



The Association for Perioperative Practice

**The Association
for
Perioperative Practice**

**Trustees' Annual Report and Consolidated
Financial Statements**
(Directors' Report and Financial Statements)

Year ended 31 March 2021

Company Registration No. 6035633

Charity Registration No. 1118444

The Association for Perioperative Practice

(Company limited by guarantee and a registered charity)

Our Vision, Mission and Values

Our **Vision** outlines the scale of our ambition and sets out what we want to be:

Leading Perioperative Excellence

Our **Mission** is:

To improve patient care through constantly developing and promoting the leading standards for perioperative practice and practitioners.

Our **Values** and principles are the guiding light of our organisation. They are:

- We put public benefit first
- We put our members at the heart of what we do
- We disseminate learning
- We act with integrity
- We are a business-like organisation
- We are a people-focused organisation
- We are a quality organisation

We achieve our **Vision** and **Values** by:

- The excellence of our professional advice to members
- The excellence of our education resources
- The high level of influence we exert
- Determining standards and promoting best practice
- Facilitating education and practice development
- Providing a forum for partnerships with industry
- Shaping healthcare policy

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PRESIDENT'S MESSAGE

JOHN DADE

AfPP is a membership organisation and 'exists to advance health by improving patient care in perioperative practice'. Our vision is to lead perioperative excellence. We endeavour to achieve this by determining standards and promoting best practice, facilitating education and practice development, providing professional support services, providing a forum for partnership with industry and shaping healthcare policy.

As an organisation we represent a diverse range of perioperative personnel including students, registered and unregistered staff in the National Health Services across the four nations and within the independent sector. This includes health care assistants, nursing associates, assistant theatre practitioners, registered nurses, registered operating department practitioners, surgical first assistants and surgical care practitioners. The range of roles within the perioperative environment is ever evolving and AfPP remains inclusive of all, offering professional advice, clinical education, and management support through our membership services.

The board of trustees represent the members and sets the strategic direction and objectives of the organisation to reflect the needs of members and to promote safe high-quality patient care. Some progress has been made against those strategic objectives, which continue to be reviewed as part of our Board meetings. Our high-level objectives are:

- Improve visibility
- Strengthen financial resource
- Enhance/develop our educational offering
- Develop new services and benefits
- Grow membership (increase market share)

The board is a dynamic entity and evolves as trustees complete their tenure. When at full capacity the board consists of six elected trustees (elected from the membership by the membership) and four non-elected trustees (who are invited to join the board to contribute their expertise). The board is led by the president who holds a two-year tenure. At the end of this tenure the President-elect takes on the role of president for the next two years.

I took on the role of President in January this year and will be supported by a President-elect in January 2022. Currently we have one vacancy for an elected trustee and one non-elected trustee. The current board is represented by Operating Department Practitioners (ODPs) and nurses from academia and clinical practice. We also have representation from experts in the field of finance, infection control, medical devices, and clinical management.

It is hoped, the updated Standards and Recommendations of Safe Perioperative Practice will be available both in hard copy and digital formats by late summer. At around the same time we will see the launch of our new website, so two things to very much look forward to.

AfPP continues to act as chair for the Perioperative Care Collaborative, however, this will be reviewed at the end of year when the current chair, past AfPP President Adrian Jones retires. Two of our non-elected trustees, Ros Moore and Lisa Tierney have agreed to represent AfPP on this important group.

Throughout the past year we have continued to engage and participate with advisory panels such as Centre for Perioperative Care, Safe Anaesthesia Liaison Group, Anaesthesia Related Professional Committee, Decontamination Professional Expert Communication Forum and the National Emergency Laparotomy Audit

Clinical Research Group. Work towards patient group directives and ODP utilisation does continue, and the next stage will be public consultation. I encourage everyone to contribute to this vital stage of the process.

Our global links remain strong with me representing AfPP on the board of the International Federation of Perioperative Nurses. Email conversations with board members has been helpful when comparing topics such as post registration education for perioperative nurses. I look forward to working with Mona Guckian Fisher, in her role as President of the IFPN and President-elect Patrick Voight.

During my first six months as President, we have seen a few changes amongst our headquarters staff. I would like to acknowledge all their adaptability and hard work under the direction of our CEO Dawn Stott, during a challenging fourteen months. It is also important to remember the contribution made by our volunteers, including Regional and SIG Leads, Link Members, and the Board. Many have juggled their demanding clinical commitments with their AfPP roles.

As I write, the gradual lifting of restrictions continues. This means, that staff at headquarters, are slowly returning to our building in Harrogate. It also means that we can start to look forward, in hope, to some 'in-person' events and activities. I already have some hospital visits scheduled, meeting our members and anticipate more being planned.

Lastly, but by no means least, to our membership. This has no doubt been the hardest year in your careers. Despite this, you have engaged with AfPP in areas such as our Professional Advisory Service, Webinars and social media platforms. AfPP is all about you and without you we could not exist.

Thank you.

CHIEF EXECUTIVE OFFICER'S MESSAGE

DAWN STOTT

I know for everyone this has been a very challenging year. Covid hit the country hard and whilst we have seen some membership losses because of the situation, our numbers have stayed fairly static as we start our transition out of the pandemic. Our commercial income streams have been hit the hardest as we have not been able to support hospitals with audit and accreditation. Our end of year results reflect the drop in commercial income.

In 2020 we took the decision to buy some simulated learning kit to run surgical skills workshops. The workshops are designed to support junior doctors, but our intention is to develop educational opportunities for the wider surgical team. Unfortunately, delivery of these workshops has been limited due to the current situation. We are, however, seeing this service improve as we start the transition out of lockdown.

We continued to work hard with student engagement and continue to see growth in this area. We continued to support the universities by attending their fresher week, albeit virtually. We were, however, able to talk to the ODP students starting out on their perioperative career. It is always a pleasure to tell up and coming new students about our amazing organisation and provide them with a membership package that can support them through their studies and beyond. We have also introduced an Instagram page, and this has proven very popular with our student networks.

Zoom and Teams have become our go to platforms for meetings and we have managed to continue our collaborative approach to working with industry and professional partners. We have continued our partnership with the 'OneTogether' programme and new initiatives have been agreed and environmental resources are being developed.

A collaborative approach to our work has continued throughout the year and, with the help of industry partners we have developed several posters to support evidence-based practice. Working with Becton Dickinson, we have held Surgical First Assistant focus groups to understand better how we can support this group of practitioners with education. We have also chaired a short life working group where we discussed the prevention and management of surgical fires, education around the topic and raising awareness to a wider audience. We have been part of the AHP Health Inequalities Advisory Group and the HCPC Inequalities Forum. Our partnership with the RCS Edinburgh, Faculty of Perioperative Care continues.

We have been unable to hold any in-person study days this year but have made some excellent progress with the launch of our Webinar programmes. We were supported by Closer Still Media and then took the decision to invest in our own platform. Initially, in support of members working through the pandemic, we offered our webinars free of charge. We saw an encouraging uptake of practitioners wanting to join the virtual learning environment and covered topics such as:

- Bullying
- Whistle blowing
- Speaking up within the workplace
- Care, accountability, resilience, openness and learning

Webinars have been one area that has impacted positively on the organisation and something we will continue with as we move out of lockdown. We launched a number of surveys around 'caring for those who care' and the results from these surveys provided the intelligence to develop education to support members and the wider perioperative team.

We are also often invited to attend partner events around safety in the perioperative environment, either as an exhibitor or to speak (sometimes both), and this is always a privilege and a great opportunity to raise the profile of the organisation and to be seen as the leaders in perioperative care and excellence. Last year we ventured into the virtual world, working in collaboration with the RCS England and Closer Still Media to deliver the Future Surgery Conference. It was a privilege to be part of the round table discussions around restarting elective surgery.

We were unable to hold our in-person flagship event in 2020 and took the decision to postpone until 2021. This was of course a great disappointment. The decision to take our 2021 flagship event onto a virtual platform was not an easy one but I know that we will still engage with great speakers and deliver some excellent education for perioperative practitioners.

Our Journal continues to be managed and produced by Sage Publications and the relationship has grown over time. Last year we took the decision to change back to Open Box to source our advertising and this has proven to be a good move with our advertising income staying steady through lock down.

Our Innovation People and Practice (IPP) magazine is proving very popular with members and offers an holistic approach for our members. This standalone supplement continues to deliver on product innovation, articles on best practice and spotlights on many different elements of the perioperative environment.

We also launched a new publication titled 'Sharing Knowledge in the Perioperative Environment'. It was a revamp of our 'Supporting Students in Practice', and we have suggested that it is the go-to book for students, their mentors and newly qualified perioperative practitioners. It aims to provide practical information and advice for all pre-registration student perioperative practitioners, newly qualified and non-registered practitioners. Work also commenced on updating our 'Standards and Recommendations for Safe Perioperative Practice'. We are developing an online platform for this publication alongside a paper version.

We have engaged on a virtual level with our volunteer networks and reviewed our Link Member offering to ensure we have an elite team of professionals working towards membership acquisition and ultimately patient safety.

Covid gave us the opportunity to provide additional support to our members and we developed a Covid section on our website where we provided collateral for members to download. Some of the information was also made available to non-members. We have also introduced a new membership benefit providing access to the 'TogetherAll' platform. This is a safe community to support an individual's mental health. There are tools and educational opportunities on the site to provide help to our members. We know it has been a difficult time for many healthcare workers and we have done our best to provide a cross section of support.

As CEO, my role is to support the Trustees in improving the standards of care and patient safety within the perioperative arena and that can mean supporting members who are campaigning for change. This year has meant that the Board have not been able to meet face-to-face, but we have continued to keep communication channels open via online platforms.

I cannot finish without mentioning all healthcare practitioners working on the front-line and thank them for their hard work and dedication in keeping us safe. The outbreak of Covid 19 strengthened my determination in my approach to the operational leadership of our organisation and supporting the Trustees with the strategic vision and aims of AfPP. I could not do any of this without the support of the dedicated and skilled HQ team, for which I thank them. They have dealt extremely well with remote working, uncertainty and change. We have worked hard to maintain good working relationships from afar, which has not always been easy, but we have done a great job of adapting to new ways of working.

YOUR BOARD OF DIRECTORS/TRUSTEES AND ADVISORS TO THE BOARD

John Dade: President/Trustee and Director of AfPP Limited

John qualified as an Operating Department Assistant in 1983 based then in Norwich and worked at a few hospitals around the UK before taking up his current role in 2004 as a lecturer in Operating Department Practice at the University of Leicester. He still worked clinically until 2009 however, since then, he regularly spends time in theatres to keep up to date with current practice and developments. He feels it imperative in his role to maintain one's clinical credibility.

John joined the then NATN in 1998 and has been the University's AfPP Link Member for several years. He has been a member of the AfPP Governance Committee since 2014 and was elected as a Trustee in November 2017 and President in January 2021.

John currently represents AfPP at the Royal College of Anaesthetists, the 'ODP Project' at Health Education England and was involved alongside Dezita Taylor-Robinson in updating the 2021 HCPC ODP Standards of Proficiency

Nick Baker: Trustee

Nick came from a former military background, changing careers in 1993. His Operating Theatre career has spanned 26 years so far. Starting as a Support worker in the CSSD department, Nick moved on to become a Theatre Support Worker before undertaking his training to become an ODP in Birmingham.

Nick has since gained an invaluable amount of experience working in various centres around the country including the Queen Elizabeth Hospital Birmingham and Addenbrookes in Cambridge.

Since moving to Scotland in 2013, Nick works in an Anaesthetic Role within NHS Tayside.

Nick is still dedicated and passionate about his profession and the wider perioperative roles, seeking to champion them at any opportunity.

In addition to his clinical role Nick has a keen interest and experience in training and education, spending some of his career as part of the Theatre Practice Education Team at one of his hospitals. Nick's experience also extended to being a guest lecturer and assessor as part of the ODP programme at Birmingham City University. He has also worked with Clinicians to create and run Scenario Training Programmes within his department, serving both education and audit requirements.

Nick has worked at Band 6 level in a number of Trusts, taking on team leader roles in a variety of specialities. Clinically, Nick enjoys the challenges of working within the CEPOD and Trauma areas of Theatres.

Starting out as a member of the AfPP, Nick became a Link Member before joining his Regional Team in Scotland. A Year or so later Nick then became the Regional Lead in early 2019.

The following year Nick was elected to the Board of Trustees. In September of 2020, Nick became the new Trustee for Scotland as part of the Board of Trustees. As well as becoming the AfPP Representative within CPOC (Centre for PeriOperative Care).

Ruth Collins: Trustee and Director of AfPP Limited

Ruth is currently a Nurse Development Lead with responsibility for co-ordinating education and training, practice development, clinical workforce and governance. Whilst she is an adult trained nurse, this role is within a paediatric setting and therefore she is responsible for almost 500 nurses. Her role extends to the perioperative environment. Ruth is a theatre nurse by background with over 20 years' experience within the perioperative environment and continues to undertake a clinical shift each week.

Ruth's main areas of interest are education, governance, infection prevention and control, person-centered care and patient and staff experience. She is an advocate for patient and staff safety and the development of safe, caring and confident practitioners within the perioperative environment and is passionate regarding the development of safe cultures and inclusivity regarding all roles within the perioperative setting. Her areas of expertise include the above and clinically, orthopaedics, general surgery, vascular, plastics, neuro and ophthalmology.

Ruth has been a member of NATN and subsequently AfPP, since 2005 and was originally a member of the Brunel Branch. She was involved in the Northern Ireland branch with responsibility for membership and then became the Regional Lead for Northern Ireland. She now supports the Lead as part of the team in Northern Ireland.

Ruth has represented AfPP in relation to OneTogether, HIS and NAP6 and provides consultancy support to the Association. Ruth currently sits on the Governance Committee and considers it a privilege to contribute in this way.

Julia Spencer: Trustee

Julia qualified as an Operating Department Practitioner (ODP) in 2001 with an NVQ3 in ODP. Since qualifying, Julia has gained invaluable experience across almost all ODP specialities, working in both permanent and agency roles within the NHS and private sector. Julia has completed various Royal College of Surgeons courses including a PG Cert in surgery, Basic Surgical Skills and Non-Technical Skills for Surgeons.

In 2015, Julia began working within resuscitation. She held positions as a Resuscitation Lead, Resuscitation Officer in the NHS and private sector, as a Resuscitation Council (UK) instructor.

Julia is currently a senior lecturer in Operating Department Practice at the University of Huddersfield. Alongside this role, she holds an honorary contract with York Teaching Hospital as an MSc in Advanced Clinical Practice in breast surgery and oncoplastics which will directly benefit her ODP students and, is studying for a PhD in Applied Health Sciences through the University of Huddersfield.

Julia's most important role is being Mum to her four children, Molly (13), Alfie (12), Meggy (10) and Joe (9). Julia is a keen runner and previously trained for the London Landmarks Half Marathon, which she ran for breast cancer care in May 2021.

Julia has been an AfPP Trustee since 2021.

Oliver Tierney: Trustee

Oliver started with the in NHS 1999 at the Liverpool Royal Hospital, qualifying as an Operating Department Practitioner in 2008. Post qualification, he worked at the Liverpool Heart and Chest before moving to The Walton Centre in 2013. Oliver became a Band 6 Clinical Skills Facilitator in 2015 and then a Band 7 Practice Education Facilitator in 2017.

Throughout his career Oliver has always had a passion for education and he won The Walton Centre "Best Contribution to Education" Award in 2016. Recently, Oliver has become an accredited Applied Human Factors Trainer and qualified Workplace Mediator.

He has been an AfPP Trustee since 2021.

Ros Moore: Non-elected Trustee

Ros commenced her nursing career in 1981. She held posts in clinical medicine, paediatrics and surgery before taking up senior teaching and management posts in nurse education.

She returned to service as a professional development manager and then assistant director in an acute trust. After that she went to NHS Direct as Lead Nurse, helping to establish the service nationally. She then went on to become Professional Officer in the office of the CNO (England) where she led on a range of issues, including acute care, research and Modernising Nursing Careers.

She then became the first Director of Nursing, NHS Connecting for Health, a strategic role that saw her working closely with the Department of Health, Health Authorities and professional organisations to deliver the e-health agenda in England and to provide executive level leadership on nursing, midwifery and AHP issues inside and outside the organisation.

In January 2010 she was appointed to the post of Chief Nursing Officer for Scotland and Lead Director for HAI, Professional Regulation Care Support and Rights and all Policy pertaining to nursing, midwifery and the allied health professions. She stepped down from this post in December 2015 for family reasons and worked with Parish Nursing Ministries UK as its CEO, she then became Special Advisor to the CEO and stepped down from the role in March 2021. During her time with Parish Nursing Ministries, she worked to spread and sustain the movement across the UK.

She is also serving as a non-executive director at Barnsley NHS Foundation Trust and a lecturer with the Open University. She brings a wealth of strategic and policy experience to her position with the AfPP. Ros was awarded Dr (Hons) by Leeds Beckett University in June 2015 for Services to the Profession.

Kat Topley: Non-elected Trustee

Kat Topley, MSc, Advanced Health Care Practice, Dip (Infection Control), Cert Ed, RGN, has many years' experience in healthcare. Specialising in infection prevention and control since 1995, Kat has held a range of clinical and senior positions within the NHS (Oxford University Trust) and independent sector (BUPA, Spire, BMI), also as a regional co-ordinator for the 2006-point prevalence survey in England.

Kat is a qualified lecturer with experience in curriculum development and teaching on undergraduate and postgraduate courses.

Kat has a special interest in surgical site infection and this has been a focus of her activity and current role within UK 3M PLC, Infection Prevention division. Kat is an active member of the Infection Prevention Society (IPS) and has a role on their scientific planning committee.

Lisa Tierney: Non-Elected Trustee

Lisa has worked in theatres throughout the UK since 1980, predominately in the role of scrub practitioner. Previous roles include Theatre Matron at The Royal Liverpool and Broadgreen University Hospitals Trust and Theatre Matron/Manager at Liverpool Heart & Chest Hospital. Following 38 years in the NHS she is currently Head of Nursing for The Private Clinic of Harley Street.

Lisa is passionate about patient care and strives to create an environment of continuous quality improvement with a focus on safety, quality and improving the patient experience. She served as a Major in the Army Reserves for 18 years and completed three operational tours to Iraq and Afghanistan.

Lisa was seconded from Liverpool Heart & Chest Hospital to the Care Quality Commission (CQC) in July 2015 on a part time basis and continues to work for the CQC as a Specialist Advisor, having undertaken in excess of 100 Inspections in the NHS and Private Sector.

Lisa has been a member of NATN/AfPP for a number of years and represents AfPP on the steering group of the SAFE OR program, which supports and promotes safe standards in low income countries. She has contributed to developing the program and has delivered multi-disciplinary teaching on courses in Africa, India and the UK.

Dawn Stott: Chief Executive Officer and Director of AfPP Limited

Dawn has worked in healthcare for around 25 years in many different roles. During that time, she undertook an Open University Certificate in Management which provided the learning to underpin her knowledge and experience.

Dawn worked for a private hospital group in various roles and has managed a 9,000 patient GP practice in Headingley, Leeds. This provided her with an all-round understanding of healthcare from primary care commissioning through to secondary care intervention.

Her previous roles have included commissioning new hospital builds, commissioning new GP surgery builds, IT implementation programs, customer care training strategies and quality improvement initiatives. She has a strong interest in writing and is an active volunteer with the Prince's Trust mentoring young people starting out in their own new businesses.

Dawn joined AfPP in June 2009 as Director of Operations and moved into the role of CEO in October 2009.

David Robinson: Professional Advisor and Director of AfPP Limited

David is a Chartered Accountant and joined the Board in January 2018. After many years as a Partner in private practice David set up his own business advisory company in April 2016. He now holds a number of non-executive roles and provides advisory services to a broad range of businesses. His work principally relates to financial matters and business development. He was, for over 12 years, a trustee and treasurer of a leading local Charity and is now a trustee of a charity that provides access to the countryside for people with disabilities. David has extensive third sector and business experience.

DIRECTORS' REPORT

The Directors present their report and audited financial statements for the year ended 31 March 2021. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 (FRS 102) (effective 1 January 2019).

Reference and administrative information

Charity name:	The Association for Perioperative Practice
Charity registration number:	1118444
Company registration number:	6035633
Country of incorporation:	England
Registered office and Operational address	Daisy Ayris House, 42 Freemans Way, Harrogate HG3 1DH
Telephone:	01423 881300
Facsimile number	01423 880997
Website:	www.afpp.org.uk

Directors and Trustees:	John Dade (President) Roslyn Moore Kathryn Topley Lisa Tierney Nicholas Baker Ruth Collins (appointed 4 January 2021) Oliver Tierney (appointed 4 January 2021) Julia Spencer (appointed 4 January 2021) Tracey Williams (resigned 8 January 2021) Dezita Taylor-Robinson (resigned 4 May 2021)
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Key Management personnel

Chief Executive	Dawn Stott
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Subsidiary Name	AfPP Limited
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Company registration number:	3102102
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Subsidiary's Directors	John Dade Dawn Stott David Robinson Ruth Collins (appointed 18 January 2021) Tracey Williams (resigned 8 January 2021)
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Bankers	National Westminster Bank 3 Cambridge Crescent, Harrogate HG1 1PE
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Solicitors	Hempsons Solicitors The Exchange, Station Parade, Harrogate HG1 1TS
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Auditors	Saffery Champness LLP Mitre House, North Park Road, Harrogate HG1 5RX
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STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure

The organisation is a charitable company, limited by guarantee, registered in England and Wales, incorporated on 21 December 2006 and registered as a charity on 20 March 2007. The Company was established under a Memorandum of Association which established the objects and powers of the charitable Company and is governed under its Articles of Association. The Directors review these governing documents annually.

The business and assets of the unincorporated body, also known as The Association for Perioperative Practice, were donated to the Charity on 1 April 2007 and its liabilities were discharged by the Charity. In the event of the Company being wound up members are required to contribute an amount not exceeding £1.

The Association has grown and thrived since it was founded in 1964 by Doreen 'Daisy' Ayriss MBE. From a membership of only 250, AfPP has developed into a nationally respected organisation which promotes the highest level of clinical care in perioperative practice.

Related company

As at 31 March 2021, the charity has one wholly owned subsidiary company being AfPP Limited (No. 3102102).

The principal activity of the Company is the provision of training and consultancy to healthcare institutions and organisations working in or visiting the perioperative environment. Other activities include the publishing of journals and publications for the medical profession.

Further information is provided within the financial statements.

Pay policy for senior staff

The Directors, who are the Association's Trustees, consider that the key management personnel are the senior management team which is responsible for directing and controlling, running and operating the Association on a day-to-day basis. All Directors give their time freely and no Director received remuneration in the year for these services as Trustees. Details of Directors' expenses and related party transactions are disclosed in note 24 to the accounts.

Governance and Management

The Directors of the Company are also charity trustees for the purposes of charity law and under the Company's Articles of Association, are known as the Board of Directors and Trustees ('Board').

The Board meets at least three times per year and is responsible for business planning, strategy and the management of the charity. The day-to-day management of the charity has been delegated to the Chief Executive who is accountable to the Board.

The Board may delegate any powers or discretions to committees consisting of such persons as it may think fit. Any such committees report fully their acts and proceedings to the Board.

The Board of elected Directors/Trustees come from a background of employment based clinical practice, whilst non-elected Board members bring their business and administrative skills.

The elected Directors/Trustees act as ambassadors and are the external face of the Association both at national and international levels. Furthermore, the elected Directors/Trustees support various areas of governance activities including standards, membership, regions and education.

Recruitment and appointment of Directors/Trustees

In accordance with the Articles of Association, Directors/Trustees are elected by the voting members of the Company for a term determined by the Articles of Association. The Board may, by resolution, appoint up to four more non-elected Directors/Trustees.

All members of the Board are familiar with the practical work of the Charity. Any new Director is fully briefed by the Board on all aspects of the Charity, including its operational framework, future plans and current financial position. New Board members are provided with guidance from the Charities Commission on trusteeship.

All members of the Board give their time voluntarily and receive no benefits from the Charity. Any expenses reclaimed from the Charity are set out in note 21 to the financial statements.

Board induction, training and assessment

A structured approach ensures that the skills of new and current Directors/Trustees are developed in order to contribute to their roles as Board members.

New Board members are helped through a mentorship scheme involving an experienced Trustee who, in providing support, assists the new Board member to quickly become aware of the work and practices of the charity and is thereby equipped to contribute to the Board.

The performance of Directors/Trustees is reviewed annually by the President as part of an individual development plan which sets out any further training/development needs.

Regional Teams

HQ continues to work closely with our regional teams; however, the pandemic has meant face to face meetings have not been achievable. Virtual meetings have taken place to ensure our regional teams have been supported and kept up to date with ongoing AfPP business. Our regional teams continue to support all regional accomplishments and have worked hard to maintain and enhance the profile of the Association at local level.

Sub-committees

There are various sub-committees and groups which have delegated authority from the Board:

Governance Committee – The aim of the Governance Committee is to ensure and evidence that systems are in place that deliver a sound and robust approach to integrated governance. The Governance Committee reports to the Board and meetings are aligned to the board meetings.

Nominating Committee – The function of the Nominating Committee is to encourage and assist in the maintenance of the succession of Board roles. The committee meets as required to support the Trustee election process and reports to the Board.

OUR AIMS AND OBJECTIVES

Purposes

AfPP exists to advance health by improving patient care in perioperative practice by:

- determining standards and promoting best practice
- facilitating education and practice development
- providing professional support services
- providing a forum for partnership with industry
- shaping healthcare policy

Our vision

To lead perioperative excellence.

Ensuring our work delivers our aims

The achievements and the results of the Charity's activities are reviewed monthly by the Board. The Board also reviews the aims and objectives in the context of achievements and results.

The focus of our work

The main objectives for the year continued to be the advancement of health by the improvement of patient care in perioperative practice. The strategies and activities we employed to meet these objectives included:

- the provision of education and ongoing professional development courses
- the provision of advice to practitioners in the delivery of perioperative practice
- to act as a consultative body on perioperative care and practice to any government department, public or private institution or other interested groups
- to institute or assist in instituting and providing continuing support for research in furtherance of the objects of the Charity
- to award scholarships, bursaries and prizes
- to facilitate the publication of periodicals, journals, books and other forms of media and the provision of library and reference services consistent with the Charity's objects

How our activities deliver public benefit

The Trustees have considered the Charity Commissions' guidance on public benefit including its publication 'Public Benefit: running a Charity' (PB2) in setting its objectives and planning activities for the year.

Whilst our activities are focused upon perioperative professionals within all health settings, the nature and scope of our work results in a much wider audience than the members and students who subscribe to the Charity.

By the promotion of best practice in perioperative care through the delivery of our activities, the clinical journey of anyone in the United Kingdom having surgical treatment will be enhanced.

The Charity's residential event at the University of York is an opportunity for perioperative professionals delivering healthcare needs, regardless of the income of beneficiaries, to attend a forum of like-minded individuals. This event was, however, postponed in 2020 due to the pandemic and has been moved onto a virtual platform which will provide similar opportunities to network.

The Charity's journal provides widespread information to those in perioperative practice and an academic technical journal is available to members and non-members on subscription.

In January 2020, we launched our new Innovation People and Practice Magazine which replaced our Procurement Guide. The IPP is a stand-alone supplement which is published and despatched with the Journal of Perioperative Practice ten times per year. The IPP includes wellbeing features, interviews with practitioners and suppliers, articles on best practice and product innovation.

Who used and benefited from our services?

Members of the public in the United Kingdom in need of perioperative care are the ultimate beneficiaries of the Charity's services. The Charity supports skilled perioperative staff through direct membership and the provision of website information to non-members.

ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE IN THE YEAR

Annual Conference York

Due to the pandemic our Residential Event at York University had to be postponed. Due to the severity of the pandemic the event will not now be held face to face until 2022. In 2021 a virtual conference will be held to support the educational needs of our members.

Regional study days

Again, due to the pandemic we have not been able to hold in person regional study days. We have introduced a new way of delivering our education via webinars as described below. We hope to commence in person events as soon as possible.

Webinars

As a result of the pandemic and with a need to continue to deliver high quality education that provides value for money, we worked with an industry partner to develop a programme of Saturday Lectures. These were initially provided free of charge to anyone wishing to join. A pricing structure has since been developed with a favourable rate for members and free of charge to students.

Newsletter and publications

The Charity publishes a range of technical and professional journals, newsletters and books including The Journal of Perioperative Practice, the official journal of the AfPP. It promotes perioperative practice through publishing literature reviews, research-based articles, topical discussions, advice on clinical issues, current news items and product information. The Journal also encourages a sense of community among perioperative practitioners by providing a forum for debate.

The Commercial Division

The business derived through our commercial arm has proved to be a very important income stream for the Association. However due to the pandemic and the restrictions on surgical intervention we have not been able to undertake our audit and accreditation work within the NHS and private sector. This has had a detrimental effect on our income streams. We are hopeful that this will improve once elective surgery recommences.

Membership of AfPP

The Charity is a membership organisation. Different classes of membership ensure that membership is open to all who have an interest or vocation in perioperative care. Registered and non-registered clinical staff have access to membership as do students.

Corporate members have no voting rights at General Meetings of the Company.

The membership is organised into Regional Teams which facilitate professional education, networking and communications.

At 31 March 2021 the Charity's membership was 6,789 (2020: 6,845).

Student development

All students are eligible for online membership. This category of membership allows access to all online resources including the archive of the Journal of Perioperative Practice articles, the CPD modules and our education offering.

Indemnity Insurance

We saw 1,514 members renew their insurance in 2020/21; this does not include new business which is being written daily.

Professional Advisory Service

The Professional Advisory Service (PAS) is a confidential service which aims to provide clinical, ethical and professional advice to all members. The aim of PAS is to provide clear, helpful, accurate and confidential advice to:

- facilitate the assurance of standards and best practice within perioperative practice
- promote the safety of patients in the perioperative environment by the provision of quality patient care
- promote professional conduct and practice across all perioperative disciplines.

LOOKING TO THE FUTURE

Year on year we continue to review our efforts and what has brought the best outcomes for the Association and its members. We continually review practice and bring ideas and feedback to the table to ensure our members are getting the most out of the benefits we offer.

Our strategic objectives are reviewed quarterly through our Board meetings to ensure we are supporting members in the best way possible and, of course, meeting our charitable requirements.

Our work to raise the profile of the Association will continue and opportunities to work collaboratively with similar organisations will be strongly pursued to ensure a greater voice in our professional arena.

Our trading arm will continue to be developed to facilitate learning for Trusts around whole teams, human factors, communication, leadership etc.

Following the Covid-19 outbreak the trustees and senior management team have monitored and updated controls and procedures in accordance with relevant UK government, Public Health England and Charity Commission guidance with the safety of staff and maintaining services to members the key priorities. Whilst the impact of Covid-19 continues to pose challenges, and uncertainties remain, the trustees are satisfied that they are taking all appropriate measures to mitigate any risks to the continuing operations of the charity.

FINANCIAL REVIEW

Results of the Group

The gross income of the Group amounted to £939,132 (2020: £1,168,013). The Group has reported a deficit for the year of £(69,796). The reduction in income, and the deficit for the year, reflect the challenges faced as a result of the pandemic as detailed elsewhere in the Directors' Report.

Investment policy

The Charity holds money not required for immediate use on deposit with UK commercial banks and seeks to maximise the interest earned by active cash management.

Reserves policy

Reserves are required to bridge the gap between expenditure and income to cover unplanned emergency expenditure and to develop new services.

Total funds as at 31 March 2021 amounted to £776,714 (2020: £846,510) of which £776,714 (2020: £846,510) was unrestricted. However, the unrestricted funds include functional fixed assets (eg Goodwill, computer hardware, software and other equipment) of £391,762 (2020: £353,466) that are essential for the Charity's activities and are therefore excluded from free reserves. Therefore, the Charity's reserves freely available to spend at 31 March 2021 were £384,952 (2020: £493,044).

The Charity seeks to achieve sufficient reserves to cover six months' expenditure on charitable activities (£500,000) plus the estimated costs of meeting all commitments on a winding-up of the organisation (£52,000); a total of £552,000. The trustees note that reserves freely available to spend decreased significantly during the year ended 31 March 2021. This reflects the deficit incurred in the year which is a direct result of the pandemic which is out of our control. This is not a cause for concern because we were in such a strong financial position prior to the pandemic. There has also been further investment during the year on our IT infrastructure. Reserves freely available to spend at 31 March 2021 fell below the level required to satisfy our reserves policy at that date. The trustees consider the reserves policy to be prudent and the shortfall against that policy at 31 March 2021 not to be a cause for concern.

The reserves policy is reviewed annually.

Fundraising Activities

In the directors' opinion the charity does not carry out any fundraising activities of the nature set out in the Charities Act 2016

Risk Management

The Board has a risk management strategy which comprises:

- Compilation of a risk register for the Group which is underpinned by detailed risk assessments and supported through standard methodologies. The risk assessments are reviewed quarterly by the Governance Committee and annually by the Board as part of the Charity's strategic and operations plans.
- Establishment of policies, systems and procedures to mitigate the risks identified in the risk register
- Implementation of procedures to minimise the potential impact of any risks that do materialise.

Key risks currently are:

- Organisational support systems fail to enable effective communication with members
- Achieving delegate numbers at AfPP events
- Loss of key operational staff from HQ leading to loss of knowledge

Principal funding sources

During the year, a total of £831,940 (2020: £1,041,298) was generated from charitable activities.

STATEMENT OF DIRECTORS RESPONSIBILITIES

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

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

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity's SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable 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 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 their charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

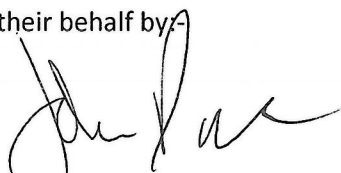
STATEMENT OF DISCLOSURE TO AUDITORS

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware, and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that
- the auditor is aware of that information

Approved by the Directors on 18 September 2021

and signed on their behalf by:



John Dade, President

Independent auditor's report to the members

Opinion

We have audited the financial statements of The Association for Perioperative Practice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the affairs of the group and the parent charitable company as at 31 March 2021 and of the group's 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 requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact.

We have nothing to report in this regard.

Other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and to take advantage of the small companies exemption in preparing the Trustees' Annual Report and the Strategic Report.

Responsibilities of trustees

As explained more fully in the Statement of Directors Responsibilities set out on page 20, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the group and parent financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with trustees and updating our understanding of the sectors in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the parent 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 parent charitable company's members those matters we are required to state to them in an auditor's 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 parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Saffery Champness LLP

.....
Sally Appleton (Senior Statutory Auditor)

For and on behalf of Saffery Champness LLP
Chartered Accountants/Statutory Auditors
Mitre House
North Park Road
Harrogate
HG1 5RX

6 October 2021

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Consolidated Statement of Financial Activities (including Income and Expenditure Account)

Income:

	Notes	Unrestricted Funds £	Restricted Funds £	2021 Total £	2020 Total (note 7) £
Income:					
Voluntary income: Donations and grants	1	131	-	131	340
Income from charitable activities	2	831,940	-	831,940	1,041,298
Investment income	3	1,713	-	1,713	3,141
Income from trading activities:					
Subsidiary - trading turnover and other income	4	105,322	-	105,322	123,156
Subsidiary - interest receivable	4	26	-	26	78
Total income		939,132	-	939,132	1,168,013
Expenditure					
Charitable activities	5	894,590	-	894,590	1,025,696
Raising funds	4	114,338	-	114,338	161,169
Total expenditure		1,008,928	-	1,008,928	1,186,865
Net income/(expenditure) resources before other recognised gains or losses		(69,796)	-	(69,796)	(18,852)
Transfer between funds	17	-	-	-	-
Net movement in funds		(69,796)	-	(69,796)	(18,852)
Reconciliation of funds:					
Total funds brought forward		846,510	-	846,510	865,362
Total funds carried forward		776,714	-	776,714	846,510

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

Balance Sheets Consolidated and Charity

	Notes	Group		Charity	
		2021	2020	2021	2020
		£	£	£	£
Fixed assets					
Intangible fixed assets	8	12,000	15,000	-	-
Tangible fixed assets	9	379,762	338,466	367,933	323,567
Investments	11	-	-	70,058	70,058
		391,762	353,466	437,991	393,625
Current assets					
Stock	10	30,247	23,830	28,604	22,330
Debtors	12	600,767	670,507	418,856	543,334
Cash at bank in hand		394,156	515,148	377,498	474,195
		1,025,170	1,209,485	824,958	1,039,859
Creditors: amounts falling due within one year	13	(640,218)	(716,441)	(442,150)	(551,879)
Net current assets		384,952	493,044	382,808	487,980
Net assets		776,714	846,510	820,799	881,605
The funds of the charity:					
Unrestricted funds	18	776,714	846,510	820,799	881,605
Restricted funds		-	-	-	-
Total charity funds		776,714	846,510	820,799	881,605

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 28-43 form part of these financial statements.

Approved by the board on 18 September 2021 and signed on its behalf by:



John Dade *Director/Trustee*

Company Registration No. 6035633

Consolidated Statement of Cash Flows

	Notes	2021	2020
		£	£
Cash used in operating activities	25	(69,902)	(16,697)
Cash flows from investing activities			
Interest income		1,739	3,219
Purchase of tangible fixed assets		(52,829)	(134,118)
Acquisition of business	20	-	(32,500)
Net cash used in investing activities		(51,090)	(163,399)
		<hr/>	<hr/>
Change in cash and cash equivalents and net debt in the reporting period		(120,992)	(180,096)
Cash and cash equivalents and net debt at the beginning of the year		515,148	695,244
		<hr/>	<hr/>
Cash and cash equivalents and net debt at the end of the year		394,156	515,148

Notes to the Consolidated Financial Statements

ACCOUNTING POLICIES

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the period.

a) Basis of accounting

The financial statements have been prepared in accordance with 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 (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Association for Perioperative Practice meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b) Fund accounting

Unrestricted funds are available for use at the discretion of the Directors in furtherance of the general objectives of the charity

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

c) Going Concern

The directors assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The directors make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the Charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Charity's ability to continue as a going concern. The assessment has included consideration of the impact of Covid-19 in the Charity's operations and further information is provided in the Directors Report. The directors continue to adopt the going concern basis of accounting in preparing the financial statements. Having carried out a review of the company's cash flow and resources, the directors are confident that the Charity is able to meet its liabilities as they fall due for at least one year from the date of approval of the financial statements.

d) Incoming resources

All incoming resources are included in the SOFA when the Charity is entitled to the income it is probable that the income will be received and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- investment income is included on a received basis;
- donations and grants are credited to the SOFA on a receivable basis;
- membership income is recognised on a receivable basis subject to deferral based upon a member's date of renewal;
- income from study days is recognised on an accruals basis;
- grants are recognised when received;
- all incoming resources are stated gross and are not netted down for expenditure.

Notes to the Consolidated Financial Statements

e) 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:

- Charitable activities comprise those costs incurred by the Charity in the delivery of its activities and services. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. It also includes Governance Costs which are those costs associated with meeting the constitutional and statutory requirements of the Charity and include costs linked to the strategic management of the Charity
- Raising funds. This comprises both the direct costs and overheads incurred by the subsidiary, AfPP Limited, in the conduct of its trading activities.
- All overhead and support costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly; others are apportioned on an appropriate basis as set out in note 5. Irrecoverable VAT is charged as a separate cost item and allocated in the same way as other costs.

f) Intangible fixed assets – Goodwill

Goodwill arising on the acquisition of subsidiary undertakings/trade and assets etc represents the excess of the fair value of the consideration over the fair value of the identifiable assets and liabilities acquired. It is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is considered to have a finite useful life and is amortised on a systematic basis over its expected life, which is five years.

For the purposes of impairment testing, goodwill is allocated to the cash-generating units expected to benefit from the acquisition. Cash-generating units to which goodwill has been allocated are tested for impairment at least annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of each asset in the unit.

g) Tangible fixed assets and depreciation

Tangible fixed assets are capitalised and depreciated over their expected useful lives at the following rates:

Building improvement	20% of cost per annum
Plant and machinery	20% reducing balance
On-line education asset	20% of cost per annum
Fixtures, fittings and equipment	25% of cost per annum
Website	25% of cost per annum
Computer equipment	20% of cost per annum
Motor vehicle	25% reducing balance

Capital expenditure items, excluding software with a cost £500 and above are treated as fixed assets.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to the SOFA.

h) Investments and investment income

Investments are included at historical cost less provision for diminution in value. Any realised/unrealised gains/losses for the period are dealt with through the SOFA. Investment income is accounted for in the period in which the Charity is entitled to receipt.

Notes to the Consolidated Financial Statements

i) Pension costs

The Charity operates two defined contribution pension schemes. Contributions are transferred to the SOFA in the period in which they become payable in accordance with the rules of the schemes.

j) Stock

Stock is valued at the lower of cost and net realisable value.

k) Consolidated financial statements

The financial statements consolidate the results of the Charity and its wholly owned subsidiary, AfPP Limited, on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

l) Financial Instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Notes to the Consolidated Financial Statements

1 Donations and grants

	2021 Restricted £	2021 Unrestricted £	2021 Total £	2020 Total £
Donations from individuals	-	131	131	340
	-	131	131	340

2 Income from charitable activities

	2021 Unrestricted £	2021 Total £	2020 Total £
Membership	705,785	705,785	728,597
Study days and collaborative events	8,430	8,430	24,739
Residential income	700	700	188,190
Journal subscriptions	2,250	2,250	1,316
Journal advertising income	92,710	92,710	62,654
Publication sales	22,065	22,065	35,802
	831,940	831,940	1,041,298

The amount of membership income deferred at 31 March 2021 is £304,954 (2020: £307,607) and this is included in accruals and deferred income at note 13 to these accounts.

3 Investment income – unrestricted

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Investment income comprises the following:-				
Bank interest received	1,739	3,219	1,713	3,141
	1,739	3,219	1,713	3,141

Notes to the Consolidated Financial Statements

4 Subsidiary's results and financial position

The trading results for the year of the wholly owned subsidiary, AfPP Limited, as extracted from the audited accounts are summarised below.

	2021 £	2020 £
Turnover and other income	90,348	123,234
Expenditure	<u>114,338</u>	<u>161,169</u>
Loss for the financial year	<u>(23,990)</u>	<u>(37,935)</u>
The assets and liabilities of the subsidiary were:		
Fixed assets	23,829	29,900
Current assets	215,251	213,809
Current liabilities	(228,108)	(208,747)
Total net assets	<u>10,972</u>	<u>34,962</u>
Aggregate share capital and reserves	<u>10,972</u>	<u>34,962</u>

The subsidiary undertaking is controlled by the Board of the Charity's Trustees.

Notes to the Consolidated Financial Statements

5 Total resources expended

	Basis of allocation	Charitable activities £	Governance £	2021 Total £	2020 Total £
Costs directly allocated to activities					
Staff costs	Staff time	52,286	-	52,286	65,829
Publications, Printing and postage	Direct	123,912	-	123,912	107,589
Residential costs	Direct	3,169	-	3,169	156,000
Study day costs	Direct	4,939	-	4,939	19,529
Marketing	Direct	28,540	-	28,540	6,587
Online education depreciation	Direct	1,467	-	1,467	6,377
Subscriptions	Direct	8,148	-	8,148	7,348
Membership expansion costs	Direct	67,597	-	67,597	45,897
Awards	Direct	3,410	-	3,410	2,670
Grants	Direct	(645)	-	(645)	4,035
		<u>292,823</u>	<u>-</u>	<u>292,823</u>	<u>421,861</u>
Support costs allocated to activities					
Computer running costs	Usage	39,370	-	39,370	34,480
Board related costs	Usage	-	7,310	7,310	36,249
Staff costs	Staff time	361,555	18,000	379,555	291,470
Rent and rates	Usage	36,312	-	36,312	33,861
Light and heat	Usage	3,460	-	3,460	3,226
Insurances	Usage	7,905	-	7,905	3,470
Telephone	Usage	9,733	-	9,733	8,717
Sundries	Usage	471	-	471	432
Legal and professional	Usage	6,583	-	6,583	2,905
Depreciation	Usage	6,997	-	6,997	10,637
Loss on disposal of fixed asset	Usage	-	-	-	1,575
Irrecoverable VAT	Usage	34,261	-	34,261	72,487
Printing and stationery	Usage	14,530	-	14,530	18,401
Bank charges	Transactions	21,291	-	21,291	21,282
Staff recruitment costs	Usage	-	-	-	5,346
Staff travel	Transactions	(38)	-	(38)	4,470
Staff training	Transactions	4,021	-	4,021	9,190
Audit fees	Usage	1,565	4,650	6,215	6,349
Accountancy fees	Usage	-	1,150	1,150	1,150
Bad debts	Transactions	6,807	-	6,807	8,006
Office costs	Usage	11,035	-	11,035	13,686
Public relations	Usage	4,799	-	4,799	16,446
		<u>570,657</u>	<u>31,110</u>	<u>601,767</u>	<u>603,835</u>
Total resources expended		<u>863,480</u>	<u>31,110</u>	<u>894,590</u>	<u>1,025,696</u>

Notes to the Consolidated Financial Statements

6 Net incoming resources for the period

The net incoming resources for the period are after charging for the following expenditure:

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Depreciation	11,535	18,115	8,464	17,014
Operating lease rentals:				
Land and buildings	38,000	37,964	38,000	37,964
Auditor's remuneration:				
Audit fees	8,430	8,430	6,215	6,349
Tax compliance services	1,000	1,000	1,000	1,000
Accountancy and other services	1,050	1,050	150	150

Notes to the Consolidated Financial Statements

7 Analysis of prior year Statement of Funds/Financial Activities by:

	Notes	Unrestricted Funds £	Restricted Funds £	2020 Total £
Income:				
Voluntary income: Donations and grants	1	340	-	340
Income from charitable activities	2	1,041,298	-	1,041,298
Investment income	3	3,141	-	3,141
Income from trading activities:				
Subsidiary - trading turnover		123,156	-	123,156
Subsidiary - interest receivable		78	-	78
Total income		1,168,013	-	1,168,013
Expenditure				
Charitable activities	5	1,025,696	-	1,025,696
Raising funds		161,169	-	161,169
Total expenditure		1,186,865	-	1,186,865
Net income/(expenditure)		(18,852)	-	(18,852)
Transfer between funds	17	-	-	-
Net movement in funds		(18,852)	-	(18,852)
Reconciliation of funds:				
Total funds brought forward		865,362	-	865,362
Total funds carried forward		846,510	-	846,510

Notes to the Consolidated Financial Statements

8 Intangible fixed assets

GROUP	Goodwill £
At cost	
Balance brought forward	15,000
Additions	-
Balance carried forward	<u>15,000</u>
Amortisation and impairment	
Balance brought forward	-
Charge for the period	3,000
Balance carried forward	<u>3,000</u>
Net book values	
As as 31 March 2021	12,000
As as 31 March 2020	15,000
 CHARITY	
At cost	
Balance brought forward	-
Additions	-
Disposals	-
Balance carried forward	<u>-</u>
Amortisation and impairment	
Balance brought forward	-
Charge for the period	-
On Disposal	-
Balance carried forward	<u>-</u>
Net book values	
As as 31 March 2021	-
As as 31 March 2020	-

Notes to the Consolidated Financial Statements

9 Tangible fixed assets

GROUP	Building Improvements £	*Software & computer equipment £	Fixtures fittings & equipment £	Plant & Machinery £	Motor vehicle £	2021 Total £
At cost						
Balance brought forward	13,034	513,079	-	14,000	2,000	542,113
Additions	-	52,829	-	-	-	52,829
Disposals	-	-	-	-	-	-
Balance carried forward	13,034	565,908	-	14,000	2,000	594,942
Accumulated depreciation						
Balance brought forward	13,033	189,513	-	933	167	203,646
Charge for the period	-	8,463	-	2,613	458	11,534
On Disposal	-	-	-	-	-	-
Balance carried forward	13,033	197,976	-	3,546	625	215,180
Net book values						
As as 31 March 2021	1	367,932	-	10,454	1,375	379,762
As as 31 March 2020	1	323,566	-	13,067	1,833	338,466
*Website, computer equipment and online educational assets.						
CHARITY						
At cost or valuation						
Balance brought forward	13,034	513,079	-	-	-	526,113
Additions	-	52,829	-	-	-	52,829
Disposals	-	-	-	-	-	-
Balance carried forward	13,034	565,908	-	-	-	578,942
Accumulated depreciation						
Balance brought forward	13,033	189,513	-	-	-	202,546
Charge for the period	-	8,463	-	-	-	8,463
On Disposal	-	-	-	-	-	-
Balance carried forward	13,033	197,976	-	-	-	211,009
Net book values						
As as 31 March 2021	1	367,932	-	-	-	367,933
As as 31 March 2020	1	323,566	-	-	-	323,567

Notes to the Consolidated Financial Statements

10 Stock

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Educational literature for resale	13,185	12,775	13,185	12,775
Consumables held by subsidiary	1,643	1,500	-	-
Costs incurred for future publications	11,709	4,770	11,709	4,770
Promotional goods - not for resale	3,710	4,785	3,710	4,785
	<u>30,247</u>	<u>23,830</u>	<u>28,604</u>	<u>22,330</u>

11 Fixed asset investment

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Cost				
Investment in the subsidiary - AfPP Limited	-	-	121,465	121,465
Balance carried forward	<u>-</u>	<u>-</u>	<u>121,465</u>	<u>121,465</u>
Provision for diminution in value				
Balance brought forward	-	-	51,407	51,407
Charge for the year	-	-	-	-
Balance carried forward	<u>-</u>	<u>-</u>	<u>51,407</u>	<u>51,407</u>
Balance carried forward	<u>-</u>	<u>-</u>	<u>70,058</u>	<u>70,058</u>

12 Debtors

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Amount due from the subsidiary	-	-	15,041	44,186
Trade debtors	301,205	318,614	285,724	299,182
Other debtors	-	-	-	-
Prepayments and accrued income	299,562	351,893	118,091	199,966
	<u>600,767</u>	<u>670,507</u>	<u>418,856</u>	<u>543,334</u>

Notes to the Consolidated Financial Statements

13 Creditors

amounts falling due within one year

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Accruals and deferred income	576,514	542,267	378,961	407,062
Trade creditors	40,348	142,238	39,833	112,881
Other creditors	12,274	21,797	12,274	21,797
Other taxes and social security costs	11,082	10,139	11,082	10,139
	640,218	716,441	442,150	551,879

Membership deferred income relates to membership subscriptions invoiced annually. Other deferred income relates to future events invoiced in advance.

	Membership	Other
	£	£
Deferred income		
Balance at 1 April 2020	307,607	138,640
Amount deferred in the year	304,954	60,570
Amount released to SOFA	(307,607)	(138,640)
Balance at 31 March 2021	304,954	60,570

14 Financial commitments

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Land and buildings				
Operating leases which will expire:				
Within one year	15,000	36,000	15,000	36,000
Between two and five years	-	9,000	-	9,000
	15,000	45,000	15,000	45,000

At 31 March 2021 the Company was committed to making the above payments under non-cancellable operating leases in the year.

15 Pension costs

The Charity operates two defined contribution schemes where the rates of contribution is specified in the rules, although additional contributions can be made to the schemes. The pension cost charged in the year was £12,025 for the Group and £12,025 for the Charity (2020: Group £12,050; Charity £12,050).

Notes to the Consolidated Financial Statements

16 Staff costs

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Salaries and wages	441,954	393,817	385,934	318,609
Social security costs	38,457	34,071	33,582	27,559
Pension costs	13,564	12,025	13,564	12,025
	493,975	439,913	433,080	358,193

During the year the charity recharged its subsidiary £60,985 (2020: £81,540) for staff costs. These are included within the management charge expenses in the accounts of the subsidiary.

During the year key management personnel received remuneration £79,426 (2020: £79,956).

The number of employees whose emoluments (salaries, wages and benefits in kind) fell within the following bands:

	2021 £'000	2020 £'000
£70,000 - £79,999	1	1

During the year pension contributions on behalf of these staff amounted £5,177 (2020: £4,214).

The average monthly head count was 14 staff (2020: 13 staff) and the average monthly numbers of full time equivalent employees (including casual and part-time staff) during the year were as follows:

Staff numbers	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Chief Executive	1	1	1	1
Member services	3	3	3	3
Events	1	1	1	1
Editorial	1	1	1	1
Marketing	2	2	2	2
Commercial	1	1	1	1
Finance	2	2	2	2
Management and administration	3	2	3	2
	14	13	14	13

Notes to the Consolidated Financial Statements

17 Analysis of movements in unrestricted funds

	Balance 1 April 2020 £	Incoming resources £	Resources expended £	Transfers £	Funds 31 March 2021 £
General fund	846,510	939,132	(1,008,928)	-	776,714
Total	846,510	939,132	(1,008,928)	-	776,714

Name of unrestricted fund	Description , nature and purposes of the fund
General fund	These are unrestricted reserves available for the charity's activities.

18 Analysis of net assets between funds

	Fixed assets £	Current assets £	2021 Total £
Fund balances at 31 March 2021 are represented by:			
- Unrestricted	391,762	384,952	776,714
- Restricted	-	-	-
Group reserves	391,762	384,952	776,714

19 Capital and other commitments

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Contracted for but not provided in the financial statements	-	17,816	-	17,816

Notes to the Consolidated Financial Statements

20 Acquisition of business

In the prior year AFPP Limited acquired the trade and assets of a business. The fair value of the assets acquired was as follows:

	Fair Value
	£
Property plant and equipment	16,000
Inventories	1,500
Total identifiable net assets	<u>17,500</u>
Goodwill	15,000
Total consideration	<u>32,500</u>
Satisfied by:	£
Cash	<u>32,500</u>

21 Trustees' emoluments

Expenses relating to travel and subsistence costs amounting to £nil (2020: £22,849) were reimbursed to nil (2020: nine) Trustees who served during the year.

22 Taxation

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charity.

Notes to the Consolidated Financial Statements

23 Control

In accordance with the Articles of Association of the Charity, overall control is held by the Trustees and Directors who form the Board. Day to day management of the operational affairs of the charity has been delegated to the Chief Executive who reports to the Board.

24 Related Party Transactions

Tracey Williams is an employee of University of Central Lancashire. During the year £2,209 (2020: £12,955) was paid to University of Central Lancashire.

During the year one (2020: seven) of the trustees of the Charity, was paid £1,109 (2020: £4,092) through the wholly owned subsidiary, AfPP Ltd for running events and training for the company. Of these amounts, £Nil (2020: £nil) was outstanding at the year end and included in trade creditors.

Donations from the Trustees to the Charity during the year were £Nil (2020: £Nil).

Management charges were paid to the Charity by its subsidiary during the year of £78,000 (2020: £121,297). At 31 March 2021 the subsidiary owed £15,041 (2020: £44,186) to the Charity.

Payments relating to the JPP Article Reviewer fees amounted to £30 (2020: £90) were paid to one (2020: one) trustee who served during the year.

25 Reconciliation of movement in funds to net cash used in operating activities

	2021 £	2020 £
Net (expenditure)/income for the reporting period	(69,797)	(18,851)
Adjustment for:		
Depreciation charges	11,534	18,114
Amortisation charges	3,000	-
Loss on disposal of Fixed Assets	-	1,575
Interest income	(1,739)	(3,219)
(Increase) in stocks	(6,417)	(9,156)
Decrease/(increase) in debtors	69,740	(70,068)
(Decrease)/increase in creditors	(76,223)	64,908
Net cash used in operating activities	(69,902)	(16,697)