2015, 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
- **Dementia UK**
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**
FoNS has maintained its partnership with Clarity Informatics along with Cumberlege Eden and continues to support the refinement of the ‘Appraisal Toolkit for Nurses’
- **The British Medical Journal (BMJ)**
In 2015, The British Medical Journal joined our ‘Partners Programme’. FoNS will be helping the BMJ strengthen their links with nurses for 12 months, 2015-16

We have also placed greater emphasis on ‘marketing’ FoNS’ skills and expertise in innovation and improvement in order to expand activity and income. As a result, in 2015, we have provided development, education and advisory services to:

- **South Tyneside NHS Foundation Trust**
FoNS has been commissioned to support clinical leadership development and culture change
- **Dementia UK**
FoNS has continued to offer facilitation and mentorship support
- **Department of Health**
FoNS was commissioned to deliver a series of nurse revalidation workshops in across England

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

Financial Review

The full audited accounts for the financial year 2015-16 follow from page 16, which have been prepared in accordance with the Statement of Recommended Practice applicable to charities and in accordance with the Financial Reporting Standard FRS102.

The year ended 31st January 2016 saw a reduction of overall income to the charity from £435,864 (2015) to £367,462, reflecting the level shown in the 2013 and 2014 accounts. The 2015 accounts disclosed an extra grant from the Department of Health that was expensed between years 2015 and 2016. Unrestricted income, however, increased from £130,478 (2015) to £170,197 reflecting the extra work undertaken in an advisory and educational capacity. The charity plans to develop these areas to bring its unique expertise to a wider audience. The charitable expenditure follows this theme with £114,625 being spent in 2016 on sharing knowledge and networking within the nursing profession, up from £72,188. £242,618 was spent on improving practice programmes compared to £281,793 the previous year, but this was mainly due to the fact that the grants payable under the General Nursing Council for England & Wales practice based development and research were paid during the 2015 accounting year.

There was no reduction in overall charitable activity between the years and £30,679 was paid out in 2016 to various professional nursing teams to improve nursing practice. The charity made a small overall surplus of £786 in 2016. A surplus arising from unrestricted funds increased to £46,139 and plans have been drawn up to utilise this in future years to extend the reach and charitable work of the Foundation. Restricted funds saw an overall outflow of funds, principally from the completion of the project on 'compassion in health' with the Department of Health.

The charity's balance sheet saw a strengthening of its position with a greater proportion of its total funds (£515,841) as unrestricted funds.

Reserves Policy

Total reserves at the year end amounts to £515,841, being £233,344 restricted fund, £16,474 designated funds and £266,023 unrestricted funds. Details of the restricted and designated funds are given in note 15 and 16 respectively.

To date, it has been policy to maintain sufficient reserves at any one time to cover the projected running costs of the charity for the following 6 months. The Unrestricted Funds (including Designated Funds), which in the case of the Foundation equate to the 'free reserves' of the charity, amounted to £282,497 (2015: £236,358). These adequately meet this criterion and represent over 9 months of total expenditure. The statement of cash flows shows that there was small inflow of cash reserves during the year. The trustees are happy with the level of reserves and consequently regard the charity as a going concern.

Investment powers and policy

The trustees seek to balance the liquidity requirements of the charity with their duty to ensure a suitable rate of return and income to the charity to develop its work for the public benefit. The trustees also take the level of unrestricted funds into account when deciding on the ratio between investments and funds deposited in fixed interest bonds and deposit 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. With this in mind, the trustees invited the current investment managers to meet with them to discuss the portfolio and compared their plans with other managers in the market. This has led to some rebalancing of the portfolio. The managers provide quarterly reports and attend at least one board meeting per year.

Following the 2016 accounting year end, the trustees have spread some of the liquid assets between institutions as a precautionary measure and in an attempt to maximise income during a period when deposit rates are very depressed.

Principal Risks and Uncertainties

Over recent years FoNS has become more successful with generating unrestricted income, activities such as a Practice Development School and commissioned work have contributed to this. However, with increased pressure on resources across health and social care, the availability of funds to support development opportunities for nurses may be affected. It will be important for FoNS to continue to demonstrate the value for money our programmes and support offer to maintain the uptake of school places and commissioned programme.

A second area of uncertainty for the future related to our partnership with the GNCEWT which will conclude at the end of 2016. The long term relationship has supported our Practice Based Development and Research Programme over 10 years. FoNS will be exploring the ongoing need for a programme of this kind and seeking new relationships for future activity.

Plans for the Future

Next year 2016 represents the third year of our current strategic plan 2014-17. As the year progresses we will be renewing our progresses and talking with stakeholders about the needs nurses and nurse-led team across health and social care.

Over the next year, we are particularly keen to spread more widely our expertise in culture change. We also intend to work more proactively to reach out to nurses and the teams they lead across the social care sector. This is an area where nurses can often be more isolated and may feel unsupported and there is an important role FoNS could play in offering support and development both through direct programme of work and by increasing awareness of the freely available information and resources we offer for improving nursing care.

Governance, Structure and Organisation

Governing Documents

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

Organisational Structure

The Board of Trustees meet quarterly to administer the charity. In addition, an investment sub-committee have met twice in the year and a remuneration committee meets annually to review staff remuneration. The Chief Executive Officer (CEO) was appointed by the Trustees to 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 interest 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. 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.

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 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 2015, our partnership with Clarity Informatics has continued to flourish. We were also pleased to agree a new partnership with the British Medical Journal (BMJ). This new relationship will help the BMJ strengthen its links with nurses along with spread more widely the resources that can be accessed from their web-based learning platform.

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 in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

Haines Watts were appointed auditors during the year and a resolution proposing that they be reappointed for the following year approved. This was in line with the trustees' annual review of audit and professional services. Thanks are conveyed to their predecessors, H W Fisher & Company, for the work and professional advice provided over several years.

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

Signed:..... Date: 11th October 2016

Professor Charles A Butterworth
Chairman/Trustee & Company Director

INDEPENDENT AUDITORS' REPORT

To the Members of the Foundation of Nursing Studies

We have audited the financial statements of Foundation of Nursing Studies for the year ended 31 January 2016 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. 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 FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). These 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 financial statements sufficient to give reasonable assurance that the financial statements 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 financial statements. In addition, we read all the financial and non-financial information in the Trustees Report and financial statements to identify material inconsistencies with the audited financial statements. 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 charitable company's affairs as at 31 January 2016, and of its income, expenditure and surplus 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 Strategic Report and Trustees' Report for the financial year for which the financial statements 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 financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of senior executive 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: **October 2016**

Susan Plumb ACA (Senior Statutory Auditor)

for and on behalf of Haines Watts

Chartered Accountants

Statutory Auditors

Old Station House, Station Approach

Newport Street, Swindon, SN1 3DU

Statement of Financial Activities (incorporating an Income Statement)

Year ended 31 January 2016

	Notes	Unrestricted Funds	Restricted Funds	Total 2016	Total 2015 (note 19)
		£	£	£	£
Income					
Donations & legacies	2	70,020	-	70,020	55,001
Income from charitable activities	3	82,169	197,265	279,434	363,312
Income from other trading activities	4	10,014	-	10,014	10,136
Investment income	5	7,994	-	7,994	7,415
Total income		170,197	197,265	367,462	435,864
Expenditure					
Costs of raising funds:					
Costs of generating activity income		159	-	159	1,325
Investment management costs		1,209	-	1,209	1,508
Expenditure on charitable activities					
Improving Practice Programmes	6&7	-	242,618	242,618	281,793
Sharing Knowledge and Networking	6&7	114,625	-	114,625	72,188
Total expenditure		115,993	242,618	358,611	356,814
Net income/(expenditure) before gains and losses on investments		54,204	(45,353)	8,851	79,050
Transfers between funds		-	-	-	-
Net (loss)/gain on investments	12	(8,065)	-	(8,065)	15,681
Net movement in funds		46,139	(45,353)	786	94,731
Reconciliation of funds:					
Fund balances at 1 February		236,358	278,697	515,055	420,324
Fund balances carried forward at 31st January		282,497	233,344	515,841	515,055

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 2016

	2016 £	2015 £
Total income	367,462	435,864
Less: Total expenditure from income funds	358,611	356,814
Net income/(expenditure) for the year	8,851	79,050

The summary income and expenditure account is derived from the statement of financial activities on page 16, together with the notes on 19 to 25, 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 2016

	2016 £	2015 £
Net income/(expenditure) for the year	3,534	79,050
Less: Realised (loss)/ gains on disposal of investments	(5,317)	(507)
Less: Unrealised (loss)/gains on investment assets held by income funds, after costs	(2,748)	16,188
Net movement in funds for year (page 16)	786	94,731

Statement of Cash Flows

Year ended 31 January 2016

	2016 £	2015 £
Cash flows from operating activities:		
Note: Reconciliation of net movement in funds to net cash flow from operating activities		
Net movement in funds (page 16)	786	94,731
Add: depreciation	-	-
Deduct: interest & dividend income in investing activities	(7,994)	(7,415)
Add: Loss on disposal of investments	5,317	507
Deduct gain/ add loss on revaluation of investments	2,748	(16,188)
Decrease/ (increase) in debtors	(7,681)	9,358
Increase/ (decrease) in creditors	17,404	11,404
Cash used in operating activities	A	10,580
Cash flows from investing activities:		
Income from interest & dividends	7,994	7,415
Sales of investment assets	47,771	4,615
Purchase of investment assets	(56,397)	-
Cash provided by/ (used in) investing activities	B	(632)
Cash flows from financing activities	C	-
Increase/(Decrease) in cash and cash equivalents in the year (A+B+C)	9,948	104,427
Total cash and cash equivalents at the beginning of the year	336,251	231,824
Total cash and cash equivalents at the end of the year (page 18)	346,199	336,251

Balance Sheet (Statement of Financial Position)

Year ended 31 January 2016

	Notes	2016 £	2016 £	2015 £
Fixed assets				
Tangible Assets	11	100		100
Investments	12	191,722		191,161
Total fixed assets			191,822	191,261
Current assets				
Debtors	13	35,065		27,384
Cash at bank		346,199		336,251
Total current assets		381,264		363,635
Liabilities				
Creditors: Amounts falling due within one year	14	57,245		39,841
Total current liabilities		57,245		39,841
Net current assets			324,019	323,794
Total assets less current liabilities (net assets)				
			515,841	515,055
Funds				
Restricted income funds	15		233,344	278,697
Unrestricted income funds			266,023	219,884
Designated Income Funds	16		16,474	16,474
Total funds			515,841	515,055

The accounts were approved by the Board of Trustees on 11th October 2016 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 2016

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.

Reconciliation with previous Generally Accepted Accounting Practice

- In preparing the financial statements, the trustees have considered whether in applying the accounting policies required by FRS102 and the Charities SORP FRS102, the restatement of comparative items was required.
- At the date of transition in applying the requirement to recognise liabilities arising from employee benefits, no liability was recognised for short-term compensated absence arising from employee entitlement of the charity to annual leave because it was regarded as immaterial to the accounts. A calculation of the value of accrued annual leave was calculated at 31st January 2016 and this amounted to £4,225. No other restatements or changes to accounting policy have been required to comply with FRS102.

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 2016

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 at a later date or brought back into unrestricted funds.
- Restricted funds represent grants received which are allocated by the donor to fund projects with a specific purpose(s).

Operating leases

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

Tangible fixed assets

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

Investment valuation

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

Debtors & prepayments

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

Cash at bank and in hand

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

Creditors and provisions

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

Pensions

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

Notes to the Accounts

Year ended 31 January 2016

	Unrestricted Funds £	Restricted Funds £	Total 2016 £	Total 2015 £
2. Income from donations & legacies				
Tompkins Foundation	25,000	-	25,000	25,000
Clarity Informatics	35,000	-	35,000	30,000
British Medical Journal	10,000	-	10,000	-
Other	20	-	20	1
	70,020	-	70,020	55,001
3. Income from charitable activities				
Grant income:				
Burdett Trust for Nursing	-	192,265	192,265	195,386
Richard Tompkins Nurse Development Scholarship	-	5,000	5,000	5,000
Department of Health	-	-	-	60,000
General Nursing Council for England and Wales	-	-	-	45,000
IPDJ members' contributions	13,250	-	13,250	9,500
	13,250	197,265	210,515	314,886
Grants & members' contributions	13,250	197,265	210,515	314,886
IPDC professional development schools	48,545	-	48,545	1,500
Associate subscriptions	1,360	-	1,360	2,920
Other workshops & development consultancy	19,014	-	19,014	44,006
	82,169	197,265	279,434	363,312
4. Income from other trading activities				
Partners' sponsorship fees	10,000	-	10,000	10,000
3 rd Party Commissions & market research fees	14	-	14	136
	10,014	-	10,014	10,136
5. Investment income				
Dividends received	7,268	-	7,268	6,914
Bank interest	726	-	726	501
	7,994	-	7,994	7,415
6. Analysis of expenditure on charitable activities				
	Activities undertaken directly	Grant Funding Activities (note 8)	Total 2016	Total 2015
Activities				
- FoNS Improving Practice Programmes	211,939	30,679	242,618	281,793
- Sharing knowledge and networking	114,625	-	114,625	72,188
	326,564	30,679	357,243	353,981

Notes to the Accounts

Year ended 31 January 2016

7. Analysis of activities, support & governance costs

	Improving practice programmes	Sharing knowledge & networking	Total 2016	Total 2015
Direct cost of activities	211,939	78,976	290,915	233,493
Grants awarded (note 8)	30,679	-	30,679	91,102
Charitable support costs	-	29,354	29,354	23,874
Governance costs	-	6,295	6,295	5,512
	242,618	114,625	357,243	353,981

8. Charitable Activities

Analysis of Grants Awarded through FoNS' Improving Practice Programmes:

		Grants	Total
University Hospital Coventry & Warwickshire NHS Trust	Patients First 13-14	2,500	2,500
Dorothy House Foundation Ltd	Patients First 13-14	1,848	1,848
St John's Hospice	Patients First 14-15	2,500	2,500
Parent Action	Patients First 14-15	2,500	2,500
Northern Health & Social Care Trust (2 grants)	Patients First 14-15	5,000	5,000
Portsmouth Hospitals NHS Trust	Patients First 14-15	2,500	2,500
North Staffordshire Combined Healthcare	Patients First 14-15	2,500	2,500
Marlborough Court Care Home	Patients First 14-15	2,500	2,500
North Devon Hospice	Patients First 14-15	2,500	2,500
Poole NHS Hospital Trust	Patients First 14-15	2,500	2,500
North Hertfordshire Hospice Care Association	Patients First 15-16	2,500	2,500
Bluebell Wood Children's Hospice	Patients First 15-16	2,500	2,500
Stockport NHS Foundation Trust	Patients First 15-16	2,500	2,500
Northern Health & Social Care Trust (2 grants)	Patients First 15-16	4,000	4,000
Hywel Dda NHS Trust	Patients First 15-16	2,500	2,500
Grants returned	Patients First prior years	(10,169)	(10,169)
Total Grants		30,679	30,679

Notes to the Accounts

Year ended 31 January 2016

	2016 No	2015 No
9. Employees		
Number of employees: average number of employees was		
Engaged in direct charitable work	3	3
Administrative support	1	1
	4	4
Employment costs	£	£
Wages and Salaries	164,653	147,250
Social security costs	15,675	13,953
Pension Costs	11,330	8,925
Total Costs	191,658	170,128
<p>One employee earned over £60,000 and within the band £60-£70,000 (2015 – nil). This employee is considered to be the senior executive team to the charity. None of the trustees received any remuneration during the year Trustees were reimbursed £606 (2015 - £500) in travel expenses.</p>		
10. Auditors remuneration	2016	2015
Audit	3,372	3,232
Other services provided by auditor	-	-
11. Tangible assets		
		Computers & Office equipment
Cost as at 1 February 2015		2,000
Disposals		-
Cost as at 31 January 2016		2,000
Depreciation as at 1 February 2015		1,900
Disposals		-
Depreciation for the year		-
Depreciation as at 31 January 2016		1,900
Net book value as at 31 January 2016 (&2015)		100
12. Investments	2016	2015
Carrying value (market value) 1 February	191,161	180,095
Additions at cost	56,397	-
Disposals at carrying value	(53,088)	(5,122)
Net (loss)/gain on revaluation at 31 January	(2,748)	16,188
Market Value 31 January 2016	191,722	191,161
Historical cost of Investments		
Opening value at 1 st February	147,955	152,960
Closing Value at 31 st January	153,389	147,955
Gains/(losses) in year:		
Unrealised (losses)/gains on revaluation of investments to market value	(2,748)	(507)
Realised (losses)/gains on disposal of investments during the year	(5,317)	16,188
Overall gains/(losses) for year	(8,065)	15,681

Notes to the Accounts

Year ended 31 January 2016

13. Debtors	2016	2015
Other debtors	21,135	27,384
Prepayments & accrued income	13,930	-
	35,065	27,384

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

14. Creditors	2016	2015
Tax and social security costs	5,039	4,125
Other creditors	19,614	11,248
Accrued charges & deferred income	32,592	24,468
	57,245	39,841

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

15. Restricted funds	Balance at 1 February 2015	Grants & other Income	Expenditure	Transfers between funds	Balance at 31 January 2016
<u>FoNS Improving Practice Programmes*</u>					
Practice Based Development and Research (General Nursing Council for England and Wales)	62,420	-	(35,653)	-	26,767
Patients First (Burdett Trust for Nursing)	180,445	192,265	(167,007)	-	205,703
Compassion in health (Dept. of Health)	33,765	-	(33,765)	-	-
ANM&HVR Project Fund	200	-	-	-	200
Richard Tompkins Scholarship	1,867	5,000	(6,193)	-	674
	278,697	197,265	(242,618)	-	233,344

*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 2015	Incoming Funds	Charitable Expenditure	Transfers between funds	Balance at 31 January 2016
1) Estate of K. Jacques	16,474	-	-	-	16,474
2) IPDJ contributions	-	13,250	13,250	-	-
	16,474	13,250	13,250	-	16,474

Designated Funds:

- 1) FoNS received a legacy from the late Kathleen Jacques. 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.
- 2) Contributions are received for the production of the International Professional Development Journal and these and the associated costs are shown separately in a designated fund.

Notes to the Accounts

Year ended 31 January 2016

	Restricted Funds £	Designated Funds £	Unrestricted Funds £	Total 2016 £
17. Analysis of net Assets between funds				
Fund balances at 31 January 2016 are represented by:				
Fixed assets	-	-	191,822	191,822
Current assets	235,268	16,474	129,522	381,264
Creditors: amounts falling due within one year	(1,924)	-	(55,321)	(57,245)
	233,344	16,474	266,023	515,841
18. Operating Leases				
The charity had total commitments under non-cancellable operating leases as detailed below:				
Operating leases which expire:				
Within one year			-	9,169
Between two and five years			69,020	-
			69,020	9,169
19. Analysis of restricted & unrestricted funds in comparative year (2015)				
	Notes	Unrestricted Funds £	Restricted Funds £	Total 2015 £
Income				
Donations & legacies	2	55,001	-	55,001
Income from charitable activities	3	57,926	305,386	363,312
Income from other trading activities	4	10,136		10,136
Investment income	5	7,415		7,415
Total income		130,478	305,386	435,864
Expenditure				
Costs of raising funds:				
Costs of generating activity income		1,325	-	1,325
Investment management costs		1,508	-	1,508
Expenditure on charitable activities				
Improving Practice Programmes	6&7	-	281,793	281,793
Sharing Knowledge and Networking	6&7	72,188	-	72,188
Total expenditure		75,021	281,793	356,814
Net income/(expenditure) before gains and losses on investments				
Transfers between funds		(378)	378	-
Net (loss)/gain on investments	12	15,681	-	15,681
Net movement in funds		70,882	23,849	94,731
Reconciliation of funds:				
Fund balances at 1 February		165,476	254,848	420,324
Fund balances carried forward at 31st January 2015		236,358	278,697	515,055

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.

Reference and Administrative Information

Charity Number: 1071117

Company Number: 3583949

Charity Address

11-13 Cavendish Square, London W1G 0AN

Trustees

Dr Lisa Bayliss-Pratt DClinP MSc, RN

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) BA (Hons), ACMA, CGMA

Mrs Philomena Corrigan MSc, BSc (Hons) Dip. N, RN

Mr J Peter Gadd BSc (Hons)

Mr Anthony Impey BA (Hons)

Mr Jonny Landau LLB (Hons), LLM (appointed June2916)

Dr Ann McMahon PhD MSc BSc PGDiploma CMS, RMN RGN

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

Chief Executive Officer & Company Secretary

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

Main Bank Account

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

Investment Managers

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

Auditors

Haines Watts, Chartered Accountants, Old Station House, Station Approach, Newport Street, Swindon, SN13DU

Acknowledgment of Our Supporters and Partners

FoNS Board of Trustees wishes to offer very grateful thanks to all our supporters in 2015-16:

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- The General Nursing Council for England and Wales Trust
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- The British Medical Journal